





<p>Investment Staff</p> <ul style="list-style-type: none"> <li>• guidelines involved in disclosing information, maintaining privacy and confidentiality</li> <li>• importance of the governance role and the difference between managing and monitoring/oversight</li> <li>• Willing to engage in discussions with differences of opinion, but able to “speak with one voice” on Board decisions</li> </ul>									
<p><b>Oversight Experience</b></p> <ul style="list-style-type: none"> <li>• Knowledge, experience or demonstrated understanding of the responsibilities involved in overseeing investments and being part of a Board</li> <li>• Experience providing advice in a fiduciary capacity</li> </ul>			X	X	X	X		X	
<b>Government/Policy Experience</b>									
<p><b>Governmental Policy Experience</b></p> <ul style="list-style-type: none"> <li>• Knowledge, experience and demonstrated understanding of the workings of government and public policy</li> <li>• Experience in developing public policy with respect to economics and finance</li> <li>• Strong understanding of relevant regulatory regimes</li> </ul>						X	X		
<p><b>Municipal Finance Experience</b></p> <ul style="list-style-type: none"> <li>• Understanding of key concepts, issues, and practices in municipal finance</li> <li>• Oversight of municipal investments</li> </ul>	X	X				X			
<p><b>Public Funds and Institutions</b></p> <ul style="list-style-type: none"> <li>• Understands the principles of public accountability and integrity</li> <li>• Comfortable with public transparency</li> <li>• Has experience working with/for public institutions/entities</li> </ul>	X			X		X	X		

**Investment Knowledge, Skills and Experience**

<b>Investments/Portfolio Management - Equities</b> <ul style="list-style-type: none"> <li>• Hands-on experience managing investment portfolios in equities</li> <li>• Knowledge and understanding of the workings of equity investment markets</li> </ul>					X			X	
<b>Investments/Portfolio Management - Fixed Income</b> <ul style="list-style-type: none"> <li>• Hands-on experience managing fixed income investment portfolios</li> <li>• Knowledge and understanding of the workings of fixed income markets</li> </ul>			X						
<b>Investments/Portfolio Management - Alternatives</b> <ul style="list-style-type: none"> <li>• Hands-on experience managing investment portfolios in alternative investments</li> <li>• Knowledge and understanding of the workings of public and/or private markets for alternative investments such as infrastructure, private debt, private equity, and real estate</li> </ul>								X	
<b>Investment Products</b> <ul style="list-style-type: none"> <li>• Understands the differences between various investment products and structures such as pooled funds, mutual funds, exchange traded funds, commingled accounts, including costs, suitability for institutional/municipal investors, tax implications</li> <li>• Expertise in launching/implementing various investment products</li> </ul>				X				X	
<b>Investments/Managing Investment Risk</b> <ul style="list-style-type: none"> <li>• Experience in managing risk inherent in investment strategies though techniques such as asset allocation, diversification, hedging etc.</li> <li>• Understands the key concepts related to building efficient portfolios</li> <li>• Understands asset/liability techniques</li> </ul>			X	X	X	X		X	
<b>Investments/Operations</b>				X				X	

<ul style="list-style-type: none"><li>• Understands the various operational and accounting issues related to investment operations, investment funds</li><li>• Understands the role of various service providers to the ONE investment program (e.g. custodian, fund accountants, compliance officers, legal, investment managers, consultants)</li></ul>									
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