



HENGYI INDUSTRIES SDN BHD

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恒逸文莱公司强化基本功培训方案

Hengyi Brunei Fundamental Skills Strengthening Training

Programme

近期，公司接连发生多起误操作事故，反应出技能操作人员基本功不扎实，专业技术人员专业管理能力不足，经营管理人员履职能力欠缺。人力资源部牵头系统梳理目前公司培训工作存在的不足，当前，基本功训练存在的主要问题是体系不够健全，主管部门对本专业线条基本功训练的责任还不清晰、管理还不深入；分群体按专业（岗位）建立的模块化培训实施效果参差不齐；培训评估和激励机制不够完善；部门对员工上岗管理粗放。为此，特制定本方案，持续推动公司各类人员不断提升岗位技能，确保公司安全生产。

Recently, the company experienced multiple misoperation accidents, reflecting that the fundamental skills of skilled operators are not solid, the professional management ability of technical personnels is insufficient, and the ability of management personnels to perform their duties is insufficient. The Human Resources Department took the lead in systematically sorting out the shortcomings of the company's current training work. At present, the main problems with fundamental skills training are that the system is not comprehensive enough, the competent departments are not clear about the responsibility of fundamental skills training in this line of profession, and the management is not in-depth; the implementation effects of the modular training



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established for different groups and professions (job post) are uneven; the training evaluation and incentive mechanism is not perfect; the management of job qualification examinations is somewhat extensive. Therefore, this plan is specially formulated to continuously encourage all types of personnel in the company to continuously improve their job skills and ensure the company's safe production.

一、 完善基本功训练管理机制 Improving Fundamental Skills Training

Management Mechanism

序号 No	工作内容 Work Content	工作要求 Work Requirement	责任部门 Responsible Departments	配合单位 Cooperation Units	完成期限 Completion Deadline
1	修订培训管理制度 Revision of training management regulations	进一步明确专业主管部门对本专业培训规划、专业课程体系的建设和开发、培训实施的检查考核、培训效果的评估等职责 Further clarify the responsibilities of the professional competent departments for professional training planning, professional curriculum system construction and development, training implementation inspection and assessment, and training effect evaluation, etc	人力部 Human Resources Dept	计调部、机动部、HSE 管理部、总经办等 Schedule & Dispatch Dept, Equipment Management Dept, HSE Dept, CEO Office, etc	2024 年 10 月 31 日前 Before 31 st October 2024
2	修订岗位说明书 Revision of job descriptions	细化岗位职业，增加基础知识、工艺操作，设备使用，设备维护、判断事故、事故处理、绘图、计算等专业技能知识，对每个岗位的素质能力要求进行细化，明确上岗条件 Refine job positions, add basic knowledge, process operation, equipment usage, equipment maintenance, accident judgment, accident handling, drawing, calculation, and other professional skills	人力部 Human Resources Dept	相关部门 Relevant Depts	2024 年 12 月 31 日前 完成技能操作岗位 Complete operation positions before 31 st December 2024 2025 年 3 月 31 日前完成专业技术岗位 Complete technical positions before 31 st March 2025



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序号 No	工作内容 Work Content	工作要求 Work Requirement	责任部门 Responsible Departments	配合单位 Cooperation Units	完成期限 Completion Deadline
		knowledge points, and refine the quality and ability requirements for each position, and clarify the job competency conditions			
3	修改上岗资格考试要求 Modification of job post examination requirement	将原来熟练工入职半年后不分内外操的上岗考，调整为半年后只考外操上岗，再进行半年的学习，一年后考内操的上岗 The original job post examination for skilled workers after half a year of employment, which did not distinguish between panel and field operations, was adjusted to only field operation examination. After another half year of study, then will be allowed to take the panel operation examination	人力部 Human Resources Dept	各生产运行部门 Production & Maintenance Depts	2024 年 9 月 30 日前 Before 30 th September 2024
4	优化岗位设置 Optimization of job setting	合并内/外操岗位职责，增加主操职数 Combine the job responsibilities of panel and field operators and increase the number of chief operators	人力部 Human Resources Dept	各生产运行部门 Production & Maintenance Depts	待定 To be Determined
5	规范年度培训计划编制 Standardization of annual training plan	联合各专业，从培训需求识别、分析、培训设计等方面规范要求 Integrate various professions to standardize requirements, from training needs identification, analysis, training design, etc	人力部 Human Resources Dept	计调部、机动部、HSE 管理部、总经办 Schedule & Dispatch Dept, Equipment Management Dept, HSE Dept, CEO Office, etc	2024 年 12 月 31 日前 Before 31 st December 2024
6	规范公司特种（殊）作业取证管理 Standardization of company's special operation certification and	机动部、HSE 部负责根据文莱和中国相关法律法规及时识别更新公司特种（殊）作业名目和培训对象、及时根据部门需求提供内部培训、规范企业内部对相关从业人员资格定期审查制度；人力部及时安排外部培训取证；运行部及时更新特种（殊）作业人员培训台账 Equipment Management Dept and HSE Dept are responsible for timely identifying and updating the company's special	机动部、HSE 部、人力部 Equipment Management Dept, HSE Dept, Human Resources Dept	各生产运行及维保部门、总经办 Production & Maintenance Depts, CEO Office	持续开展 Ongoing



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序号 No	工作内容 Work Content	工作要求 Work Requirement	责任部门 Responsible Departments	配合单位 Cooperation Units	完成期限 Completion Deadline
	recertification management	operation items and training targets in accordance with relevant laws and regulations of Brunei and China, timely providing internal training according to department needs, and standardizing the company's internal periodic review regulation of the qualifications of relevant personnel; the Human Resources Dept promptly arranges for external training and certification; the Operation Depts promptly updates the training records of special operation personnel			

二、 建立健全基本功训练管理体系 Establishing and Improving the Fundamental Skills Training Management System

序号 No	工作内容 Work Content	工作要求 Work Requirement	责任部门 Responsible Departments	配合单位 Cooperation Units	完成期限 Completion Deadline
1	编制培训矩阵 Preparation of training matrix	识别并编制每位员工培训矩阵 Identify and prepare training matrix for each employee	人力部 Human Resources Dept	计调部、机动部、HSE 管理部 Schedule & Dispatch Dept, Equipment Management Dept, HSE Dept	2024 年 12 月 31 日前 Before 31 st December 2024
2	优化部门模块化培训 Optimization of department modular training	以上岗考试为契机，推进外操、内操模块化培训内容优化和使用 Using the job post examination as an opportunity to promote the optimization and usage of the modular training content of field operators and panel operators	人力部 Human Resources Dept	各生产运行及维保部门 Production & Maintenance Depts	2025 年 3 月 31 日前 Before 31 st March 2025
3	建立健全各序列人员培训管理体系 Establishing and improving	开发经营管理履职能力培训、专业技术人员职业资格培训、班组长培训及技能操作人员基本功训练 Development of management duties performance training, professional	人力部 Human Resources Dept	计调部、机动部、HSE 管理部、总经办 Schedule & Dispatch Dept,	每年定期开展 Periodically organize annually



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序号 No	工作内容 Work Content	工作要求 Work Requirement	责任部门 Responsible Departments	配合单位 Cooperation Units	完成期限 Completion Deadline
	the training management system for personnel in each category	qualification training for technical personnel, team leader training and fundamental skills training for skilled operators		Equipment Management Dept, HSE Dept, CEO Office	
4	建立人才选拔管理体系 Establishment of talent selection management system	开展公司层面技术技能比武 Conduct company-level technical skills competitions	人力部 Human Resources Dept	计调部、机动部、HSE 管理部、总经办 Schedule & Dispatch Dept, Equipment Management Dept, HSE Dept, CEO Office	每年组织 1 次 Organize once a year
5	编制新员工手册 Preparation of new employee handbook	将新员工关心关注的内容整理成册，以方便新员工反复查阅，比如 HSSE 管理、职业操守、员工成长、文莱文化礼仪、制度检索查阅等 Organize the contents that new employees are concerned about into a handbook for their repeated referral, such as HSSE management, professional ethics, employee growth, Brunei cultural etiquette, regulation search and reference, etc	人力部 Human Resources Dept	计调部、机动部、HSE 管理部、总经办 Schedule & Dispatch Dept, Equipment Management Dept, HSE Dept, CEO Office	2025 年 6 月 30 日前 Before 30 th June 2025

三、 建立健全基本功训练基础设施 Establishing and Improving the Fundamental Skills Training Infrastructure

序号 No	工作内容 Work Content	工作要求 Work Requirement	责任部门 Responsible Departments	配合单位 Cooperation Units	完成期限 Completion Deadline
1	建立兼职培训师队伍 Establishment of part-time	多层次发掘各类别培训师资，以授课酬金、课程开发费用等形式激励兼职师资的工作积极性和创新能力；通过外请师资开设内训师培训，以强化教材开发水	人力部 Human Resources Dept	计调部、机动部、HSE 管理部、总经办 Schedule & Dispatch Dept,	第一批师资认定于 2025 年 6 月 30 日前完成 Complete the first batch of teacher



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序号 No	工作内容 Work Content	工作要求 Work Requirement	责任部门 Responsible Departments	配合单位 Cooperation Units	完成期限 Completion Deadline
	training teaching staff	平、提高授课技巧等，并对符合要求的人员颁发聘用证书 Identify various categories of training teachers at multiple levels, motivate part-time teachers' enthusiasm and innovation through teaching fees, course development fees, etc. Provide internal training for teachers by inviting external teachers, strengthen the development level of teaching material, improve teaching skills, etc., and issue certificates to personnel that meet the requirements		Equipment Management Dept, HSE Dept, CEO Office	certification before 30 th June 2025
2	建立员工培训档案 Establishment of employee training files	开发员工培训档案电子化信息管理系统，有效管理和追踪、检索员工培训记录 Develop an electronic information management system for employee training files to effectively manage, track and search employee training records	人力部 Human Resources Dept	信息部 Information Technology Dept	2026 年 12 月 31 日前 Before 31 st December 2026
3	开发培训教室 Development of training classroom	协调内部资源、开发外部资源，为各部门培训办班提供场地支持，尤其保障一周及以上培训办班可以有固定场地 Coordinate internal resources, develop external resources, and provide venue support for training courses of each department, especially ensuring that training courses lasting one week or more can have a fixed venue	人力部 Human Resources Dept	总经办 CEO Office	2025 年 3 月 31 日前 Before 31 st March 2025
4	用好仿真培训软件 Make good use of simulation training software	完善仿真软件以更加贴近实际生产。深化应用仿真系统，明确各层次技能操作人员，每年必须完成规定时长的练习和考试 Improve the simulation software to be closer to actual production. Deepen the application of simulation system, clarify that skilled operators at all levels must complete the prescribed practice and examination every year	人力部 Human Resources Dept	计调部、信息部、炼油一至四部 Schedule & Dispatch Dept, Information Technology Dept, No.1-4 Refinery Dept	2025 年 12 月 31 日前 Before 31 st December 2025



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四、 建立健全基本功训练考核机制 Establishing and Improving the Fundamental Skills Training Assessment Mechanism

序号 No	工作内容 Work Content	工作要求 Work Requirement	责任部门 Responsible Departments	配合单位 Cooperation Units	完成期限 Completion Deadline
1	组织修订绩效考核管理规定 Organize the revision of performance appraisal management regulations	要求各部门将培训考试情况纳入绩效奖分配办法 Require each department to include the training examination situation in the performance bonus (KPI) distribution method	人力部 Human Resources Dept	总经办、各生产运行及维保部门 CEO Office, Production & Maintenance Depts	2024 年 12 月 31 日前 Before 31 st December 2024
2	开展公司层面培训工作考核 Conduct company-level training assessment	加强副班培训检查考核；每月对培训工作开展情况进行考核评比，推广好的培训“点子” Strengthen the inspection and assessment of professional development class training; conduct monthly assessment and evaluation on the progress of training work, and promote good training "ideas"	人力部 Human Resources Dept	计调部、HSE 部 Schedule & Dispatch Dept, HSE Dept	2024 年 12 月 31 日前 Before 31 st December 2024

五、 第四季度培训任务 Fourth Quarter Training Matters

具体培训任务，详见附表。

For specific training tasks, please see the attached table.

附表 Attachment:

(人力、工艺、设备、HSE) 部门 (2024 年第四季度) 阶段培训任务

(Human Resources, Process, Equipment, HSE) Department (2024 Fourth Quarter) Phase Training Matters

时间 Time	培训对象 (序列) Training Items (Sequence)	培训对象 (岗位类型) Training Participants (Job Post Type)	培训内容及方式 Training Content and Method		
10 月 October	专业技术 Technology	各部门工艺技术管理人员 Process technology management personnel of each department	联锁管理制度、工艺技术管理制度 Interlock management regulations, process technology management regulations	1、对修订后的联锁管理制度进行宣贯； 2、对工艺技术管理制度的基础、专项管理的具体内容进行讲解，重点对现场工艺检查过程中存在问题及后续整改进行对接 1. Publicize the revised interlock management regulations; 2. Explain on the basics of the process technology management regulations, and the specific content of special management, focusing on the existing problems found during on-site inspection and subsequent rectification	公司组织集中授课 (公司工艺技术月例会) Company organizes centralized learning (Company process technology monthly meeting)
		各部门设备技术管理人员 Equipment technology management personnel of each department	危险源辨识 Hazard source identification	危险源定义、辨识方法、SCL、JHA 应用 Hazard source definition, identification method, SCL, JHA application	公司组织集中授课 Company organizes centralized learning

时间 Time	培训对象 (序列) Training Items (Sequence)	培训对象 (岗位类型) Training Participants (Job Post Type)	培训内容及方式 Training Content and Method		
		各部门 HSE 管理人员 HSE Management personnel of each department	HSE 管理体系 HSE management system	HSE 管理部管理体系组成/今年制度修改内容 HSE Dept management system composition/ this year's system modification content	公司组织集中授课 Company organizes centralized learning
10 月 October	技能操作 Technology	班组长 Team leaders	公司管理制度、全厂公用系统平衡、事故应急处置、跨文化管理实务研讨 Discussion on company management regulations, plant-wide utility system balance, accident emergency response, and cross-cultural management practices		公司组织集中授课 Company organizes centralized learning
		生产运行部操作工 Operators of Production Depts	工艺技术操作规程 Process technology operation procedures	各种介质、各种型式取样器的操作方法 Operation method of various samplers for various mediums	员工自学 (有导师员工, 以导师带徒方式开展) Self-study by employees (employees with mentors will conduct in the form of mentorship training)
				事故应急处理及预案 Accident emergency response and plan	班组集中学习讨论 Team centralized learning and discussion
		公用工程部空分空压操作 工 Operators of Utilities Dept Air Separation and Compression Unit	移动式压力容器充装取证 Mobile pressure vessel filling certification		公司组织集中授课 Company organizes centralized learning

时间 Time	培训对象 (序列) Training Items (Sequence)	培训对象 (岗位类型) Training Participants (Job Post Type)	培训内容及方式 Training Content and Method		
		热电部锅炉操作工 Operators of Power Dept Boiler Unit	电站锅炉司炉取、复证 Power station boiler stoker certification and recertification		公司组织集中授课 Company organizes centralized learning
11 月 November	专业技术 Technology	工艺管理人员 Process management personnel	生产运行管理制度：馏 出口质量、巡检系统管 理、装置自控率管理、 操作平稳率管理 Production operation management regulations: distillation outlet quality, inspection system management, unit automatic control rate management, operation stability rate management	1、讲解生产运行管理制度的具体内容， 对管理过程中存在问题进行对接； 2、讲解技术管理制度中馏出口质量、巡 检系统管理的具体内容，对日常管理中存 在的问题进行对接； 3、对各装置的自控率、操作平稳率进行 对比分析，对管理中存在的问题进行对接 1. Explain the specific content of the production and operation management regulation, and liaise on the problems found in the management process; 2. Explain the specific content of the distillation outlet quality and inspection system management from technical management regulation, and liaise on the problems found in daily management; 3. Compare and analyze the automatic control rate and operation stability rate of each unit, and liaise on the problems found in management	公司组织集中授课 (公司工艺技术月例会) Company organizes centralized learning (Company process technology monthly meeting)

时间 Time	培训对象 (序列) Training Items (Sequence)	培训对象 (岗位类型) Training Participants (Job Post Type)	培训内容及方式 Training Content and Method		
		后备设备管理人员 Backup equipment management personnel	设备管理制度、相关行业规范及设备专业知识提高专业管理技能 Equipment management regulations, relevant industry standards and equipment professional knowledge to improve professional management skills		公司组织集中授课 Company organizes centralized learning
		各部门 HSE 管理人员 HSE management personnel of each department	过程安全管理培训 Process safety management training	1、安全案例的内容; 2、风险分析防控工具的应用 1. Contents of safety case; 2. Application of risk analysis and prevention tools	公司组织集中授课 Company organizes centralized learning
11 月 November	技能操作 Technology	生产运行部操作工 Operators of Production Depts	装置技改项目的操作; DCS 报警及联锁管理 Operation of technical transformation in the unit; DCS alarm and interlock management	装置技改技措项目的现场流程及操作方法 On-site process and operation method of technical transformation in the unit	班组集中学习讨论 Team centralized learning and discussion
				1、DCS 操作窗口及仪表面板各符号含 义; 2、报警分级及汇报程序; 3、联锁分级及处理程序 1. Meaning of symbols in DCS operation windows and instrument panel; 2. Alarm classification and reporting procedures; 3. Interlock classification and handling procedures	部门组织集中授课 Department organizes centralized learning

时间 Time	培训对象 （序列） Training Items （Sequence）	培训对象（岗位类型） Training Participants (Job Post Type)	培训内容 & 方式 Training Content and Method		
		柴油加氢装置、重整装置、硫磺回收装置操作工 Operators of Diesel Hydrotreating Unit, Reforming Unit, Sulphur Recovery Unit	工业锅炉司炉取证 Industrial boiler stoker certification		公司组织集中授课 Company organizes centralized learning
		热电部化水操作工 Operators of Power Dept Chemical Water Unit	锅炉水质处理取、复证 Boiler water quality handling certification and recertification		公司组织集中授课 Company organizes centralized learning
		技能操作人员岗位资格审核暨技能比武 Skilled operator job qualification review and skills competition	开展全员应知笔试和应会实操比武考试，从基础知识、基本技能考察员工技能水平 Conduct written tests and practical tests skills competition for all employees, and from basic knowledge and basic skills, assess to assess personnel skill level		公司组织考试、复证信息记录 Company organizes examination, recertification of information records
11 月 November	经营管理 Management	中层以上管理人员 Middle-level and above management personnel	经营管理履职能力培训 Management duties performance training	职业素养类（内部培训，包括廉洁从业、文莱文化法律等内容）；领导力培训（外聘师资） Professional quality training (internal training, including honesty practice, Brunei culture and law, etc.); leadership training (external teachers)	持续开展，每季度举办一次 Ongoing, held once every quarter

时间 Time	培训对象 (序列) Training Items (Sequence)	培训对象 (岗位类型) Training Participants (Job Post Type)	培训内容 & 方式 Training Content and Method		
12 月 December	专业技术 Technology	工艺管理人员 Process management personnel	生产计划、统计管理制度：化工原辅材料管理、技改技措管理 Production planning, statistic management regulations: chemical raw and auxiliary materials management, technical transformation, and technical measures management	1、讲解生产计划、统计管理制度的具体内容，对管理过程中存在问题进行对接； 2、讲解技术管理制度中化工原辅材料管理、技改技措管理的具体内容，对日常管理中存在的问题进行对接 1. Explain the specific contents of production planning, and statistic management regulation, and liaise on the problems found in the management process; 2. Explain the specific contents of chemical raw and auxiliary materials management, and technical transformation, and technical measures management from technical management regulation, and liaise on the problems found in daily management	公司组织集中授课 （公司工艺技术月例会） Company organizes centralized learning (Company process technology monthly meeting)
		后备设备管理人员 Backup equipment management personnel	设备管理制度、相关行业规范及设备专业知识提高专业管理技能 Equipment management regulations, relevant industry standards and equipment professional knowledge to improve professional management skills		公司组织集中授课 Company organizes centralized learning
12 月 December	技能操作 Operation	生产运行部操作工 Operators of Production Depts	工艺技术操作规程 Process technology operation procedures	异常现象及事故的判断、原因分析和处理方法	班组集中学习讨论 Team centralized learning and discussion

时间 Time	培训对象 (序列) Training Items (Sequence)	培训对象 (岗位类型) Training Participants (Job Post Type)	培训内容 & 方式 Training Content and Method		
				Judgment, cause analysis and handling methods of abnormal phenomena and accidents	
				异常现象及事故的判断、原因分析和处理方法 Judgment, cause analysis and handling methods of abnormal phenomena and accidents	部门组织集中授课 Department organizes centralized learning
		检修部部分焊工（中国证书临期人员） Some welders of Equipment Maintenance Dept (Personnel with Chinese certificates approaching expiry)	焊接作业换证（文莱取证） Welding operation renewal (Brunei certification)		送外培训 Send for external training
		电气运行部操作工 Operators of Electrical Operation Dept	高低压电气作业取、复证 High and low voltage electrical work certification and recertification		公司组织集中授课 Company organizes centralized learning
			防爆电气作业取、复证 Explosion-proof electrical work certification and recertification		公司组织集中授课 Company organizes centralized learning
			电力电缆作业取、复证		公司组织集中授课

时间 Time	培训对象 (序列) Training Items (Sequence)	培训对象 (岗位类型) Training Participants (Job Post Type)	培训内容 & 方式 Training Content and Method	
			Power cable work certification and recertification	Company organizes centralized learning
			继电保护作业取、复证 Relay protection work certification and recertification	公司组织集中授课 Company organizes centralized learning
			电气试验作业取、复证 Electrical test work certification and recertification	公司组织集中授课 Company organizes centralized learning
		各部门操作工 Operators of each department	消防技能竞赛 Firefighting skills competition	公司消防队举办 Company firefighting team organizes