

温州肯恩大学办公室文件

温肯大办〔2017〕17号

温州肯恩大学办公室 关于印发《中方教职员工培训与发展规定》 (2017年修订版)的通知

各部门：

《温州肯恩大学中方教职员工培训与发展规定》（2017年修订版）已经校领导同意，现予印发。

温州肯恩大学办公室

2017年9月4日

温州肯恩大学中方教职员工培训与发展规定

(2017 修订版)

第一章 总则

第一条 教职员工培训与发展政策旨在鼓励所有教职员工加强自身发展，培养高素质、复合型、开创型的人才，增强学校核心竞争力。根据战略性人力资源管理理念以及国家相关法律条款规定，结合我校中外合作办学实际，特制定本政策。

第二条 指导思想。坚持以人为本，注重实效、贯彻全员培训、学用一致，全面提升教学、科研、教辅、管理队伍的整体素质、优化队伍结构，增强竞争力，为学校的可持续发展奠定良好基础。

第三条 培训对象。培训对象主要为学校中方教职员工。外籍教师除入职培训和内部培训外，其余培训和发展政策参照美国肯恩大学及聘用协议相关规定执行。

第二章 培训类型

第四条 培训类型。教职员工培训包括：入职培训，岗前培训，专项培训，全员培训，短期进修，专业技术人员继续教育培训、学历、学位教育、干部培训等。

第五条 入职培训。为使新聘员工尽快适应环境、胜任工作，学校会根据年度招聘情况为中方及美方聘用的新员工开展入职培训。培训内容主要包括学校概况、校园设施设备、部门职能介绍、政策制度解读等。该项培训由人力资源部组织，各部门共同承担。

第六条 岗前培训。为了让新到岗员工尽快胜任工作，熟悉业务流程，各部门需组织新到岗及转岗员工进行岗前培训。培训内容主要包括业务办理流程、部门内部规章制度等。该项培训由各部门根据岗位需要自行组织。

第七条 专项培训。为提高在岗员工业务素质和技能水平，各部门需为本部门的员工安排短期业务培训、专项技能培训，时间在2周（含双休日及节假日）之内。各部门应结合学校、部门和个人发展需要在部门内进行统筹安排，制定现实可行的培训计划，报人力资源部审核，经分管校领导审批后执行。

第八条 全员培训。为整体提高员工素质能力、理论水平、中外合作管理理念等，人力资源部会定期或不定期根据员工培训需求，寻找培训资源，开展学校内部培训。

第九条 专业技术人员继续教育培训。为推进专业技术人员继续教育工作，构建终身教育体系，提升我校专业技术人才队伍能力水平，保障专业技术人员正常晋升通道，员工需定期关注省市相关继续教育培训安排，及时申请参加此类培训。

第十条 短期进修。为加强学术交流、合作研究、熟悉领域内最新动态变化，员工可申请2周至6个月（含双休日及节假日）国内外短期学术进修、研讨会等，原则上安排在寒暑假期间。国内进修期间，差旅费按照《温州肯恩大学差旅费开支暂行规定（修订稿）》执行，费用由培训经费开支。国外进修期间，参照我市因公出国等相关补贴标准执行。

第十一条 干部培训。为提高员工个人政治文化素养，加大我校年轻干部和后备干部的培养力度，人力资源部会及时关注政府组织的干部培训安排，做好培训安排并通知学校相关部门员工参与培训。

第十二条 学历、学位教育。

（一）为鼓励员工进校后继续深造，员工可申请在职或脱产攻读硕士、博士学位。申请人员需具有良好的职业道德和进取精神，来校工作满两年且年度考核均为良好及以上，取得学历学位后应履行相应服务期。

（二）经批准自费攻读美国肯恩大学全日制硕士、博士学位，与学校保留人事关系并在学习期间内承担工作职责的，其工资、津贴、补贴、奖金和各项福利待遇及职务（职称）晋升均不受影响，学费不予以报销。

（三）经批准自费攻读全日制硕士、博士学位（脱产），学校与其保留人事关系的，在规定的学习期间，学校停止发放所有薪酬，为其缴纳社保、公积金，学费不予以报销。

员工未在规定学习期间取得相应学位需要延期的，须重新提出申请，期间相关待遇另行签订协议约定。延长学习期一般应不超过 2 年。

到期后根据具体情况追回延长期间已缴纳社保、公积金，并决定是否继续聘用。

（四）经批准自费攻读在职硕士、博士学位的，在规定的学习期间，其工资、津贴、补贴、奖金和各项福利待遇及职务（职称）晋升均不受影响，学费不予以报销。因攻读学位不在岗期间参照事假相关规定执行。

（五）与学校解除人事关系攻读硕士、博士的，从开始攻读学位之日起，取得硕士学位 5 年内或取得博士学位 8 年内的，若本人应聘学校对口专业岗位，学校可优先予以聘用。

第三章 培训管理

第十三条 申请与审批

（一）人力资源部每年末向各部门征求下一年度培训计划，各部门应结合学校整体师资、管理队伍建设规划，讨论确定本部门年度培训计划及预算，报人力资源部审核，经部门分管校领导审批，其中短期进修、学历学位教育等两个培训项目还需报党政联席会审核。

（二）个人申请培训项目的，一般须提前一个月于 OA 上提交培训申请审批流程（申请攻读学历学位进修或短期进修者，还需提供相关申请、录取或邀请材料），由部门负责人审批。部门负责人根据个人及部门发展需要，综合考量申

请者的业务素质和技能水平及本部门年度培训进修计划进行审批后，报人力资源部审核，再由部门分管校领导复审，人力资源部备案，待审批结束后方可参加培训。

（三）由人力资源部统一组织的全员培训、干部培训等，由人力资源部统一发起培训审批流程，经部门负责人审核、部门分管校领导审批，人力资源部备案。

（四）教职员工应按批准的培训计划进行攻读。经批准在培训计划期间未被报考院校录取或未按计划参加培训，批准自动失效，须重新按照上述程序提出培训申请。

第十四条 培训经费管理

学校培训经费由人力资源部统筹安排，原则上按教学辅助类部门人均年度5000元、非教学辅助类部门人均年度3000元初步审定，超过人均10000元的培训项目需报党政联席会审批。原则上每人每年参加培训次数应不超过2次。学校可根据年度预算情况，对标准作相应调整。

第十五条 管理及考核

（一）脱产培训时间超过三个月和参加学位学历教育的，参加培训的教职员工应在培训前到本部门和人力资源部办理请假手续，并向所在部门书面汇报学习情况，并以此作为年度考核的依据。

（二）培训结束后须在两周内完成培训效果反馈（培训小结），参加短期进修和学历学位晋升的还需提交成绩单、毕（结）业证书、学位证书等复印件，共同做为报销凭证，并留人力资源部备案。

(三)在培训期间要认真学习,按照要求完成规定学业。如成绩不合格,只报销差旅费,不报销培训费;如有违纪行为受到处理,视年度考核不合格,不报销培训费和差旅费。

第十六条 协议、服务期约定及违约责任

攻读硕(博)士学位并保留学校人事关系、参加短期进修(三个月及以上)的人员,要与学校签订相关协议。在取得学位或完成进修后须按协议及时回学校工作,并须履约完成一定的服务期限。攻读硕士、博士学位的服务期分别为3年、5年,参加短期进修的服务期应不少于进修期。未履行培训协议即调离、辞聘的,需按比例向学校退还脱产培训期间的薪资、学校为其个人所缴纳的社会保险等各项费用,退还数额按以下方式计算:上述费用÷规定服务月数×未服务月数。

第四章 附 则

第十七条 本规定自发文之日起执行,温肯大办〔2015〕7号《温州肯恩大学教职员工培训管理暂行规定》同时废止。

第十八条 本规定所涉及未尽事宜,以学校的有关规定为准。

第十九条 本规定由学校人力资源部负责解释。

Training and Development Regulation

Chapter 1 General Rules

- i. **Overall.** Staff Training and Development Policy aims to keep with the trend of strategic HR management. We would provide variety of resources and opportunities for staff members to realize their individual interests and capabilities, to improve their working skills, to assess their own strengths, to identify direction for development, to understand their career motivators, and eventually to strengthen the core competitiveness of the university.
- ii. **Principle.** Adhere to people-oriented, pragmatic, and all employees training, to improve the overall quality of the contingent of scientific research, teaching, management, optimizing the team structure, enhancing competitiveness and lay the good foundation for the sustainable development of the university.
- iii. **Trainee Coverage.** The full time Chinese staffs are covered. Foreign faculty members' training & development programs shall refer to by Kean University and the appointment letter, except onboard orientation and internal training.

Chapter 2 Types

- iv. **Types of training programs.** Orientation, pre-post training, specialized training, internal training, short-term academic development, master and doctoral studies.
- v. **Orientation.** This training is organized by HR and supported by other departments, aiming to help new employees to fit in WKU and take on their job as soon as possible. There will be one or two training opportunities organized annually for new employees according to the employment. The trainings will include introduction to WKU, university's development, Kean spirit campus culture, management system, campus facilities and future prospects etc.
- vi. **Pre-post training.** This training is organized by each department according to each position need, aiming to help new employees to know their specific job requirements. The training will include introduction of work flow, internal policies, etc.
- vii. **Specialized training.** These trainings are organized by each department, aiming to improve on-job staffs certain aspect of professional quality and skills, including short-term on-job training and specific skill training within 2 weeks (include holiday and weekends). Each department shall make should make overall, practical and feasible training plan combined with university,

departments, and personal development needs, and get approved by leadership after reported to HR Office.

- viii. **All staff training.** This training is organized by HR Office, aiming to improve staff quality and ability, theoretical level, Chinese-foreign cooperation management, etc.
- ix. **Professional and technical personnel continuous education.** In order to promote professional and technical personnel continuous education, constructing lifelong education system, improving the capacity of professional and technical personnel in university, ensuring the promotion channels of professional and technical personnel, employees shall check the provinces and cities related continuous education training regularly and apply to attend the training in time.
- x. **Short-term training.** This is a training aiming to strengthen academic communication, cooperative research and acknowledge of the updates in working fields. Employees is entitled to apply domestic or overseas short-term academic training or seminar. The period shall be from 2 weeks to 6 months including holidays and weekends(in summer or winter breaks in general).For financial details, please refer to the updated financial policy.
- xi. **Cadre Training.** This is a training organized by government, aiming to improve staffs' political understanding, and strengthen younger and backup cadre's training. HR Office will focus such training program and make the arrangement.
- xii. **Degree education.**
- In order to encourage the staff to study further during employment, staffs are entitled to apply the on-job or off-job Master and doctoral study. Applicants shall work in university for at least 2 years and get evaluation score of B or above, with good professional moral and sprit. Service period is required after diploma acquired.
 - Those who are approved to remain the employment relation with WKU and work in Kean University for WKU during their full time study in Kean University with their own pay will get full paid including salary, subsidies, bonus and other benefits, and their promotion ladder will not be affected. The tuition is non-reimbursable.
 - Those who are approved to remain the employment relation with WKU during their full time study in other universities will not be paid but keep the social insurance and public accumulation funds. The tuition is non-reimbursable.

- If the employee needs to extend the study period, a new application shall be submitted. The compensation during the new period refers to a new agreement. The extension is up to 2 years in general. The paid social insurance and public accumulation funds during the extension shall be returned according to the certain situation and the employment relation will be reconsidered after the extension.
- Those who are approved to attend the part-time degree study, will be get full paid will get full paid including salary, subsidies, bonus and other benefits, and their promotion ladder will not be affected. The tuition is non-reimbursable. HR will take the absence as personal leave of absence.
- Those who terminate the employment for degree study will be recruited with priority if they apply for the fitting position once they get the degree in 5 year for masters and 8 year for doctors since they leave university.

Chapter 3 Training Management

xiii. Application and authorization.

- HR will collect the training plan from each department in the end of year and get approved by leadership in charge. Training plan shall be made according to the university overall faculty and staffs team, development planning of management team, annually plan and budget of each department. The short-term training and degree education shall be approved by Joint Committee again.
- Staff shall apply for the training on OA at least 1 month in advance of the training program (those who apply the short-term training and degree education shall submit related application, enrollment or invitation letter), and approved by director of department. The application will be approved by directors based on the applicants' work ability and skills together with personal and department development needs, and get final approval from leadership in charge through HR Office. Staffs could attend the training program only after the final approval.
- The all-staff training and cadre training organized by HR Office will be applied by HR and approved by director, leadership in charge step by step.

- Staffs shall attend the training program according to approved training plan strictly. Those who fail to enroll the courses or attend the program as scheduled, the approval will be invalid and new application shall be submitted again.
- xiv. **Training budget management.** The training budget is managed by HR Office, with the principal of ¥ 5000/year/person for academic-related departments and ¥ 3000/year/person for non-academic-related departments. Any training program with more than ¥ 10000/person shall be reported to Joint Committee again. In general, each staff shall attend no more than 2 programs each year. The training budget standard will be adjusted according to annually overall budget.
- xv. **Management and evaluation**
- HR will take training leaves automatically to those submit the training application on OA.
 - Those who attend the short-term training (more than 3 months) and degree education shall submit study report to director as reference of annual evaluation.
 - Trainees shall finish the training feedback in 2 weeks after the completion of training program. Those who attend the short-term training and degree education shall submit the copy of transcript, diploma certificate, as part of the reimbursement materials to HR.
 - Trainees shall study well during the training period, and accomplish the requirement of the program. Once the trainee fails the exam, training expense is non-reimbursable, and only travel expense is reimbursed, while the annual evaluation is failed and travel or training expense is non-reimbursable if there is disciplinary offence.
- xvi. **Agreement, length of service and liability of breach.** Staffs who attend the short-term training (no less than 3 months) and degree education should sign relevant agreements with the university. After their return, an agreed length of service shall be fulfilled. The mandatory service length for Masters and Doctors are 3 year and 5 year respectively, for short-term trainee is no less than training length. Anyone in breach of the agreement shall refund the awards, salary during the training , various fees including social insurances paid by the university, the

amount of which should be calculated in the following way: all expenses/mandatory service months*unfulfilled service months.

Chapter 4 Supplementary Articles

- xvii. Please refer to the university's related regulations if the issues are not mentioned by this regulation.
- xviii. The Office of Human Resources is responsible for the interpretation and explanation of this revised regulation.