



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

HYBN-T3-07-0030-2024-1



## Outsourcing Project Management Measures



### 外委项目管理办法



Issued Date: Apr. 2024

颁布日期：2024 年 4 月



 HENGYI	Hengyi Industries Sdn Bhd 恒逸实业（文莱）有限公司			
	Outsourcing Project Management Measures 外委项目管理办法			
	Doc No.	HYBN-T3-07-0030-2024-1	Ver No.	1

## 1 Purpose

### 目的

This System is formulated to improve the management level of outsourcing project services, strengthen the standardization of outsourcing project process management, and ensure the authenticity and accuracy of settlement content.

为提升外委项目服务的管理水平，加强对外委项目过程管理的规范性，确保结算内容的真实性、准确性。特制订本办法。

## 2 Scope of Application

### 适用范围

#### 2.1 Company Labor

##### 公司力工

2.1.1 Implement two shifts of labor, and the normal working hours are from 8:00 am to 20:00 pm, and from 20:00 pm to 8:00 am the next day. The normal working hours are 12 hours per day.

实行两班倒的力工、司机正常工作时间统一为上午 8:00 至晚上 20:00、晚上 20:00 至次日上午 8:00，正常工作时间为每天 12 小时。

2.1.2 The normal working hours for other day shift workers and drivers are from 08:00 am to 12:00 am and from 13:30 pm to 17:30 pm. The normal working hours are 8 hours per day. It is clear that overtime can be temporarily arranged when work requires overtime; Lunch for day shift personnel, Lunch break time are not allowed to be included in attendance.

其它白班力工、司机正常工作时间统一为上午 08: 00 至 12: 00, 下午 13: 30 至 17: 30, 正常工作时间为每天 8 小时。其中明确:工作需要加班时可以临时安排加班; 白班人员午餐、午休时间不允许计入考勤。

2.1.3 Labor workers and drivers shall implement a system of signing and confirming after work on the same day. All personnel of the labor contractor are required to bring their own attendance cards (monthly, one person, one card) to and from work. It is strictly prohibited to replace others with attendance cards (signatures). After the completion of work on the same day, relevant personnel from the operating department shall sign and confirm their attendance cards (fill in the name and signature of the operating department). The signature requirements are as follows: 1) Two shift personnel and day shift personnel at fixed work points shall be signed by relevant professional management personnel or shift leaders, and sporadic cooperation personnel from each operation department shall be signed by equipment management personnel; 2) The signature font must be neat and clear; 3) Confirm the corresponding personnel card and eliminate false reporting of working hours; 4) When working overtime temporarily, fill in "Overtime" in the "Remarks" column, and fill in the actual working hours.

力工、司机一律实行当天上下班签字、确认制度。力工承包商所有人员均需亲自带考勤卡(按月、一人一卡)上下班, 严禁替代他人带卡(签字), 当天工作完成后由所在运行部相关人员在考勤卡上签字、确认(填写运行部名称、签名)。签字要求如下: 1) 两班倒人员以及固定作业点的白班人员由相关专业管理人员或当班班长签字, 各运行部零星配合人员由设备管理人员签字; 2) 签字字体须工整、清晰; 3) 人卡确认对应, 杜绝虚报工时; 4) 临时加班时在“备注”栏中填写“加班”, 工作时间按实填写。

2.1.4 The outsourcing management personnel of the Equipment Management Department inspect and sign the signature confirmation of labor worker attendance cards once a week (usually on Thursday or Friday).

机动部外包管理人员每周一次(原则上周四或周五)对力工考勤卡签字确认情况进行检查并签字。

2.1.5 Labor Contractor shall submit each person's Timesheet to the Equipment

Management Department at the same time when submitting the monthly attendance summary every month. The outsourcing management personnel of the Equipment Management Department shall check the Timesheet and the summary table, and then submit it to the responsible person of the relevant Operation Department and the leader of the Equipment Management Department for workload settlement after signing the summary table.

力工承包商在每月上报月出勤汇总表时要同时提交每人的出勤卡给机动部,由机动部外包管理人员对出勤卡与汇总表进行核对,核对无误后再交相关运行部负责人以及机动部领导在汇总表上签字后进行工作量结算。

2.1.6 Conduct professional assessments or fines on the Operations Department and labor contractor in accordance with relevant company regulations for violations of the above regulations.

Annex 1: Outsourcing Personnel Timesheet

对于违反上述规定的情形按公司相关规定对运行部和力工承包商进行专业考核或罚款。

附件 1: 外包人员出勤卡

2.2 Corrosion prevention and insulation scaffolding services

防腐保温脚手架服务

2.2.1 The general project operation department can directly entrust contractors to carry out construction. After the construction is completed, the operation department should promptly confirm the quantity of work and fill out the "Anti corrosion and Insulation Scaffold Handover Acceptance Form". The handover acceptance form must be jointly signed and confirmed by the operation department engineer and the equipment director.

Attachment 2: Handover Acceptance Form for Anticorrosion and Insulation Scaffolding

一般项目运行部可以直接委托承包商施工,施工完成后运行部应及时确认工程量并填写《防腐保温脚手架交接验收单》,交接验收单必须由运行部工程师和设备部长共同签字确认。

附件 2: 防腐保温脚手架交接验收单

2.2.2 For anti-corrosion and insulation scaffolding with a single estimated cost exceeding

20000 RMB (or BND4000), the operation department should first submit the "Construction Task Entrustment Application Form" for step-by-step approval. After the construction is completed, acceptance should be carried out and the "Construction Completion Acceptance Form" (with on-site completion photos attached) should be filled out. The cost estimation and definition of the project are the responsibility of the Cost Control Department of the Mobility Department. The specific process and requirements are shown in the following figure:

对于单项估算费用超过 2 万元人民币（或 4000 文币）以上的防腐保温脚手架应由运行部先上报《施工任务委托申请单》进行逐级审批，施工完成后要进行验收并填写《施工完成验收表》（附现场完工照片）。项目费用估算与界定由机动部费控负责。具体流程和要求如下图：

恒逸文莱公司防腐保温脚手架工程的过程管理及签证单管理规范 Process management and visa management specifications for the anti-corrosion and insulation scaffolding project of Hengyi Brunei Company			
序号 No.	过程管理资料名称 Process Management Data Name	资料主要内容 Main content of the data	参与审批人员 Participants in the approval process
1	施工任务委托申请单(估算金额>2 万元人民币) Construction Task Entrustment Application Form (estimated amount>20000 RMB)	委托原因、事项、部位、预估工程量、预估完成日期等，施工单位签字确认 Reasons for commission, matters, locations, estimated quantities, estimated completion dates, etc., signed and confirmed by the construction unit	运行部工程师、运行部设备部长、机动部费控、机动部长、设备副总、CEO 审批 Approval by Engineer of Operations Dept, HOD of Operations Equipment Dept, Cost Control Engineer of E. Management Dept, HOD E. Management Dept, Deputy Equipment General Manager, and CEO
2	施工完工验收表 Construction Completion Acceptance Form	对施工单位的质量、进度、安全等事项作验收 Acceptance of quality, progress, safety and other matters of the construction unit	运行部工程师、运行部设备部长 Engineer of Operation Dept, HOD of Operation Dept
3	现场签证单 Site Visa Form	对合格工程的工程量作及时确认 Timely confirmation of qualified engineering quantities	运行部工程师、运行部设备部长、机动部工程师、机动部长 Engineer of Operations Dept, HOD of Operations Equipment Dept, Engineer of E. Management Dept, HOD of E. Management Dept
	签证单是非常重要的工程量确认单据与结算依据，时效性要求强，要求施工单位在项目完成 7 日内提交签证申请，其中 5 万元以上项目 15 天内提交签证申请，否则为无效签证；同时还需随附受托工作的成果照片。The visa form is a very important engineering quantity confirmation document and settlement basis, with strong timeliness requirements. The construction unit is required to submit a visa application within 7 days after the completion of the project, among which the visa application for projects above 50000 yuan is submitted within 15 days. Otherwise, the visa will be invalid; At the same time, photos of the results of the entrusted work should also be attached.		

Attachment 3: Construction Task Delegation Application Form

Attachment 4: Completion Acceptance Form for Hengyi Brunei Outsourced Project

Attachment 5: Certification Form for Anticorrosion and Insulation Scaffolding

附件 3: 施工任务委托申请单

附件 4: 恒逸文莱外委项目完工验收单

附件 5: 防腐保温脚手架签证单

## 2.3 Civil engineering and maintenance of facilities

土建及生活设施维修

2.3.1 The maintenance scope mainly includes the renovation, leak repair, painting, plastering, waterproofing, and maintenance of facilities for all individual buildings (such as office buildings, maintenance buildings, centralized control buildings, laboratory buildings, central control buildings, and external operation rooms), as well as road maintenance, ground hardening, gravel filling, masonry construction, drainage ditch and rainwater tank dredging engineering, earthwork excavation, backfilling engineering, concrete chiseling, drainage, and steel reinforcement engineering in the factory area.

维修范围主要包括: 所有建筑单体(如办公楼、检修楼、集控楼、化验楼、中控楼和外操室等)的改造、补漏、油漆、抹灰、防水和生活设施维修, 厂区道路维修、地面硬化、碎石填铺、砌体修筑、排水沟和雨水池清淤工程、土方开挖、回填工程、混凝土凿除、降排水、钢筋工程。

2.3.2 All civil engineering and facilities maintenance must have a process application (OA) and approval before starting work. After the completion and acceptance of each project, the civil engineers of each operation department and the Equipment Management department shall complete the confirmation of the civil engineering quantity (in the form of engineering visa form) within 15 days. Any visa exceeding the agreed time limit shall be deemed invalid, and the cost control of the Equipment Management Department has the right not to settle. The cost control engineer of the Equipment Management Department is responsible for defining the project estimation.

所有土建和生活设施维修必须有流程申请, 申请批复后方可开工。各项目完工验收后, 各运行部和机动部土建工程师在 15 日内完成土建工程量(以工程签证单的形式)的确认工作。超过上述约定时间一律视为无效签证, 机动部费控有权不予结算, 项目估算界定由机动部费控负责。

2.3.3 All civil and facilities projects must be accompanied by authentic photos of the entire construction process and completion acceptance of the entrusted work as the basis for settlement.

所有土建及生活设施项目需随附受托工作的全过程施工和完工验收真实照片作为结算依据。

2.3.4 The construction materials involve the quotation of materials supplied by Party B (outside the scope specified in the contract). Before construction, the contractor should send the list of materials supplied by Party B to the Material and Equipment Department in the form of a contact letter or email for local market inquiry in Brunei. The inquiry should be from three or more suppliers. The Material and Equipment Department must determine the price list within 10 working days and provide feedback to the Cost Control of Equipment Management Department.

施工材料涉及到乙供材料（合同约定范围外）的报价，承包商施工前应将乙供材料清单以联络函或邮件形式主送物资装备部进行文莱本地市场询价，询价应为三家及以上供货商。物资装备部必须在 10 个工作日内确定价格清单，并反馈给机动部费控。

## 2.4 On site maintenance personnel services

现场保运人员服务

2.4.1 The equipment maintenance department is responsible for overall management of the entire factory's maintenance personnel services.

全厂保运人员服务由设备检修部进行统筹管理。

2.4.2 The equipment maintenance department should keep daily, weekly, and monthly attendance records and daily overtime records for maintenance personnel. Timely track and update the records of personnel returning to China for vacation and newly arriving on the island to avoid duplication and errors in personnel information. The Equipment Maintenance Department shall follow the attendance management regulations of Hengyi Human Resources Department.

设备检修部要做好保运人员的日、周、月考勤记录和日加班记录。对回国休假和新上岛的保运人员的记录要及时跟踪和更新，避免人员信息重复和错误。设备检修部按照恒逸人力资源

部关于考勤管理规定执行。

## 2.5 Non destructive testing services

无损检测服务

2.5.1 Non destructive testing services must have a process application (OA) and approval before starting work. It is strictly prohibited to "serve first and then supplement the process". Each operation department should timely count the workload after each inspection is completed.

无损检测服务必须要有流程申请，申请批复后方可开工，严禁“先服务后补流程”的情况。各运行部要在每项检测完成后，及时统计工作量。

2.5.2 At the beginning of each month, the professional engineer of the Equipment Management Department shall calculate the application workload for all non-destructive testing processes in the previous month.

每月初机动部专业工程师要对上月所有的无损检测流程上的申请工作量进行统计。

2.5.3 In the final settlement stage, each operation department needs to confirm the non-destructive testing workload of the department, and the professional engineers of the equipment management department need to confirm the non-destructive testing workload of the entire factory.

最终结算阶段，各运行部要对部门的无损检测工作量进行确认，机动部专业工程师要对全厂的无损检测工作量进行确认。

## 2.6 Vehicle maintenance, vehicle repair, and rental services

车辆保养、车辆维修及租赁服务

2.6.1 Monthly maintenance of special vehicles: Each operation department engineer, equipment director, and professional engineer of the equipment management department must sign and confirm the maintenance content for the current month.

特种车辆月度保养：各运行部工程师、设备部长、机动部专业工程师要在当月的保养内容上

签字确认。

2.6.2 Before vehicle maintenance or leasing, a process application must be carried out and approved before implementation. After the service is completed (in principle, the quantity of work completed on the same day should be confirmed and signed on the same day, and the Equipment Management Department should conduct spot checks and management of visas). Each operation department and Equipment Management department shall complete the actual vehicle maintenance content, replacement of spare parts, and confirmation of mechanical shifts (with maintenance related pictures attached) within 15 days, specifically in the form of an engineering site visa form. Any visa exceeding the agreed time limit shall be deemed invalid, and the cost control department of Equipment Management has the right not to settle it.

车辆维修、车辆租赁前须走流程申请，审批通过后方可实施。服务完成后（原则上当天完成的工程量当天确认签字，机动部对签证抽查管理）。各运行部和机动部要在 15 日内完成实际车辆维修内容、备（配）件更换和机械台班的确认工作（并附维修相关图片），具体以工程现场签证单的形式。超过上述约定时间一律视为无效签证，机动部费控有权不予结算。

2.6.3 The inquiry and pricing of spare parts required for vehicle maintenance must be accompanied by a written price confirmation document from the Materials Supplies Department.

Attachment 6: Large Machinery Rental Visa Form

Attachment 7: Special Vehicle Maintenance Visa Form

车辆维修所需备（配）件的询价、定价工作须有物装部的书面认价文件。

附件 6：大型机械租赁签证单

附件 7：特种车辆维修签证单

2.7 Other outsourced project management

其它外委项目管理

2.7.1 Single point mooring system maintenance: The management and attendance of single point mooring maintenance personnel are carried out by the Port Storage

Department in accordance with the management mode of the company's employees. The Port Storage Department needs to confirm the following scope of work at the end of each quarter, including: single point buoys, buoy anchor chains and their installation systems, floating hoses, mooring ropes, underwater hoses, underwater manifolds (PLEMs) and other required process equipment, instrument control systems, remote communication and electrical systems.

单点系泊系统维保: 单点系泊维保人员的管理和考勤由港务储运部按照公司员工的管理模式执行。港储部要在每季度末对下述范围的工作内容进行确认, 工作范围包括: 单点浮筒、浮筒锚链及其装机系统、漂浮软管、系泊缆绳、水下软管、水下管汇 (PLEM) 及其其它需要的工艺设备、仪表控制系统、远距离通信和电气系统。

2.7.2 Elevator maintenance: At present, there are 8 elevators in the whole plant (3 in the office building, 1 in the quality inspection building, 1 in the reforming unit of the third refining unit, 2 in the coking unit of the fourth refining unit, and 1 in the power station). The contractor is required to maintain and maintain the elevators of the whole plant twice a month according to the contract to ensure the safety performance and reliability of the elevators. For each elevator maintenance that requires additional spare parts or maintenance costs and maintenance frequency, a written instruction must be issued by the equipment management department before implementation.

电梯维保: 目前全厂现有 8 台电梯 (办公楼 3 台、质检楼 1 台、炼油三部重整装置 1 台、炼油四部焦化装置 2 台、电站 1 台)。要求承包商按合同约定每月对全厂电梯进行两次保养和维护, 确保电梯的安全性能和可靠性。对于每次电梯维保需要增加备件或维修费用以及维保频次, 必须由机械动力部出具书面指令方可实施。

2.7.3 Periodic inspection of third-party lifting equipment: The equipment management department and each operation department shall make a record of the inspection of each lifting equipment to ensure that all records are complete and comply with relevant regulations.

第三方起重设备定期检验: 机动部和各运行部做好每台起重设备检验的记录, 确保各项记录完整、符合相关法规。

2.7.4 Other relevant service providers or temporary service providers are required to refer to the management method requirements (one is the service that is agreed in the contract to use attendance as the basis for settlement, and the attendance is required to be based on this; the other is the contract with the service result as the goal, requiring the operation. The professional staff of the Department of Motor Vehicles shall sign and confirm, and the professional engineers of the Motor Vehicle Department shall also sign and confirm, and attach pictures and other supporting documents).

其他相关的服务商或临时服务商均要求参照管理办法要求执行(一是合同中约定以考勤作为结算依据的服务,要求按此考勤;二是以服务结果为目标的服务,要求运行部专业人员签字确认,机动部专业工程师一并签字确认,并随附图片等证明文件)。

**Table 1 Revision, preparation and approval of document**

表 1 文件版本编制和审批情况

1	2024-04-01	Fang Zhi 方智	Zhao Tingyun 赵挺云	Xu Ye 徐野	Chen Liancai 陈连财
Rev. 版本	Issued date 颁布日期	Prepared by 编制人	Reviewed by 审核人	Authorized by 审定人	Approved by 批准人