

Administering Stipends

Under PPSM, [stipends](#) may be granted to recognize temporary performance of higher-level duties or "other significant duties" not part of the employee's regular position. For employees represented by a collective bargaining contract, consult with the contract to determine stipend/temporary reclassification constraints.

A strong business case must accompany any stipend request, with careful consideration of the justification and rationale for the stipend, as well as the appropriate amount and duration. Stipends will continue to be reviewed and approved by SA Position Control. It is the responsibility of the supervisor to monitor the stipend, to determine when the need has changed, and to end the stipend when appropriate. Retroactive stipends are not permitted, and requests for extensions must be submitted and approved by position control before the end of the month that follows the expiration of the original stipend. For example, if a stipend has been approved for May 1 thru June 30, a request to extend the stipend must be approved before July 30.

There are three distinct categories to consider for the justification and appropriate amount of a stipend for Student Affairs staff:

1. The person receiving the stipend is taking on higher level work with a backfill (i.e. stepping into a role while someone is filling their prior position)
 - The previous incumbent's salary plus any known market conditions should be considered when setting the stipend.
2. Taking on higher level work without a backfill (i.e. doing two jobs)
 - The stipend plus current salary *may exceed* the previous incumbent's salary plus any known market conditions, resulting in a higher percentage stipend than in other cases, on an exceptional basis only.
3. Other significant duties in addition to regular duties, that are outside of their area of responsibility (i.e. taking on a very significant project or covering for a peer or a vacancy for an extended period of time)
 - This is a less common rationale for a stipend and other tools (noted below) exist to reward employees for this extra work.

In most cases, stipend amounts should be granted based on how the current salary aligns with the higher-level work being performed, in addition to the following guidelines:

- While stipends should aim for a final pay rate in line with the salary range for the higher level work, there may be a need for exceptions. In these cases, communicate clearly with employees when offering a stipend if it's higher than the hiring salary for the permanent role. This will help set expectations about the offered salary if they do end up getting the permanent position.
- Campus practice suggests a 15% maximum for stipends, while campus policy allows up to 25% without special approval.

When requesting a stipend, supervisors must be prepared to answer the following questions:

- What is the employee's current salary? What was the salary of the former incumbent who was previously performing the higher-level work? What is the midpoint and campus average salary?
- How does the final salary (annual salary plus stipend) compare to others filling this role?
- How do this employee's qualifications (level of expertise, performance, contributions or years of experience) compare to peers?

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In most cases, the appropriate duration for a stipend should be a minimum of 30 days and no longer than 120 days. Stipends to exceed one year require approval from Campus Compensation. Supervisors are advised to request a stipend for the minimum anticipated duration, and then request an extension when appropriate.

Stipend requests are approved based on careful consideration of a number of factors, and it is important to remember that they are not guaranteed.

Finally, please note the following important alternatives to stipends that should be leveraged when appropriate:

- Divisional and campus awards may be more appropriate than a stipend for special project work. However, supervisors should consider policies related to the event of future performance issues with employees who receive awards.
- Supervisors may offer the additional work to staff who are seeking professional development opportunities aligned with the available work.