

# Oregon Board Administrator Handbook



Image description: The Oregon state seal, which shows a shield supported by 33 stars. The words "The Union" are on the banner in the middle. Above the banner are mountains, an elk with branching antlers, a wagon, the Pacific Ocean on which a British man-of-war ship is departing, and an American steamer ship is arriving. Below the banner is a sheaf, a plow, and a pickaxe. Above the shield is an American eagle. The legend surrounding the seal reads "State of Oregon" and "1859."

**Tina Kotek**

Governor  
State of Oregon

Executive Appointments Office  
900 Court Street NE, Suite 254  
Salem, Oregon 97301-4047

[www.governor.oregon.gov](http://www.governor.oregon.gov)

# Table of Contents

Introduction .....	2
The Executive Appointments Team .....	3
Overview of the Board System .....	3
Your Role as a Board Administrator .....	4
Overview of the Appointment Process.....	6
Boards and the State Budget Process.....	11
Legislative Engagement for Boards and Commissions .....	12
Public Records and Public Meetings Law.....	14
Americans With Disabilities Act and Disability Accommodations.....	15
Board Member Training .....	16
Board Member Compensation and Reimbursement .....	17
Training and Support for Board Administrators.....	20
Additional Information and Resources .....	21
Summary of Relevant Laws & Policies .....	25

## Introduction

The Governor’s Executive Appointments team has created this handbook to support you in your role. In this handbook and the associated board administrator toolkit, you will find information on Oregon’s board and commission system, the appointments process, and best practices for boards.

The information in this handbook is provided only as general guidance. For more specific information, please refer to your board’s governing statutes, rules, and policies or consult your assigned Oregon Department of Justice (DOJ) counsel. This handbook has been written to apply to Governor-appointed boards and commissions. While some of the information and best practices shared here may be helpful for other public bodies, the information contained in this handbook may not apply to non-Governor appointed boards, commissions, or advisory groups. Nothing in this manual should be considered legal advice.

If you need something that isn’t in this handbook, please reach out to us. The Executive Appointments team is here to support you, and we appreciate your hard work to help Oregon’s board system run smoothly.

## The Executive Appointments Team

Governor Kotek’s Executive Appointments team handles all aspects of the appointments process and provides support for boards and commissions including board members and board administrators. Our team takes a “no wrong door” approach to our work, and you may reach out to any of us with any questions or support needs you have.

The members of our team include:

**Maya Crawford-Peacock**, Executive Appointments Director,

[Maya.CRAWFORDPEACOCK@oregon.gov](mailto:Maya.CRAWFORDPEACOCK@oregon.gov)

Oversees Executive Appointments (EA) Team, interfaces with all aspects of EA—Legislators, advisors, stakeholders, interested candidates, community groups, etc.

**Brandy Martinez**, Executive Appointments Advisor, [brandy.martinez@oregon.gov](mailto:brandy.martinez@oregon.gov)

Helps recruit diverse and qualified candidates; provides training, resources, and support for board administrators and board members.

**Shawneen O’Brien-Lee**, Executive Appointments Manager, [Shawneen.OBRIEN-LEE@oregon.gov](mailto:Shawneen.OBRIEN-LEE@oregon.gov)

Helps review and vet candidates, supports board administrators throughout the appointments process. Executive appointments lead for licensing boards and an assortment of others.

**Zach Piippo**, Executive Appointments Coordinator, [Zach.PIIPPO@oregon.gov](mailto:Zach.PIIPPO@oregon.gov)

Coordinates the appointments process and timelines from application through appointment; maintains Governor’s Office records and database as it pertains to executive appointments.

## Overview of the Board System

The board and commission system is critical to the success of Oregon state government. Boards, commissions, task forces, and similar groups bring diverse community-centered perspectives and expertise to the state level. Dedicated volunteers from around the state contribute their time and talents to boards interacting with every policy area in state government, improving state performance for all Oregonians.

Many state agencies are led by policy-making boards or commissions appointed by the Governor. In addition to decision-making boards and commissions, other Governor-appointed committees, councils, and task forces serve in advisory roles. Throughout the rest of the handbook, the term “board” will be used to refer to all of these groups.

Oregon boards are generally small (three to ten members), although some are larger depending on the need. Typically, boards have a carefully balanced membership and must include people from various backgrounds, professions, political parties, or geographic areas. Each board’s

purpose and scope is determined by the state law, federal law, or executive order that created it.

There are five main types of boards, each created to meet a specific need:

**Policy Making Boards** are given authority by the Legislature to make policy and rule decisions and enforce regulations. Policy is developed by interpreting the board’s governing statutes and/or related Oregon Administrative Rules and by implementing procedures to carry out those statutes or rules. Members of policy making boards are usually final decision makers, accountable directly through the Governor to the public.

**Governing Boards** are responsible for directing a state agency and/or appointing the agency director. Some policy-making boards are also governing boards.

**Advisory Boards** serve as policy advisors to their appointing authority who is responsible for the management and administration of the policies. These boards study existing policy and make recommendations for change or implementation. Although they do not have final authority to make or enforce rules, their research, experience, and advice to decision-makers contribute to effective state government. Some boards share responsibility for policy making with their appointing authority or another state agency, even though they are called advisory boards.

**Licensing Boards** fall into one of the above types, depending on the statute or executive order that established them. These boards examine and issue licenses for members of a profession or occupation to practice in Oregon. Some also discipline members of the regulated profession or occupation and suspend or revoke licenses.

**Judgment Boards** are created by the Legislature as review and appeals boards which hear and rule on individual cases.

## Your Role as a Board Administrator

As a board administrator, you play a crucial part in Oregon’s board system. Board administrators serve as the designated contact person for a board and act as a liaison between the board and other agencies, including the Governor’s Office. People in these positions support the board with administrative work and other tasks and are often employees of the agency where a board is housed. This role can have many titles, including board administrator, administrative support, or Executive Director. In this handbook, the term “board administrator” will be used to refer to the main point of contact for boards, regardless of their title.

The following are some suggestions for ways you can be effective in your role and provide the board with the best support possible.

Understand your duties, including:

- Your role in the appointment process, including any requirements to collaborate with others or obtain final approval for appointment recommendations sent to the Governor’s office
- What support you are expected to provide to the board
- What role, if any, your board has in supervising or directing your work

Familiarize yourself with the board’s purpose and responsibilities:

- Read and understand all statutes, rules, bylaws, and policies related to the board and its work. Board administrators are often responsible for assisting the board to comply with statutes, rules, and policies. While board members themselves may be responsible for compliance, most board members are volunteer community members and may need guidance about the legal or technical aspects of the work.
- Determine who the board serves and who is impacted by the board’s decisions. All boards serve the people of Oregon as a whole, but many boards are connected to specific policy areas, industries, or professions.
- Determine the board’s scope of work and its assigned tasks, including any requirements related to the Governor’s expectations for executive agencies. More information about the Governor’s expectations can be found in the “Additional Information and Resources” section near the end of this handbook.
- Familiarize yourself with the requirements for any reports the board is responsible for providing to the Governor’s office, the Legislature, or other bodies.

Understand how the board operates. Learn about:

- The board’s structure, including the number of members, membership requirements, chairs and co-chairs, and any subcommittees or other bodies that advise the board.
- Any responsibilities or assignments that are assigned or delegated to board officers.
- Expectations for work performed by members outside of scheduled meetings
- Meeting cadence and schedule
- How your board is funded

Develop relationships with others, including:

- The members of the board, including chairs and co-chairs
- Members and support staff from other boards and commissions that do similar work
- Professional organizations, advocacy groups, and other community groups connected to the work of the board
- Tribal representatives, as dictated by your agency’s policies and processes for government-to-government relationships
- Other interested parties, especially people and communities impacted by the board’s decisions

## Overview of the Appointment Process

In order to have robust recruitment and vetting for board members, there are many people involved in the appointment process. The board administrator toolkit contains some practical tools that may be helpful, including sample recruitment announcements, the Executive Appointments recommendations spreadsheet, and a recommendation checklist.

Below is a brief overview of the Executive Appointments process from recruitment to appointment:

**Recruitment and outreach:** The appointment process begins with outreach to prospective members. Board members and board administrators play the primary role in recruitment, although the Executive Appointments team is available to support your efforts as needed. As part of our community engagement, our team often highlights vacancies on specific boards. We also maintain a list of people who have expressed interest in board service that we can draw from to fill specific vacancies. Our team can also share example recruitment announcements and provide information on recruitment best practices.

Before beginning your recruitment, be sure to review the relevant statutes, rules, and policies to determine the qualifications for the position(s) you are recruiting for. Many board positions have requirements like living in a particular geographical area or congressional district, experience in a specific field or profession, or membership in a particular political party. Also, consider which voices or perspectives are missing from the current membership. Boards are required by state law to strive for balance and diversity in terms of viewpoint, race, ethnicity, gender identity, and geographical location.

Board administrators and board members can be excellent ambassadors for the mission and work of boards. Encourage members to tap into their personal networks and share information about the board on an ongoing basis. A great way that boards can share information about their work and opportunities to serve is through the board's website. Make sure the board's website is kept up-to-date and provides information a prospective member might be interested in. Include information about the board's mission, membership, and meeting schedule, and consider adding a special section to advertise vacancies. Be sure the board's website includes a name and contact information for people who may want to learn more.

Finally, boards should build and maintain connections with advocacy groups, professional organizations, and community-based organizations connected to the board's work. These groups can serve as a great source for new members and can be excellent partners in spreading the word about opportunities to serve.

**Application submission:** The candidate submits an application online through the Workday platform. All candidates, including those seeking reappointment, must [submit an application](#).

**Application processing:** The Executive Appointments team reviews and processes applications. If an application is incomplete, a member of the team will contact the applicant when possible.

**Application review by Board Administrator:** The board administrator reviews all complete applications in Workday. Below are some general tips for reviewing applications:

- To be able to view applications in Workday, you will need to be assigned the “Board Administrator Partner” role in Workday. Please see the board administrator toolkit for step-by-step instructions on how to request this role.
- Please check the date the application was submitted. Applications are retained in Workday for at least one year, and a lot can change during that length of time. If the application was submitted more than three months ago, contact the applicant to confirm they are still interested in serving before moving forward.
- Review all of the applications on file, not just the ones you are expecting. This will give you a complete picture of the applicant pool.
- As you complete the application review, please do not click any of the buttons or take actions on the application inside the Workday platform. Instead, please use the recommendation spreadsheet provided by the Executive Appointments office to indicate which candidates you are recommending.
- When selecting candidates, consider the current makeup of the board and which voices or perspectives are missing. Consider lived and professional expertise, member demographics, and geographical representation. Also, keep in mind any statutory requirements such as residency, affiliation with a particular profession, or political party membership. The board administrator toolkit includes examples and resources you can use to incorporate equity into your selection and recommendation process.

**Vetting and selection of candidates:** As a board administrator, you are responsible for conducting the first round of vetting before recommending candidates for appointment. While each board has its own process for vetting and selecting candidates, some general best practices are listed below.

- Read through any letters or statements of support submitted on behalf of the candidates and follow up with the sender if you have questions or need clarification.
- Spot check resumes and information provided about the candidate’s career or achievements – Check the websites of relevant companies or organizations. Review the candidate’s LinkedIn page if they have one.

- Conduct a web search – Read through at least the first few pages of results and note anything concerning or controversial.
- Check in with interested parties – As appropriate, seek input from professional organizations, advocacy groups, and other community partners.
- Connect with potential nominees – This should at least be a phone conversation. Many board administrators will meet with a candidate for coffee and a casual chat. This conversation sometimes includes the board chair or a few selected board members. This does not have to be a formal interview, although some boards have success with the practice. The board administrator toolkit has some sample questions and other tools that can be used to interview candidates. If you convene board members for an interview or a conversation, it's important to keep public meeting laws in mind. If you have questions about how to conduct this process while adhering to public meeting law, consult the Ethics Commission or your assigned DOJ counsel.

**Recommendation to Governor's Office Executive Appointments lead:** The board administrator emails a completed recommendation spreadsheet to their assigned Executive Appointments lead (each board has a Governor's Office EA lead assigned). This spreadsheet is included in the board administrator toolkit and can also be emailed to you upon request. The sheet should be used to send recommendations for new members and those seeking reappointment. It is important that the spreadsheet is complete and accurate, so our team has all the information the Governor needs to make a decision.

**Review and recommendation by policy advisor and/or Executive Appointments lead:** The appropriate Governor's office staff reviews the recommendations and submits an official list of recommended candidates to the Executive Appointments team.

**Executive Appointments team review:** The Executive Appointments team performs an additional round of review, including background checks via Oregon State Police and the Oregon Department of Revenue.

Background checks are conducted for all candidates who are put forward to the Governor for consideration. Candidates are asked to disclose any involvement with the legal system at the time of their application. Past charges or convictions do not necessarily disqualify someone from serving on a board, and these situations are considered on a case-by-case basis. Applicants are encouraged to reach out to the Executive Appointments team if they have any questions or concerns.

**Governor's review:** The Executive Appointments team submits the recommended candidates for the Governor's review.

**Senate confirmation (if applicable):** For boards requiring Senate confirmation, the names of the Governor’s nominees are submitted to the Senate. Nominees appear before the Senate Rules Committee, which sends approved nominees to the full Senate for a vote. Nominees who are approved by the full Senate are then appointed to the board.

Prior to each confirmation hearing, Executive Appointments sends a notification to all nominees that includes:

- The date and time for the Senate Rules Committee hearing
- Overview of the Senate confirmation process
- Information about Senate confirmation training sessions (given by Executive Appointments team). These trainings are optional but are strongly recommended for appointees who are new to the confirmation process.
- Guidance on how to testify before a legislative committee
- Next steps and what to expect
- Contact information for Senate Rules Committee members, Rules Committee staff, and Governor’s Executive Appointments team

**Appointment:** Upon approval by the Governor (and the Senate when required), the Executive Appointments team notifies all relevant board administrators and policy advisors of the appointments. The Executive Appointments team also emails a letter to each appointee (new and reappointments) which includes:

- Notification of their appointment
- Term dates
- Governor’s board member handbook
- Compensation self-attestation form
- Attestation of service form (or Oath of Office if required by statute)
- Oregon government ethics law & overview
- Public campaigns quick reference
- DAS training requirements

**Applicant follow-up:** It is best practice to follow up with all applicants to thank them for their interest in serving. You may also choose to contact those who are not recommended for appointment to let them know they are not being moved forward at that time. Applications are kept in Workday for a minimum of one year, and applicants who are not selected may be considered for future vacancies. The board administrator toolkit contains sample messages to unsuccessful candidates that you may find helpful.

### **Timelines and Dates to Know**

- **Non-Senate Confirmed Boards:** Appointments to non-Senate confirmed boards are made by the Governor every other month.
  - **1<sup>st</sup> of even numbered months** – Board administrator recommendations due to Executive Appointments lead
  - **15<sup>th</sup> of even numbered months** – Executive Appointments lead recommendations due to Executive Appointments team
  - **25<sup>th</sup> of even-numbered month** (tentative pending the Governor’s schedule) – non-Senate appointments decision made by the Governor
  - **1-5 days** after Governor’s approval, Executive Appointments team will send notification to board administrators and appointment letters to appointees (new members and reappointments)
- **Senate-confirmed boards:** The timing of Senate-confirmed appointments is dependent on the legislative calendar. Additionally, the timing depends on when the Senate Committee on Rules and Executive Appointments schedules a hearing to consider the Governor’s nominees.

By rule, Executive Appointments must be submitted to the Secretary of the Senate’s Office at least 21 days prior to the hearing in the Senate Rules Committee. The Executive Appointments office will notify you of deadlines for Senate confirmed rounds of appointments as early as possible to give enough time to recruit, receive and review applications, and make candidate recommendations.

### **Reappointments – Guidelines and Best Practices**

Eligibility requirements for reappointment are typically outlined in a board’s establishing statute or executive order. A member’s length of service is based both on term length and term limits; the most common being two consecutive 4-year terms. Board members who are eligible for reappointment are **not** automatically reappointed. To be considered for reappointment, members must go through the usual appointments process, including submitting a new application in Workday. This ensures that our team has the most updated information to share with the Governor and the Senate when relevant.

When considering a member for reappointment, a board administrator should consider if the member is active and engaged in the board’s activities. Does this member consistently attend and actively participate in board meetings? Are there voices or perspectives that are currently missing from the board that may be found through an open recruitment?

### **Resignations & Removals**

When a board member resigns, please send an email to the Executive Appointments Coordinator to notify us of the change. This will ensure our records are accurate and we can anticipate seats that will need to be filled.

Occasionally, it is necessary to remove a board member for reasons such as poor attendance, lack of engagement, or other concerning behavior. According to ORS 182.010, any board member who misses two consecutive meetings may forfeit their office, unless the absences were due to a serious personal or family illness, or for " for any other cause that in the judgment of the Governor constitutes a valid reason for failing to attend." Only the Governor has the authority to remove a Governor-appointed board member, and all requests to remove a member must go through the Executive Appointments office.

If you have concerns about a member and feel that a removal may be appropriate, please notify the Executive Appointments Director by email to discuss next steps. If you'd prefer to have a conversation first, please reach out and let us know.

In cases of attendance issues, please include the following information in your email:

- The date of the last meeting attended
- The number of meetings the board member has missed
- What attempts have been made to contact and reengage the board member

## Boards and the State Budget Process

Boards housed within other agencies will be included in their agency budget process and do not need to take independent action. If your board is part of a larger agency, reach out to your agency's budget team to learn what they will need from you as the board administrator.

Boards that operate as separate entities will engage in the budget development and approval costs with the Department of Administrative Services (DAS) Budget and Management team. Each board has an assigned Chief Financial Office (CFO) analyst who will work with you throughout the process. More information, including contact information for CFO analysts, can be found here: [DAS – Budget & Management](#).

You can learn more about Oregon's budget process here: [DAS – Oregon's Budget Process](#).

### **Requests for Additional Funding**

Regardless of revenue source, authority for all state agency spending rests with the Oregon Legislature. During a biennium, if a board needs authority to spend more than the available funds due to an emergency, it may ask for a limitation increase or additional funding from the Emergency Board, sometimes referred to as the "E-board." The Emergency Board is a committee made up of state legislators who usually serve on the Joint Committee on Ways and Means. The Emergency Board meets regularly between legislative sessions and considers only state agency requests (including boards). Such requests go to the Emergency Board only if they are approved in advance by the Governor.

If your board is housed within a larger agency, contact your budget officer for more information. Otherwise, board administrators should connect with their assigned contact on the DAS Budget and Management team. Their website can be found here: [DAS – Financial Programs](#).

## Legislative Engagement for Boards and Commissions

Board members wishing to engage with the Legislature should first communicate with you as the board administrator to allow you to follow up with the Governor’s Office as necessary. Board administrators must also consult with the Governor's office before engagement with the Legislature.

A board member must be empowered by the board to speak on the board’s behalf. This is true for advocacy, as well as situations where the individual is providing context about legislation. Even without taking an official position, providing background and context on a program or policy can be very helpful in refining a bill.

A board member or board administrator may advocate on their own behalf as an individual but should make sure not to suggest they speak on behalf of the board. Individuals in this situation should not assume that others are making the distinction – so it’s up to the board member or board administrator to proactively define the difference by declaring on the record that they are testifying in their individual and personal capacity.

### **New Legislation Proposed by a Board or Commission**

Boards wishing to propose legislation must do so through the standard Governor’s Office process for a legislative session occurring during an odd-numbered year.

The standard process typically involves making initial legislative concept proposals early during the year preceding legislative session (e.g., March 2026 for concepts developed for the 2027 Legislative Session) so they can be vetted by Governor’s Office. If a concept includes a fiscal impact, it will also be reviewed by the state Chief Financial Officer and their staff as a part of the development process for the Governor’s Recommended Budget.

Whether a legislative concept is submitted to the Legislature for consideration is determined by the Governor. If a legislative concept is not approved by the Governor, boards and/or board members are not permitted to advocate for the concept in their official capacity.

### **Bill Endorsements**

Boards should not take a position on bills. If approached by a legislator or advocacy organization for a bill endorsement, please use the template language below as a guide for the response:

Thank you for requesting that we take a position on this bill. As an executive branch agency, we work to provide factual and technical information to individuals developing legislation that impacts the agency or our topic area. We will not be taking positions on legislation this session, outside of bills we have introduced or worked to develop. We will gladly continue to provide technical feedback as it relates to the development of this bill.

In circumstances where an agency or board feels strongly that they must formally take a position on a bill, they should flag the bill for their advisor in the Governor's Office and the Governor's legislative team. The agency or board will need to fill out the *Bill Review Questionnaire* form, which will be reviewed by the Governor's Office. The Governor's Office will make the final decision on agency endorsements.

Be sure to flag any bills like this for the Governor's Office **at least 48 hours** prior to when they need a yes or no decision. Agencies / boards should not assume that decisions can be made on the same day the request is made.

In circumstances where a 48-hour window is not possible, agencies or boards should directly call their assigned Governor's Office advisor and legislative team to outline the situation.

Agencies should be responsive to legislators seeking factual input on how bills could impact the agency's work. The agency should not advocate for or against the bill, unless an exception is made by the Governor's Office via the Bill Review Questionnaire process.

If agencies have concerns about bills moving through the committee process, they should contact their Governor's Office advisor and the Governor's legislative team.

### **Analyzing Legislative Proposals Proposed by Others**

Boards and/or individual board members, when acting as a body or as individuals under the auspices of their position, must obtain prior Governor's Office approval to:

- Take a public stance in favor of a bill or amendment either in writing, via verbal testimony, or in one-on-one meetings with legislators; or
- Take a public stance in opposition to a bill or amendment in writing, via verbal testimony, or in one-on-one meetings with legislators.

Boards or individual board members, when acting as a body or as individuals under the auspices of their position, do not need to obtain prior Governor's Office approval to:

- Offer technical feedback (i.e., experience, expertise, data, or other information) to legislators and other stakeholders when feedback is requested in writing, via verbal testimony, or in one-on-one meetings with legislators; and/or
- Discuss a bill/concept as a group in their meeting.

While prior authorization is not required to offer feedback or to discuss a bill or legislative concept during an open meeting, board members should notify board or commission staff.

## Public Records and Public Meetings Law

Oregon is known for its open form of government that allows for robust public participation. Two examples of this are the public records and public meetings laws. These are sometimes called “sunshine laws.” They are designed to protect public interest and make sure the public’s business is conducted in an open and transparent way. As a board administrator, it’s critical for you to be familiar with these laws and how they apply to the board you support.

### Public Records

Oregon law requires every agency to have a policy on the use, retention, and ownership of public records. It is important for you to review and understand your board / agency’s public records policy. You should also know who the records officer is for your organization – in some cases, this will be the board administrator. If you have specific questions about your agency’s policy, or about public records law and how it applies to your board, please consult your assigned DOJ attorney.

More information can be found in the Oregon Attorney General’s Public Records and Public Meetings Manual, here: [Attorney General's Public Records and Meetings Manual 2024 - Oregon Department of Justice](#)

For information and training about public records and records management, visit the Secretary of State’s website, here: [Secretary of State, State Archives - Records Management Training](#)

### Public Meetings Law

Members of boards and commissions are responsible for ensuring that boards adhere to Oregon’s public meetings law. Recent legislation has brought changes to public meetings law, and it’s important for board administrators and board members to understand the current laws, rules, and best practices. For the most up-to-date information, including handouts and links to training resources, please consult the Oregon Government Ethics Commission’s public meetings law webpage, here: [Oregon Government Ethics Commission : Public Meetings Law : Public Meetings Law : State of Oregon](#)

More information can also be found in the Oregon Attorney General’s Public Records and Public Meetings Manual, here: [Attorney General's Public Records and Meetings Manual 2024 - Oregon Department of Justice](#)

## Americans With Disabilities Act and Disability Accommodations

The Americans with Disabilities Act, or “ADA,” is a federal law that protects the rights of people with disabilities in many areas of public life. To learn more about the ADA, you can visit the ADA website here: [U.S. Department of Justice – Americans with Disabilities Act](#)

Everyone has the right to participate in the activities of boards, including appointed members and members of the public. The ADA sets requirements for accessibility and accommodation. As a board administrator, you have an important role in ensuring that every member has what they need to fully participate in the board’s work.

Board members and members of the public who engage with boards have the right to request disability accommodations to help them participate in board activities. These accommodations might include (but are not limited to):

- Closed captioning
- Breaks during meetings
- Sign language interpretation
- Large-print or Braille documents
- Extra time to read documents and prepare for a meeting
- Other changes to the board’s processes or procedures to support participation

Here are some steps your board can take to make sure people with disabilities can effectively participate:

- Notify the public of their right to disability accommodations. Include a statement on each meeting notice that invites people to request disability accommodations. Include the name and contact information of the person they should send their request to.
- Make sure board documents follow accessibility standards and are easy to read. Use 14-point font or larger and limit the use of boldface, italics, and underlining. Use fonts that are easier to read, like Tahoma, Calibri, Helvetica, Arial, Verdana, or Times New Roman.
- Always hold meetings and other board-sponsored activities in places that are accessible to people who use wheelchairs or have limited physical mobility.
- When requested, provide qualified sign language interpreters, materials in accessible formats such as Braille, large print and audio recording, and other communication aids.

- Make reasonable modifications to policies or procedures if they create a barrier to the full and equal participation of people with disabilities.

To request communication services for people who are Deaf or Hard of Hearing, you can visit the ODHS Communication Services webpage, here: [Oregon Department of Human Services: Deaf and Hard of Hearing Communication Services Request](#)

For other support, you may wish to contact the ADA officer or Office of Civil Rights within your agency. If your board is supported by DAS, you may wish to consult with DAS Human Resources, or the DAS ADA online toolkit, which can be found here: [DAS: Americans with Disabilities Act Accommodations](#)

## Board Member Training

**Required Trainings:** It is important that board administrators ensure that board members complete all required trainings, including both one-time and annual trainings. All required trainings are taken using the Workday platform.

Except when exempted by state law, each board member is required to complete the “Overview of Boards and Commissions” training within six months of appointment. This training does not need to be repeated. Board members are also required by state law to complete annual trainings on Information Security and Preventing Discrimination and Harassment. Each non-exempted member must complete both trainings in Workday by December 31<sup>st</sup> of each year. Unfortunately, extensions are not available for completion of these trainings as they are removed from Workday on the first of January each year.

To determine which board members have outstanding trainings assigned to them, board administrators can create a report in Workday by following the instructions here: [Board and Commission Learning Report Guide](#). It is recommended that board administrators do this periodically throughout the year and remind board members to complete outstanding trainings before they are due.

If you have questions about whether members of the board you support are exempted from these required trainings, please consult with your assigned DOJ counsel.

**Optional Trainings:** Board members also have access to optional trainings designed to support them in their role. The Executive Appointments team periodically offers training for board members and board chairs on a variety of topics related to board service. Information about these trainings will be sent to board administrators so it can be shared with members. Announcements will also be made to board members via our email list serv.

The Oregon Government Ethics Commission (OGEC) offers multiple trainings for public officials, including training on Public Meetings Law. Board members are responsible for ensuring that

public meetings law is followed, so while this training is not required, it is strongly recommended for every board member. More information about this training, and others offered by the OGEC, can be found on their website, here: [OGEC – Training & Educational Resources](#)

## Board Member Compensation and Reimbursement

To promote equity and reduce barriers to public participation in boards, Oregon law (ORS 292.495) entitles certain state board members to receive compensation for performance of their official duties. Eligible members are also entitled to reimbursement of allowable expenses incurred because of their service.

### Eligibility

Determining if members of a board are eligible for compensation depends on multiple factors, including how the board was formed and whether its members are considered “qualified” or “non-qualified.”

To determine if someone is eligible for compensation and expense reimbursement, you must first determine the board’s eligibility. The chart linked below outlines which boards are eligible for compensation and reimbursement: [DAS – Board Eligibility for Compensation & Reimbursement of Expenses](#)

If a board is eligible for compensation and reimbursement, you must then determine if its individual members are eligible. An individual member’s eligibility depends on their status as either a “qualified” or “non-qualified” member.

**Qualified members** are members who:

1. Are not employed in full-time public service, and
2. Have an adjusted gross income in the previous tax year of less than \$50,000, or less than \$100,000 as reported on a joint return.

“Full time public service” is interpreted to include all full-time employment with any public body within the State of Oregon, including but not limited to cities, counties, special districts, school districts, and community colleges. For more information on what constitutes a public body, see ORS 174.109.

**Non-qualified members** are those members who do not meet the criteria to be considered qualified members. Non-qualified members who are not employed in full-time public service may be compensated, subject to availability of budget, only if authorized by a statute outside of

ORS 292.495. For questions about whether a board is authorized to compensate non-qualified members, please consult your assigned DOJ counsel.

Upon appointment, each board member who wishes to be compensated must self-attest to their status as either a “qualified” or “non-qualified” member by requesting and completing the compensation self-attestation form. This form is included in the attached toolkit, and can be found on the DAS website, here: [DAS CHRO – Compensation and Reimbursement Toolkit](#)

This form should only be completed by members who are requesting compensation for their board service. Members who do not wish to be compensated or who do not qualify for compensation should not be asked to complete the form. This includes members who are ineligible to be compensated due to full-time public service employment.

Members seeking compensation must update the self-attestation form annually. Because a member’s eligibility for compensation is based in part on their previous year’s adjusted gross income as reported on their tax return, members will need to wait until after filing taxes to update the form each year. A best practice is to ask board members who want to continue to be compensated to review their eligibility and update the self-attestation form as needed at the end of each April.

Members seeking compensation must also complete an I-9 form to verify their eligibility to work in the US. For the purposes of the 1-9, the first meeting a member attends can serve as their “start date.”

It’s important for board administrators to notify all members that compensation for board and commission duties may be considered taxable income and may impact the member’s eligibility for means-tested benefits programs. This includes but is not limited to programs like SNAP (food stamps) or Social Security benefits. Members who have questions about this should contact a tax professional, attorney, or representative of the benefits program for more information.

For board members who wish to be compensated, the board administrator must upload a copy of the completed self-attestation form to the member’s Workday profile. You can do this by navigating to the member’s profile, selecting “Personal” on the lefthand tab, then “Documents” on the upper tab, and clicking “add.”

The board administrator must also update the member’s compensation rate in Workday by following the steps in this guide: [Board Member, Compensation Change](#). This compensation change process must also be redone for each qualified member each time that the compensation rate changes, as covered in the following section.

## **Payment**

Qualified members are entitled to be paid for each day or portion of a day in which they engage in their official duties. These members are entitled to compensation regardless of budget or availability of funds. Compensation is paid as a daily rate and may not be pro-rated based on the amount of time used to perform a task.

The amount paid to qualified members of boards and commissions is equal to the per diem compensation paid to members of the state legislature. That amount is tied to federal per diem rates, which can be found here: [Per diem rates | GSA](#)

The daily compensation rate is calculated by adding the GSA's standard daily lodging rate to the standard M&IE rate. The total daily amount is \$178.00 as of October 1, 2025. This is a daily rate, paid for each day or portion of a day in which the member performs official board or commission duties.

Federal per-diem rates are reviewed annually. Changes to rates, if any, are implemented on Oct 1st of each year. Therefore, it's good practice to check the rates each October 1 to see if there have been changes to the rates. If there is a change to the rates, please remember to update the member's compensation rate in Workday, as described in the previous section.

### **Definition of Official Duties**

The "performance of official duties" is interpreted to include attendance of official meetings of a board or commission, and the performance of tasks required to fulfil their responsibilities as a member. However, performing a task for a minimal amount of time does not qualify for compensation. For example, spending 5-10 minutes reading or replying to an email is ordinarily considered minimal and not eligible for compensation.

A best practice for boards may be to create bylaws, rules, or policies that provide guidance on what are considered official duties for members and the estimated time commitment for those duties. Such policies may set a limit on the number of days authorized per month for the performance of official duties without prior approval. Boards may wish to include a requirement that certain activities be approved in advance, for example attending community events or conferences on behalf of the board. Sample compensation policies are included in the BA toolkit.

Examples of "official duties" for a board member might include, but aren't limited to:

- Attending official board meetings, including attendance in-person, by telephone, or remotely using a platform like Zoom or Teams.
- Travel to and from meetings and other engagements related to board business.
- Reading and responding to emails or making phone calls related to board business.
- Reviewing documents and reports related to board business.

- Phone calls or one-off meetings with agency staff or board leadership regarding board business.
- Participating in media interviews, public speaking engagements, or legislative testimony related to board business.
- Participation in required trainings for board members.
- Attendance at council retreats, conferences, or other similar events required for board business.
- Community engagement and similar outreach and recruitment activities related to board business.

Under the Americans with Disabilities Act, reasonable accommodations must be made for individuals who request them due to a disability. Exceptions or changes related to a member's official duties may also be made to accommodate needs related to:

- Language needs
- Scheduling issues
- Travel requirements
- Other individualized needs.

### **Expense and Travel Reimbursement**

Reimbursement for travel and expenses is separate from and may be paid in addition to compensation paid under ORS 292.495.

Under ORS 292.495, **qualified members** are eligible to receive expense reimbursement for actual and necessary travel or other expenses actually incurred in the performance of their official duties within the limits established by law and DAS policy.

Unless otherwise provided by law, and whether or not they are eligible for per diem compensation, **other members** of boards or commissions also are eligible to receive expense reimbursement for actual and necessary travel or other expenses actually incurred in the performance of their official duties. This includes non-qualified members and members who are employed in full-time public service. Reimbursement must be made within the limits established by law or DAS policy.

## **Training and Support for Board Administrators**

The Executive Appointments team has created the following additional resources for board administrators and other staff who support Governor-appointed boards:

**Online Training:** The Executive Appointments team hosts regular trainings on a range of topics for board administrators and other board staff. These are held at least quarterly via Microsoft Teams and are recorded and saved for those who can't attend live. If you have an idea for a topic you would like to see covered, or if you'd like to partner with us to share your expertise with your peers, please let us know.

**EA Learning Collaborative on Teams:** This is a Teams channel for board administrators where you can get news and updates from the Executive Appointments team, post questions about your work, and engage in discussion with your peers. There is also a learning library with information about a variety of topics relevant to boards and commissions and a section containing forms, tools, and templates for you to use. The Teams channel can be found here: [EA Learning Collaborative | Microsoft Teams](#)

**AB&C Meetings:** Boards who are supported by DAS are invited to attend the quarterly meeting for small agencies, boards, and commissions (affectionately called the ABCs). These meetings are held in person at the DAS building in Salem and are an opportunity for board administrators to get training and updates, provide feedback, and collaborate with their peers. For more information, please reach out to the Executive Appointments team.

**BA Support Listserv:** This is an email discussion group created for board administrators. The EA team also shares information and updates using this email list. To send a message to the group, just send an email to [ba-support@omls.oregon.gov](mailto:ba-support@omls.oregon.gov). Please be aware that if you reply to a message, your response will go to the entire group unless you remove the "ba-support" email address from the sender line and replace it with the person or people you want to directly reply to.

If you or your support staff are not yet a member of these groups, please reach out to a member of the Executive Appointments team and we will add you.

## Additional Information and Resources

### Governor's Office

The Governor manages the operations of state government in coordination with a team of staff. The Executive Appointments team provides general guidance and support to the Governor's boards and commissions. Our team takes a "no wrong door" approach, so please don't hesitate to contact us. We will do our best to assist you or, when needed, directly connect you with someone who can help. You can contact us individually or connect with the team by sending an email to [executive.appointments@oregon.gov](mailto:executive.appointments@oregon.gov).

Each board or commission has an assigned advisor who serves as a bridge between the board and the Governor. Advisors provide guidance to agencies, boards, and commissions within their

portfolio, communicating the Governor's decisions and ensuring the work of the executive branch aligns with the Governor's policy priorities. If you are unsure who your assigned advisor is, please reach out to the Executive Appointments team and we will connect you with the appropriate person.

Oregon Governor's Office staff directory: [Governor's Office Staff](#)

## **Department of Administrative Services (DAS)**

The Director of Administrative Services is appointed by the Governor. The Department was established to administer the Governor's programs and to provide policy direction and support services, including human resources and IT support, to state agencies, boards, and commissions. Some board administrators report to the Governor through the DAS Director.

DAS website: [Department of Administrative Services](#)

General Email: [oregon.info@das.oregon.gov](mailto:oregon.info@das.oregon.gov)

Phone: 503-378-3104

## **Accountability and Governor's Expectations**

Governor Kotek has a vision to improve customer service for Oregonians. That means being more efficient, more effective, and creating systems that will empower our collective 42,000 public servants to deliver the services and support Oregonians rely on.

On Jan. 11, 2023, the Governor sent a letter to Executive Branch agencies with a series of expectations for state agency leaders and has tasked the Department of Administrative Services with creating the infrastructure and oversight for agencies to meet these performance measures. These expectations will serve as guideposts for our work with Oregonians, providing new data that will help us break down silos and make system improvements to help serve individuals and families in all corners of the state.

More information can be found here, on the DAS website: [DAS – Accountability and Governor's Expectations](#)

## **DAS Budget & Management Section**

The Budget & Management section in DAS reviews all state agency proposed budgets to assure resources are allocated effectively and prepares the Governor's biennial budget package for approval by the Governor and presentation to the legislature.

All state agencies, including state boards and commissions, submit their proposed budgets to this division for review and assistance. Additionally, the division oversees expenditures to assure consistency with the Governor's policy and legislative intent. Boards and board

administrators sometimes participate in preparing, reviewing, and presenting the budget to the Governor and legislature.

Office of Budget and Management website: [DAS Budget & Management Section](#)

### **The Chief Human Resources Office**

The Chief Human Resources Office (CHRO) provides direction and services to the workforce in Oregon state government. They oversee state agencies' human resources (HR) functions: Classification and Compensation, HR Policy, Executive Recruitments, Labor Relations, and Workforce Development. They also provide services to state agencies for a variety of HR needs including operations and systems through service level agreement.

CHRO Website: [DAS Chief Human Resources Office](#)

### **Oregon Department of Justice**

The Oregon Department of Justice (DOJ) is the state's law firm, led by the state's Attorney General. The DOJ provides legal services to state entities. By law, the Attorney General and lawyers within DOJ are the sole providers of legal advice and representation to state agencies and officials.

The Department provides oral and written legal advice to all state agencies and state officials, acts as a legal adviser at meetings, and is an advocate for the state in hearings, trials and appeals. The General Counsel Division of the Oregon Department of Justice serves state officials, agencies, boards, and commissions. The Division's legal services include giving legal advice and opinions and representing agencies in administrative hearings.

Each state agency, and its governing board, is assigned at least one assistant attorney general who specializes in law affecting the agency. These lawyers are assigned to identify any legal problems that may be posed by existing or proposed agency policies or actions. Your attorney is there to facilitate your policy choices by pointing out potential problems and evaluating the legal effect of other policy options that may accomplish the desired goal more easily. Requests for legal advice regarding the board must be directed to the Department of Justice.

If you act on the advice of counsel, the Department will defend you in court and any liability will be assumed by the state. Acting without consulting your lawyer, or acting contrary to their advice, may result in personal liability.

Getting legal advice from the Department can be as simple as a phone call. However, some issues require a more formal and comprehensive review through the opinion process. It's important to be aware that DOJ bills the board, commission, or agency for legal services

provided. Most agencies and boards have an internal procedure for requesting legal assistance. Boards housed within larger agencies should follow the internal procedure for their agency.

The Department also uses conferences, such as the biennial Administrative Law Conference, and publications, such as the Public Records and Meetings Manual, the Agency Administrator's Guide, and the Administrative Law Manual, to help inform agency staff and board members of their legal rights and responsibilities.

Oregon DOJ Website: [Oregon Department of Justice](#)

DOJ General Counsel Phone: (503) 947-4540

## **Secretary of State**

Oregon's Secretary of State (SOS) is Oregon's chief elections officer, chief auditor, and oversees the State Archives and the Oregon Corporation Division.

**The Audits Division** performs fiscal and compliance audits of all state agencies and boards as well as establishing and monitoring standards for municipal audits. Be certain you are provided reports on regular or special audits or any examination of your board.

SOS Audits Division Website: [Secretary of State – Audits Division](#)

**The Archives Division** preserves permanent government records and establishes retention schedules for public records of state agencies and boards. State boards must follow the guidelines established by the division on the care, accessibility, storage and destruction of its papers and records. No official records may be destroyed without the approval of the division.

For information and training about public records and records management, visit the Secretary of State's website, here: [State Archives - Records Management Training](#)

Oregon State Archives Website: [Secretary of State – State Archives Division](#)

## **Administrative Rules**

Board administrators should understand if the board they support has rulemaking authority, and if so, over what areas. Some board administrators serve as the rules coordinator for their board. For boards housed within a larger agency, there may be others who serve in this role. Be sure to identify who fills this role for your board.

The Secretary of State's Office receives, processes, and publishes administrative rules adopted by all state agencies. To access filing resources, a list of rules coordinator contacts, and other

information, visit the Oregon Administrative Rules Website, here: [State Archives - Oregon Administrative Rules \(OARs\)](#)

Another helpful resource is the DOJ Administrative Law Manual, which includes details about the rulemaking process. This manual can be a great resource for board administrators who are engaged in rulemaking. A copy can be ordered on the DOJ website, here: [DOJ – All Forms, Manuals & Reports](#)

### **Oregon Government Ethics Commission (OGEC)**

The OGEC enforces Oregon’s government ethics, public meetings, and lobby registration laws. These laws govern public meetings, require public officials to disclose potential conflicts of interest, prohibit the use of office for personal gain, and require certain officials to file statements of economic interest, among other requirements.

Lobby regulation laws require lobbyists to register and to file expenditure reports. Certain lobbying is prohibited. For more information about lobbying in Oregon, please consult the [Guide to Lobbying in Oregon](#) published by the Commission.

The OGEC has authority to conduct investigations and hearings, to issue advisory opinions on these matters, and to levy fines for infractions. We highly recommend all Governor-appointed board members review the [Oregon Government Ethics Law – Guide for Public Officials](#) published by the Ethics Commission.

The OGEC also provides training on a variety of topics related to Oregon’s ethics, lobbying, and public meetings laws. These trainings are conducted both in-person and by webinar. Information about the trainings and how to register can be found on the OGEC’s website. The OGEC also offers personalized trainings for boards and commissions – to learn more, contact the OGEC training team.

OGEC Website: [Oregon Government Ethics Commission](#)

General Email Address: [mail@ogec.oregon.gov](mailto:mail@ogec.oregon.gov)

Phone: (503) 378-5105

## **Summary of Relevant Laws & Policies**

The laws and policies listed below are relevant to state boards and commissions. We recommend that all board administrators review them periodically and refer to them as needed.

<b>Topic</b>	<b>Description</b>	<b>Reference</b>
<b>Senate Confirmations</b>	Process for Executive Appointments to through confirmation by the Oregon Senate	<a href="#">Oregon Constitution, Article III Section 4</a> <a href="#">ORS 171.562 - .565</a>
<b>Scope of Liability</b>	Scope of liability of public body, officers, employees, and agents	<a href="#">ORS 30.260-.300</a>
<b>Lobby Disclosure Act</b>	Definitions and guidance related to lobbying, gifts, compensation, etc.	<a href="#">ORS 171.725 - .785</a>
<b>Non-Attendance of Board Members</b>	Cause for removal for non-attendance	<a href="#">ORS 182.010</a>
<b>Administrative Procedures Act</b>	Administrative procedures, review of rules, and civil penalties	<a href="#">ORS Chapter 183</a>
<b>Alternative Dispute Resolution</b>	Process for agencies to use alternative methods for resolving conflicts related to decision making	<a href="#">ORS 183.502</a>
<b>Public Records &amp; Meeting Laws</b>	Defines and outlines requirements for public meetings	<a href="#">ORS 192.001 - .695</a>
<b>Vacancies &amp; Eligibility</b>	Outlines considerations and requirements for filling vacant positions and offices, and eligibility requirements	<a href="#">ORS 236.010 - .030</a>
<b>Diversity in Appointments</b>	Outlines demographic/diversity consideration that must be taken when appointing board members	<a href="#">ORS 236.115</a>
<b>Term Length, Removal, Prohibition from Accepting Certain Positions</b>	Outlines maximum allowable term length, removal by the appointing authority, and employment prohibitions in certain scenarios	<a href="#">ORS 236.140 - .147</a>
<b>Government Ethics Law</b>	Oregon law related to government ethics – including gift limits, conflicts of interest, statements of economic interest, and the duties of the Oregon Government Ethics Commission	<a href="#">ORS Chapter 244</a>
<b>Expenses, Compensation, &amp; Parking</b>	Outlines compensation and reimbursement eligibility and process for board members	<a href="#">ORS 292.495</a>
<b>Oregon Documents Depository Program</b>	Provides definitions and guidance for the Oregon Documents Depository Program, which shares state publications throughout Oregon	<a href="#">ORS 357.004 &amp; ORS 357.090</a>

<b>Unlawful Trade Practices Act</b>	Outlines unlawful trade practices, which include deceptive sales or business practices	<a href="#">ORS 646.608</a>
<b>Licensing Board Administration</b>	Outlines licensing board requirements, authority, processes, and related definitions	<a href="#">ORS Chapter 670</a>
<b>Policy on a Discrimination &amp; Harassment Free Workplace</b>	Outlines state policy and definitions regarding discrimination and violence in the workplace	<a href="#">DAS Policy 50.010.01</a>
<b>Policy on a Violence Free Workplace</b>	Outlines state policy and definitions regarding violence in the workplace	<a href="#">DAS Policy 50.010.02</a>
<b>Policy on Maintaining a Professional Workplace</b>	Outline professional state workplace policy and expectations	<a href="#">DAS Policy 50.010.03</a>