



# BEFORE THE OCIO SEARCH: HIT PAUSE

First, figure out what your organization needs in an OCIO.



**Check the "whether."** Convene a meeting of key stakeholders and discuss:

- whether there are any anticipated **directional changes or adjustments** to the organization that could affect enterprise risk or the investment portfolio;
- whether there are any near-term **expected inflows** or **spending commitments/liabilities**; and
- whether there is **interest in values-based investing** (e.g., DEI, ESG), if appropriate.



**Identify any issues.** How well is the portfolio achieving its purpose and what needs improvement? Ask if internal teams (e.g., accounting) need additional support.



**OCIO or bust?** Decide whether to limit the search to true OCIO (with fiduciary responsibility, discretion/accountability and independence) or include other outsourced providers that don't offer the same benefits and may have conflicts of interest.



**Investment philosophy.** Make sure the investment committee is clear on its investment philosophy. An OCIO match in investment philosophy is critical.



**"Most Wanted" list.** Which OCIO features or services are most important to the organization? Create a list of three to five "must have" features such as:

- governance and fiduciary support
- experience with similar clients
- alternative investment capabilities
- open architecture manager selection (a "built-in" feature of true OCIO)
- service ethic, firm size/number of clients



**Control.** Determine how much control the investment committee is comfortable delegating. Be reasonable: if the investment committee won't delegate the "meat" of decision-making, it may need to "order chicken" instead.