

公司一月份岗检通报

Position Responsibility Inspection Report (January)

为防控风险，提升管理效能，确保公司各级制度有效执行，根据《月度岗检方案》，职能部门在1月5日—1月25日期间组织了岗检，通报如下：

To mitigate risks, enhance management efficiency, and ensure the effective implementation of company regulations at all levels, functional departments conducted Position Responsibility Inspections from January 5 to January 25 in accordance with the Monthly Position Responsibility Inspection Plan. The report is as follows:

一、 职能检查讲评 **Overview**

1、 组织部门 **Organizing Departments**

人力资源部、HSE 管理部、计划调度部、机械动力部、商务部、物资装备部、总经理办公室七个部门。

The inspection was organized by the Human Resources Department, HSE Management Department, Scheduling and Dispatch Department, Equipment Management Department, Commercial Department, Materials Supply Department, and CEO's Office.

2、 检查重点 Key Inspection Areas

（1）机动部检查大机组特护、润滑油管理、备用机泵盘车和定期切换管理、设备缺陷及故障管理、防腐保温管理、加热炉、备品配件、安全泄放装置、进出厂物料计量等管理制度，发现问题 25 项。

The Equipment Management Department inspected key equipment special maintenance, lubrication management, periodic switching and inching of standby pumps, equipment defect and failure management, corrosion and insulation management, fire heaters, spare parts, safety relief devices, and inbound/outbound material metering management. A total of 25 issues were identified..

（2）人力资源部检查了《劳动组织管理规定》、《请假考勤管理规定》，发现问题 6 项。

The Human Resources Department reviewed the *Labor Organization Management Regulations* and *Leave and Attendance Management Regulations*. A total of 6 issues were identified.

（3）HSE 部开展专业检查“回头看”盘点，并就消防制度和安环制度开展检查。发现问题 21 项。

The HSE Management Department conducted a reassessment of previous specialized inspections and examined fire safety

and environmental health regulations. A total of 21 issues were identified.

(4) 计调部按《工艺技术管理制度》要求，对操作规程、工艺指标、技术台账、巡回检查、交接班记录、馏出口质量、联锁报警、工艺防腐、原辅材料、盲板管理、现场标识等方面进行检查。按照《生产运行管理制度》要求，对生产异常、公用工程系统运行、水系统/汽电/瓦斯/氢气系统运行、物料移动、原油接卸、系统管线运行等方面进行检查。发现问题 6 项。

In accordance with the *Process and Technical Management Regulations*, the Scheduling and Dispatch Department conducted inspections covering operating procedures, process parameters, technical records, patrol inspections, shift handover records, distillation outlet quality, interlock alarms, process corrosion prevention, raw and auxiliary materials management, blind plate management, and on-site labeling.

Additionally, inspections were conducted in accordance with the *Production Operation Management Regulations*, covering abnormal production conditions, utility system operation, water/steam/power/gas/hydrogen system operation, material transfers, crude oil unloading, and system pipeline operation. A total of 6 issues were identified.

(5) 商务部检查商检管理、拖轮管理、装车站、液氮装车等重

点部位发现问题 1 项。

The Commercial Department inspected key areas including commodity inspection management, tugboat management, gantry station, and liquid nitrogen loading, identifying 1 issue.

（6）物资装备部自查《物资装备部管理规定》、《安全职业健康制度》及程序方面要求，发现问题 6 项。

The Materials Supply Department conducted a self-inspection of the *Materials Supply Department Management Regulations, Safety and Occupational Health System*, and procedural requirements. A total of 6 issues were identified.

（7）总经办监督审核了体系要素“6.0 风险辨识”“JHA、SCL”的充分性和有效性；查证“操作规程（SOP）”的充分性；以及制度“分级分类”受控情况，发现问题 11 项。

The CEO's Office supervised and reviewed the adequacy and effectiveness of system elements “6.0 Risk Identification”, “JHA, and SCL”; verified the adequacy of *Standard Operating Procedures* (SOPs); and checked the controlled status of the Classification and Categorization system. A total of 11 issues were identified.

共发现问题 76 项，分布在体系管理要素：5.3 组织岗位职责和权限;6.1.2 环境因素和危险源辨识、7.1.3 基础设施、7.2 能力、7.3 意识、7.5 文件化信息；8.5 生产服务提供的控制。

A total of 76 issues were identified, distributed across the following system management elements:

5.3 Responsibilities and Authorities of Organizational Roles

6.1.2 Environmental Aspects and Hazard Identification

7.1.3 Infrastructure

7.2 Competence

7.3 Awareness

7.5 Documented Information

8.5 Control of Production and Service Provision.

二、岗检亮点 **Highlights**

1、机动部、人力资源部严格“对照制度”条款验证检查情况，问题具体、量化，有一定的深度和广度。

The Equipment Management Department and HR Department strictly verified inspection conditions against the provisions of the system, ensuring that issues were specific, quantifiable, and covered both depth and breadth.

2、炼油二部针对“内操操作风险”策划了控制文件。制定了《炼油二部 DCS 操作系统管理细则》描述“操作纪律 5 项”、“行为规范 12 条”；内宣《加裂、气分内操操作注意事项》153 条，提示了装置“关键操作”风险。

No.2 Refinery Department developed control documents addressing DCS Console Operation Risks. The department

formulated the *No.2 Refinery Department DCS Operation System Management Guidelines*, outlining five operational discipline rules and twelve behavioral norms. Additionally, the *Key Points for Hydrocracking and LPG Separation Units Console Operations* was issued, listing 153 precautions to highlight critical operational risks of the units.

3、机动部岗检员：李涛，岗检严细认真，提出表扬。

Position responsibility inspector Li Tao from the Equipment Management Department conducted a rigorous and meticulous inspection and is hereby commended.

三、基层突出问题 **Key Issues at the Grassroots Level**

（一）人力资源方面 **Human Resources**

1、岗位职责熟悉度不足：董事会办公室，信息管理部、炼油三部，热电部、电气运行部部分员工不知如何查阅岗位说明书，信息管理部员工对自身岗位说明书内容完全不熟悉。

Insufficient Familiarity with Job Responsibilities: Some employees from the BOD's Office, IT Department, No.3 Refinery Department, Power Department, and Electrical Operation Department are unaware of how to access their job descriptions, and employees in the IT Department are completely unfamiliar with the content of their job descriptions.

2、培训和宣贯不足：部分部门未开展过针对岗位说明书的培训

或宣贯工作，员工对岗位职责的理解严重不足，既不清楚岗位说明书的意义，也无法将其有效应用于实际工作中，完全不理解其指导作用。

Lack of Training and Awareness: Some departments have never conducted training or awareness sessions on job descriptions, resulting in employees having a poor understanding of their job responsibilities, failing to grasp the purpose of job descriptions or how to apply them effectively in their daily work, and not recognizing or utilizing the guiding role of job descriptions.

3、因部门考勤员频繁变动，部分指标性假期的计算不够具体，发现存在于物资装备部、计划调度部、机械动力部、设备检修部、仪表控制部、质量检验部。电气运行部、仪表控制部休假路费或多报路费台账填报错误。

Due to the frequent changes of department attendance officers, the calculation of certain key leave entitlements lacked specificity. Issues were identified in the Materials Supply Dept., Scheduling and Dispatch Dept., Equipment Management Dept., Equipment Maintenance Dept., Instrument Control Dept., and Quality Analysis Dept. and Electrical Operations Dept. Errors were identified in the leave travel expense records or overreported travel expenses in the Electrical Operations Dept.

and Instrument Control Dept.

（二）设备维护方面 **Equipment Maintenance**

1、设备润滑维护不到位。一部 PA801B、P102B 润滑油视镜内液位空，轴承箱漏油；二部 P201A、P103B 润滑油视镜脏，油位不清晰；三部 P204B 轴承箱漏润滑油，泵底座上有大量渗漏润滑油、三部转阀液压油蓄能器皮囊压力检查的时间不符合制度要求。

Inadequate Equipment Lubrication Maintenance: In No.1 Refinery Dept., the lubricant sight glass of PA801B and P102B was empty, and oil leakage was observed from the bearing housing. In No.2 Refinery Dept., the sight glass of P201A and P103B was dirty, making the oil level unclear. In No.3 Refinery Dept., the bearing housing of P204B was leaking lubrication oil, and a significant amount of leaked oil was found on the pump base. Additionally, the inspection frequency of the hydraulic accumulator bladder pressure for the rotatory valve in No.3 Refinery Dept. did not meet the relevant requirements.

2、设备操作记录不完整。二、三、四部及热电部备用机泵盘车和定期切换管理记录未及时入录系统。

Incomplete Equipment Operation Records: The system records for the manual rotation and periodic switching management of standby pumps in No.1,2,3 Refinery Dept. and the Power Dept.

were not updated in a timely manner.

3、一部、二部、三部加热炉氧含量超标运行；检修部大机组特护定期工作频次不到位；4 号仓库存放的部分法兰锈蚀严重,未做防锈措施。

Other Issues: No.1, No.2, and No.3 Refinery Departments found excessive oxygen content in furnace operations; the Equipment Maintenance Department's scheduled special inspections for major equipment were not conducted at the required frequency; and some flanges stored in Warehouse No. 4 were severely rusted without any anti-rust measures in place.

（三）工艺控制方面 **Process Control**

操作人员工艺技术关键点掌握不牢靠。三部芳烃外操间操作人员无法提供操作规程；重整内操提问温度、压力、硫含量控制范围个别指标掌握不熟练、蒸汽吹扫流程不熟练；提问炼油四部焦化内操洗涤塔顶温度、R101 反应温度、R101/102 压差及焦汽终馏点、重蜡油 95%点等工艺卡片指标掌握不熟练；高点检查规定中牌的颜色、时间定义不明确；四部焦化外操室工具箱整体规格化标准不高。

Operators have an insufficient grasp of key process technology points.

Aromatics Complex (No. 3 Refinery Dept.): Field operators in the aromatics complex were unable to provide operating

procedures.

CCR Unit: Some panel operators displayed inadequate familiarity with specific temperature, pressure, sulfur content control ranges, and the steam out process.

Flexicoker Unit (No. 4 Refinery Dept.): Panel operators had an incomplete understanding of key process parameters, including the scrubber overhead temperature, R101 reaction temperature, R101/102 differential pressure, end boiling point of coker dry gas, and the 95% distillation point of heavy gasoil.

Elevated-Point Inspection Standards: The definitions of color coding and time requirements were unclear.

Flexicoker Unit Toolbox Standardization: The overall standardization of toolbox specifications in the field operation room of the flexicoker unit was inadequate.

（四）HSE 监督方面 HSE Supervision

1、HSE 部组织了专业检查“回头看”。梳理了全年“各类已经完成 PDCA 问题”的“反思与回顾”，查验“重复发生”的问题，问题较多的部门依次为质检部、一部、热电部；其次，房屋漏雨成为难点。

The HSE Management Department conducted a reassessment ("Looking Back" Review) of previously completed PDCA issues,

reflecting on recurring problems. Departments with the highest number of repeated issues were the Quality Analysis Department, the No. 1 Refinery Department, and the Power Department. Roof leakage remains a persistent challenge.

2、危险化学品仓库、办公楼漏雨几经维修仍未消除。

The hazardous chemical warehouse and main office building continue to experience leaks despite multiple repairs.

3、环境因素识别与评估未按照环保管理制度要求填报，风险评估一栏中应填报风险分值，炼油三部填报为风险等级；港储部东码头柴油加油站附近的堆放区堆放空油桶、油漆桶、化材空桶等，未及时申报处置。

Environmental factor identification and assessment forms were not completed in accordance with environmental management regulations. The risk evaluation section should contain a numerical risk score; however, the No. 3 Refinery Dept. incorrectly reported risk levels instead. At the East Jetty of the Port and Storage Dept., empty oil drums, paint buckets, and chemical containers were not reported for timely disposal.

4、消防实施部分有损坏：四部焦化装置 C302 西侧 SG13025 出水口缺少闷盖；热电部 T4 转运楼消火栓箱 SG14177 箱前被杂物阻挡；T3 转运楼南侧预作用系统水力警铃损坏；消防栓把手断裂；仪控部报警按钮门损坏。

Fire Fighting Equipment Deficiencies

Flexicoker Unit (No. 4 Refinery Dept.): A blind cover was missing at outlet SG13025, west of C302.

Thermal Power Department: Fire hydrant cabinet (SG14177) in front of T4 transfer building obstructed by debris. Pre-action system water alarm bell on the south side of T3 transfer building damaged. Fire hydrant handles broken.

Instrument Control Department: Protection box door of alarm button was found to be damaged.

(五) 采购与销售方面 **Procurement and Sales**

1、物资装备：部分仓管员未能提供完整的培训档案；物资不合格台账记录不统一；仓库办公室的消防箱未按照要求在每月 1 号和 15 号进行自检；部门车辆使用前检查登记表未按要求存细检查确认；部门特种设备检查表未按照要求每日使用前进行检查、提前填写。1 月 23 日现场查找记录已填写至 1 月 31 日。

Materials Supplies Dept.: Some warehouse keepers were unable to provide complete training records; ledgers for off-spec materials were inconsistent; the fire hydrant box in the warehouse office was not inspected as required on the 1st and 15th of each month; the pre-use vehicle inspection checklist was not properly reviewed and documented as required; and

the special equipment inspection checklist was not completed daily before use as required, with some of them being pre-filled. As of the on-site inspection on January 23, records had already been pre-filled through January 31.

2、第三方值守：BV 公司白班夜班之间交接存在空档期，有“无人在岗”现象存在。

Third-Party Guarding: There was a gap in shift handover between the day and night shifts of BV Company, leading to unattended periods where no personnel were on duty.

（六）体系监督方面 **System Supervision**

1、JHA 风险清单存在不足。一部外操、热电部化学水、港储部装车班组最新风险清单未见班组成员确认记录，班组对中级以上风险数量不清楚。热电部化学水 JHA 清单针对不同作业风险分析内容类同。

Deficiencies were identified in the JHA lists. The latest risk lists for Field Operators in No.1 Refinery Dept., Chemical Water in the Power Dept., and the Gantry Shifts in the Port & Storage Dept. lacked confirmation records from shift members, and shift members were unclear about the number of medium and high-level risks. Additionally, the JHA list for Chemical Water in the Power Dept. contained similar analyses for different operational risks.

2、采样操作规程宣贯不到位。一部有四个采样操作规程，有两个未发放到班组。四部焦化外操，未找到 H₂S 等采样 SOP。

Inadequate training on sampling procedures. The No.1 Refinery Dept. had four sampling operation procedures, but two had not been distributed to the shift members. Additionally, Field Operators in the Flexicoker Unit of the No.4 Refinery Dept. could not access the standard operating procedures (SOPs) for H₂S sampling and certain other processes.

3、运行部级制度无编审批或审批级别错误。四部运行部级文件审批到 CEO，不利于责任划分。

The approval process for operations department-level policies was either missing or incorrect. Some No. 4 Refinery Dept.-level operations documents were approved at the CEO level, which is not conducive to clear responsibility delineation.

四、措施与建议 **Measures and Recommendations**

1、从全面风险管理入手，加强横向联合岗检，依靠制度查证现状。不仅侧重硬件问题，更要全面梳理“关键操作”风险。

Strengthen cross-functional position responsibility inspections from a comprehensive risk management perspective, leveraging policies to verify current conditions. The focus should not only be on hardware issues but also on systematically identifying risks in "critical operations."

2、按“归口制度”穿行测试、验证制度是否有效执行，做到制度检查“岗位全覆盖、季度全覆盖”。

Conduct walk-through testing based on "responsible management policies" to validate the effective implementation of procedures, ensuring policy inspections achieve "full coverage of positions and quarterly reviews."

3、针对“人岗不匹配”现象，加强岗位说明书宣贯，确保每位员工了解并熟悉自己岗位职责。

Address the issue of "mismatched personnel and positions" by reinforcing awareness and training on job descriptions to ensure every employee understands and is familiar with their job responsibilities.

4、各部门针对本部门问题清单化，整改、下月检查“闭环情况”。

All departments should systematically list identified issues, implement corrective actions, and conduct follow-up inspections the following month to ensure a "closed loop" resolution.

5、加强“内、外操及小型作业”风险分析，风险清单融入副班培训，提升班员风险意识，建议各运行部门对标“炼油二部”编制或梳理“内、外操关键控制细则”，细则、清单，宣贯到班员、签字确认。

Enhance risk analysis for field and panel operations as well as small-scale tasks, incorporating Risk Lists into deputy shift training to improve operators' risk awareness. It is recommended that all operation departments benchmark against the No. 2 Refinery Dept. by compiling or refining Field and Panel Operation Key Control Guidelines, ensuring that the Guidelines and Risk Lists are distributed to shift members with signed acknowledgments.

6、岗检记录要求统一，问题举一反三。

Standardize position responsibility inspection records and ensure that issues are analyzed comprehensively to derive broader corrective measures.

总经理办公室

CEO's Office

2025. 1. 30