



**Hengyi Industries Sdn Bhd**  
**恒逸实业（文莱）有限公司**

HYBN-T9-11-0007-2025

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**No.2 Refinery Dept. Management Rules of  
Reasonable Suggestions**

**炼油二部**

**合理化建议管理细则**

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## Preface 前言

The Management Rules of Reasonable Suggestions is drafted and formulated by No. 2 Refinery Department to provide guidance on the proposal, adoption, modification, and assessment management for the reasonable suggestions during the production and operation period of No. 2 Refinery Department.

本管理细则由炼油二部起草和制定，对炼油二部生产和操作过程中的合理化建议的提出、采纳、改造以及考核管理提供指导。

This rule is released and effective as of March 22, 2021.

本细则从 2021 年 3 月 22 日起发布并实施。

This version is the third edition and will be implemented from Jan 1st, 2025. The second edition will be abolished.

此版为第三版，从 2025 年 1 月 1 日起实施，第二版即日起废止。

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 <b>HENGYI</b>	<b>Hengyi Industries Sdn Bhd 恒逸实业（文莱）有限公司</b>			
	<b>No.2 Refinery Dept. Detailed Management Rules of Reasonable Suggestions</b> <b>炼油二部合理化建议管理细则</b>			
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## 1 Purpose 目的

1.1 The management rules are hereby formulated in order to encourage all employees of No. 2 Refinery Dept. to actively participate in the management of the unit, optimization of the production and operating conditions of the unit, as well as to create better work environment for the employees. Furthermore, this is to encourage and support the employees to initiate reasonable suggestions. In particular, the formulation of this rule is aimed to standardize the management of the adoption, evaluation, closed-loop transformation and incentive measures after the proposal of reasonable suggestions.

为充分调动炼油二部全体员工积极参与装置管理，优化装置生产运行条件和员工工作环境，鼓励和支持员工提出合理化建议，规范对合理化建提出后的采纳评审、改造闭环和奖励措施的管理，特制定此项管理细则。

1.2 During the production and operation process of the unit, the employees of No. 2 Refinery Dept. shall be involved to put forward reasonable suggestions to improve the production process, production management, operation process and work management. After the suggestions are verified and applied to real situations, the employees can refer to these rules once the unit's production efficiency, production management and workplace environment can be improved.

炼油二部员工在装置的生产经营活动中，涉及改进生产流程、生产管理、操作过程及管理工作的合理化建议，经过试验验证和实际运用，能够提升装置生产效益或者改进生产管理，改善员工工作环境的，均可参照此项细则进行管理。

## 2 Scope of reasonable suggestions 合理化建议的范围

2.1 Production process: the reasonable suggestions for improvement on the rationality, safety, ease of operation and process optimization, safe environmental facilities process and equipment auxiliary processes.

生产流程：对装置工艺、安环设施流程、设备附属流程的合理性、安全性和操作便利性和效益优化所提出的改造建议。

2.2 Production management: the reasonable suggestions for optimization or configuration of operation tools (including mobile facilities), process monitoring methods, process records and

management procedures in the production process; suggestions on improving work efficiency and reducing operation costs; suggestions on stabilizing the safe operation of unit and recommendations to reduce environmental pollution.

生产管理：对生产过程中操作工具（包括移动设施）的优化或配置、过程监控方法，过程记录、管理程序的优化建议；可以提高工作效率，减低操作成本的建议；可以稳定装置安全运行，降低环境污染的建议。

### 2.3 Operation process: the reasonable suggestions for improvement and optimization of operation method and rate of recurrence of process or equipment.

操作过程：针对工艺或设备的操作方法、操作频次的改进优化建议。

Operating environment: the reasonable suggestions for optimization and quality management facilities for better of workplace environment, personal protection and safety protection of employees.

操作环境：针对工作场所环境的改善，员工个人防护和安全防护所提出的硬件和软件设施的优化建议。

## 3 Technological transformation 技术改造

3.1 Technological transformation refers to the use of advanced technology, process, equipment with aim to improve the production efficiency of company, expand production capacity, energy saving, and improve the production process environment.

技术改造是指使用先进的技术、工艺、设备，在提高企业的生产效益，扩大生产能力，节能降耗，改善生产过程环境所做的技术优化措施。

## 4 Management responsibilities 管理职责

4.1 The process discipline of No. 2 Refinery Department is responsible for the formulation and handling of this management rule.

炼油二部工艺专业负责此项管理细则的制定和管理。

4.2 The process discipline is responsible for reviewing, adopting and implementing the production process and process related contents in the reasonable suggestions; submitting the application for technological transformation, its commissioning, as well as to verify the effectiveness after it is put into use; tracking the progress of the technological transformation project, collecting and improving the obtained relevant data, training of employees, and changes of operating procedure. This discipline is also responsible for the preparation of commissioning plans and operating procedures for large scope projects of technological transformation.

工艺专业负责对合理化建议中生产流程和工艺相关的内容进行审核，采纳和实施；上报技术改

造的立项申请，投用以及投用后的效果验证；负责跟踪技术改造项目进度，相关资料的收集和完善，人员的培训和操作程序的变更；对于技术改造范围较大的项目，编制投用方案和操作程序。

4.3 The equipment discipline is responsible for reviewing, adopting and implementing the reasonable suggestions related to equipment, operation tools (including mobile facilities), equipment-related operating procedures and management content in the production process; initiating and applying for the modification of equipment and operation tools; and cooperating with other disciplines to complete the declaration and construction coordination of materials for the technological transformation project.

设备专业负责对生产过程中设备，操作工具（包括移动设施），与设备相关的操作方法和管理内容的审核，采纳和实施；进行设备和操作工具的改造立项，申领；配合其他专业完成技改项目材料的申报和施工协调。

4.4 The HSE discipline is responsible for reviewing, adopting and implementing the reasonable suggestions involving safety, environmental protection, occupational health, labor protection and working environment. HSE discipline is also responsible for organizing the other disciplines to evaluate the risk factors in the process of commissioning of the technological transformation project.

HSE 专业负责对合理化建议中涉及安全，环保，职业健康，劳动防护和工作环境方面内容的审核，采纳和实施。负责组织各专业，对技改项目投用和使用过程中的风险因素进行评估。

4.5 Each discipline shall adopt and reward the reasonable suggestions related to their discipline in accordance to this management rule. Otherwise, the professional engineer shall explain to the proposer the reasons for not adopting the suggestion.

各专业参照此管理细则，对涉及本专业的合理化建议进行采纳和嘉奖，对于无法采纳的建议，专业工程师要对提出人做好解释工作，阐述不予以采纳的原因。

## 5 Management content and requirements 管理内容与要求

5.1 A "Reasonable Suggestions Registration Form" is placed in the field operator room of each unit, and the team shall fill in the content of the reasonable suggestions accordingly.

各装置外操室设置《合理化建议登记表》，班组及时将合理化建议的内容，按照表格的格式进行填写。

5.2 When completing the reasonable suggestions form, it is necessary to propose solution to the existing problems — not just describing the current situations without suggesting any solution.

填写合理化建议时，要针对存在的问题提出解决问题的方法，不能只描述现状而无解决建议。

5.3 The process discipline is responsible for summarizing the reasonable suggestions and reviewing them after the monthly HSE hidden danger review meeting is conducted. Each discipline then shall decide whether to adopt the reasonable suggestions according to the actual situation.

工艺专业负责汇总合理化建议，并在每月的 HSE 隐患评审例会后进行评审，各专业根据实际情况决定该合理化建议是否采纳。

5.4 All discipline shall organize the shift team to rectify the adopted reasonable suggestions. If rectification cannot be completed at the team level, the rectification shall be carried out through department management and technological transformation.

各专业对采纳的合理化建议，组织班组进行整改。班组层面无法形成整改的，通过部门管理和技术改造的形式，进行整改。

5.5 After rectification is completed, the professional engineer shall sign a closed loop in the "Reasonable Suggestions Registration Form". In case of a major maintenance or closed-loop technological transformation is required, it shall be included in the account of major maintenance plan of each discipline.

整改完成后，专业工程师应在《合理化建议登记表》中进行签字闭环，需要大检修或者技改闭环的，应纳入各专业大检修计划台账。

5.6 The process discipline shall formulate and improve the data account of each unit's technological transformation project. This includes the application, HAZOP analysis report, risk assessment report, pre-commissioning inspection report, commissioning plan and operator training record. The final design drawings of technological transformation shall be archived while the operation procedures and methods shall be updated.

工艺专业制定和完善各装置的技术改造项目资料台账，包括项目改造立项申请、HAZOP 分析报告、技改风险评估报告、新建流程投用前检查报告、投用方案和操作人员培训记录。将技改的最终设计图纸资料进行存档，并对操作规程操作法进行更新。

## 6 Criteria and methods of reward 奖励的标准和方法

6.1 It is recommended to adopt a positive reward method for the reasonable suggestions. This reward is a supplement to "Detailed Performance Evaluation Rules of No. 2 Refinery Department". However, this reward is not included in the monthly ranking of team.

合理化建议采用正向奖励办法，本奖励方法作为《炼油二部绩效考核细则》的补充内容，其奖励不纳入班组月度排名。

6.2 The score for reasonable suggestions will be graded according to the attached standard reasonable suggestions score table.



合理化建议奖励等级，将根据附件标准评分表进行评分。

6.3 If the reasonable suggestions to solve a single problem can be repeated in multiple places, the reward shall be doubled.

对于多处重复同一问题的合理化建议，可根据单项问题双倍进行嘉奖。

6.4 For the reasonable suggestions that can be rectified within the shift team, they can get a full reward for initiating and rectifying the suggestions; if the shift team only raise the problems without implementing any rectifications, the reward shall be divided between them and the team that rectifies the problems according to the ratio of 1:2.

对于班组内部可以完成整改的合理化建议，班组提出并整改，可以获得全额奖励；对于只提问题而不进行整改的合理化建议，提出问题班组和整改问题班组按照 1:2 的比例分解此项奖励。

6.5 Those who actively cooperate, coordinate and organize the three-level maintenance concept to complete the technological transformation construction will be given 20-50BND/time according to the project implementation.

对积极配合，协调组织三修单位完成技改施工的项目参与人员，根据项目实施情况，给予 20-50/次文币的奖励。

6.6 If the management team initiate reasonable suggestions, they will be rewarded with 10-200 BND/item based on the suggested content.

管理人员提出合理化建议，将根据建议内容，对其进行 10-200 文币/项的嘉奖。

6.7 When the reasonable suggestions assessed by the company exceeds the department's reasonable suggestions assessment, the reward will be subjected to the company's award amount.

公司考核超过部门合理化建议考核时，嘉奖以公司奖励额度为准。

6.8 For high-quality reasonable suggestions, the department will recommend and apply for company-level awards to the company in accordance with the procedures.

对于高质量合理化建议，部门将按程序向公司推荐并申请公司级奖励。

## 7 Inspection and assessment 检查与考核

7.1 The management rules of reasonable suggestions of No. 2 Refinery Dept. are under the centralized management of process discipline.

7.2 炼油二部合理化建议管理细则，由工艺专业归口管理。

The Head of Department is responsible for supervision and inspection.

部门领导负责监督检查。

**8 Supplementary Rules 附则**

8.1 This Rules is under the jurisdiction of No.2 Refinery Dept.

本细则由炼油二部归口管理。

8.2 This Rules is drafted by No.2 Refinery Dept.

本细则起草部门：炼油二部。

8.3 No.2 Refinery Dept. is responsible for the interpretation of this Rules.

本细则解释权归炼油二部拥有。

8.4 Preparation and approval of this Rules are shown in Table 1:

本制度编制和审批情况见表 1:

**Table 1 Document revision number and approval status**

**表 1 文件版本编制和审批情况**

3	01/01/2025	Sun Weifeng Jiang Xiangming 孙伟峰 蒋翔明	Yang Fan Yang shihai 杨帆 杨仕海	Sun Jian Huai 孙建怀
Version 版本	Issue Date 颁布日期	Compiler 编制人	Reviewer 审核人	Approval 批准人

9 Appendices 附件

Appendix 1: Reasonable Suggestion Reward Score Table

附件一： 合理化建议奖励评分表

Reasonable Suggestions Reward Score Table  
合理化建议奖励评分表

No. 序号	Benefits from problem solving 解决问题产生的效益  The cost of rectification 整改付出的成本	No direct economic benefits, but can improve production management 无直接经济效益, 可改善生产管理	No direct economic benefits, but can improve HSE conditions 无直接经济效益, 可改善 HSE 条件	To achieve energy saving and consumption reduction 产生一定效益, 实现装置节能降耗	Produce certain benefits and improve HSE conditions 产生一定效益并改善 HSE 条件	Avoid general hidden danger 规避一般安全隐患	Avoid major potential safety hazards 规避重大安全隐患	Produce obvious economic benefits 产生明显经济效益
1	Rectification can be completed within the team without involving external department workforce, construction materials, or equipment 班组内部可完成整改, 无需外部力量和施工材料, 设备	10~30RMB	10~30 RMB	40~60 RMB	70~100 RMB	100~150 RMB	150~200 RMB	150~200 RMB

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2	Rectifications can be completed through the improvement of method of management 通过管理手段完善即可整改	30~50 RMB	30~50 RMB	50~100 RMB	100~120 RMB	100~150 RMB	150~200 RMB	150~200 RMB
3	External department workforce is required, and the rectification needs to be completed through technological transformation 需外部力量，且需通过技改完成整改	50~100 RMB	100~150 RMB	150~200 RMB	150~200 RMB	200~250 RMB	250~300 RMB	250~300 RMB
4	External department workforce is required, technological transformation is needed, equipment or instrument have to be purchased 需外部力量，且需技术改造，购置设备或仪器	30~50 RMB	50~100 RMB	100~150 RMB	150~200 RMB	200~250 RMB	250~300 RMB	250~300 RMB
5	Rectifications can be completed with external department workforce and a small amount of construction materials 需外部力量和少量施工材料即可整改	50~100 RMB	50~100 RMB	150~250 RMB	200~300 RMB	200~300 RMB	300~400 RMB	300~400 RMB

## Appendix 2: Registration Form of Reasonable Suggestions

## 附件二：合理化建议登记表

No. 序号	Problem description 问题描述	Shift 班组	Name 姓名	Time 时间	Corrective measures 整改措施	Accepted or not 是否采纳	Completion situation 完成情况	Completion time 完成时间	Rectifier 整改人