



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

HYBN-T3-07-0016-2024-2

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## Technical Improvement Measures Management System

技改技措项目施工管理制度

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## Version Information 版本信息

1 Rev 1 released on December 31, 2018.

第一版发布时间为 2018 年 12 月 31 日。

2 Rev 2 released on April 1, 2024.

第二版发布时间为 2024 年 4 月 1 日。



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	Technical Improvement Measures Management System 技改技措项目施工管理制度				
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## 1 Purpose

### 目的

The system is hereby formulated to strengthen the management of technical improvement measures and ensure the smooth implementation of technical improvement measures.

为加强技改技措项目施工管理，确保技改技措项目顺利实施，特制订本制度。

## 2 Scope of Application

### 适用范围

The system is applicable to technical improvement measures projects managed by the Equipment Management Dept. and implemented by Operation Departments.

本制度适用于机械动力部负责管理，运行部实施的技改技措项目。

## 3 Terms and Definitions

### 术语和定义

Technical improvement measures projects: refer to technical improvement projects (hereinafter referred to as “the projects”) reported by all Operation Departments of the Company.

技改技措项目：是指公司各运行部申报的技改技措项目，以下简称项目。

## 4 Management Responsibilities

### 管理职责

#### 4.1 Specified administrative authority

##### 归口管理部门

4.1.1 The Equipment Management Dept. is the specified administrative authority of the Company for project construction.

机械动力部是公司项目施工的归口管理部门。

4.1.1.1 It participates in the review of preliminary design scheme and detailed design scheme of the projects; participates in technical exchange of equipment of design projects; and organizes technical exchanges and sign technical appendices based on the supplier information provided by the Materials Supply Dept.

参加项目初步设计方案、详细设计方案审查；参加设计项目的设备技术交流，根据物资装备部提供的供货商情况，组织技术交流，签订技术附件。

4.1.1.2 It is responsible for signing the technical appendices of the construction contracts and HSE management of the projects, and coordinating and handling disputes and argues arise from the implementation of the construction contracts of the Project.

负责签订项目施工合同技术附件和 HSE 管理技术附件，协调和处理项目施工合同履行中的争议和纠纷。

4.1.1.3 It is responsible for the construction management of the projects, the control of security, quality, schedule and investment during project construction, and the organization of project completion acceptance and equipment commissioning. It is responsible for verifying and reviewing the quantities in the project statements and labor statements, and cancelling projects after verification.

负责项目的施工管理，做好项目施工中的安全、质量、进度和投资控制，组织项目竣工验收和设备投用工作。负责项目结算和劳务结算单的工程量审核，项目结算和劳务结算单的复审，并核销项目。

4.1.1.4 It is responsible for inspecting the construction qualification of project contractors.

负责项目承包商的施工资质审查。

#### 4.2 Coordinated management departments

协同管理部门

4.2.1 The Scheduling & Dispatch Dept. is responsible for project approval of the projects, handling design commission of the projects, confirming design schedule, organizing design review, participating in the coordination of issues occurred during project implementation, and countersigning the construction contracts of project works.

计划调度部负责项目的立项审批，办理项目的设计委托，确定设计进度，组织设计审查；参与协调项目实施过程中出现的问题；会签项目工程施工合同。

4.2.2 The HSE Dept. is responsible for verifying the safety qualification of contractors, countersigning the construction contracts of project works, implementing, supervising and inspecting safety measures for construction on site and participating in the interim hand-over and take-over acceptance.

HSE 管理部负责审查承包商安全资质，会签工程项目施工合同；落实现场施工安全措施并监督检查；参加中交验收。

4.2.3 The Finance Dept. is responsible for the settlement of project cost.

财务管理部负责项目费用结算。

#### 4.3 Executive departments

执行部门

#### 4.3.1 Each operation department is the executive department.

各运行部门为执行部门。

##### 4.3.1.1 They are responsible for determining works and projects for commission design and handling application procedures for project approval.

负责确定需要委托设计的工程项目，办理立项申请手续。

##### 4.3.1.2 They are responsible for confirming the design schedule of projects, participating in review of design schemes, participating in technical exchanges and countersigning of technical appendices, and attending the unboxing and checking of significant goods upon ex-warehouse. They are responsible for countersigning project construction contracts, verifying project construction schemes, and attending on-site construction disclosure and project coordination meetings.

参与确定项目设计进度，参加设计方案审查，参加技术交流和技術附件会签工作；参加重要出库物资的開箱清点工作。参与项目施工合同会签，审核项目施工方案，参加现场施工交底和项目协调会。

##### 4.3.1.3 They are responsible for the safety handover of construction areas, which should have the conditions for hot work, columns and tanks.

负责施工区域的安全交出，具备动火、进塔、入罐条件。

##### 4.3.1.4 They are responsible for providing the Level II safety education to contractors, filling out the *Maintenance Construction Safety Permit* and *Hot Work Permit*, approving Level II and Level III hot works, and designating hot work supervisors.

负责承包商二级安全教育，填写《检修施工安全许可票》和《用火作业许可证》，负责审批二级、三级用火，落实动火监护人。

##### 4.3.1.5 They are responsible for supervising project construction safety, tracking, urging and assisting the control of quality and schedule, and attending completion acceptance of works.

负责项目施工安全监督，跟踪督促并协助做好质量、进度的控制工作，参加工程竣工验收。

##### 4.3.1.6 They are responsible for verifying project quantities of their respective departments, and have the right to assess contractors directly.

负责本部门项目工程量审核；对承包商有直接考核权。

#### 4.3.2 The Electrical Operation Dept. and Instrument Control Dept. participate in the review of project design review, technical exchanges and countersigning of technical appendices, and are responsible for implementing work related to their respective discipline during project implementation.

电气运行部、仪表控制部参与项目的设计方案审查，技术交流和技術附件的会签工作；负责做好项目实施过程中本专业相关工作。

## 5 Management Content

### 管理内容

#### 5.1 The projects are adopted with the responsibility system of person in charge of projects.



The Equipment Management Dept. will assign professionals as person in charge of projects. The person in charge of projects should take the lead in implementation of project construction plan arrangement, materials and accessories, control of planned cost, tracking of construction schedule, management of project quality and settlement. The person in charge of project must complete each and every work within the specified time.

项目采用项目负责人制。机械动力部指定专业人员为项目负责人。从项目实施计划的安排、材料配件的落实、计划费用的控制、施工进度跟踪、项目质量的管理到结算均由项目负责人牵头落实，项目负责人必须在规定的时间内完成每项工作。

5.2 The Equipment Management Dept. organizes personnel related to contractors and departments in charge of the projects to conduct construction disclosure on the project site.

机械动力部组织施工承包商、项目所属部门的有关人员，到项目现场进行施工交底。

5.3 Contractors collect the required equipment and materials according to the design material list, equipment list and material preparation list.

施工承包商根据设计材料表和设备表、备料单领取所需的设备和材料。

5.4 The Procurement Management Dept. organizes and issues materials according to the contents of the design material list, equipment list and material preparation list, and meanwhile provides equipment qualification certificates and material warranties that meet archiving requirements.

物资装备部按照设计材料表和设备表、备料单的内容组织发放物资，同时提供符合资料归档要求的设备合格证和材料质保书。

5.5 Contractors shall prepare project construction plans and schedule networks as required, identify hazards and major environmental factors of projects, and formulate corresponding HSE measures and environmental factor evaluations. The construction plan shall be verified by the contractor of the project, the department in charge of the project and the Equipment Management Dept., and countersigned by the Scheduling & Dispatch Dept. and the HSE Dept.; 承包商应按要求编制项目施工方案和进度网络，并对项目进行危害和重大环境因素识别，制订相应的 HSE 措施和环境因素评价。施工方案实行承包商、项目所属部门、机械动力部三级审核并经计划调度部、HSE 管理部会签。

5.6 The HSE Dept. shall timely provide safety education for project construction personnel, and handle passes for construction personnel to enter and exit the production area and the permit for construction vehicles to enter the Company's fire-forbidden areas.

HSE 管理部应及时做好项目施工人员的安全教育，办理施工人员进出生产区的出入证和施工车辆进入公司禁火区的通行证。

5.7 Upon establishment of construction conditions, contractors shall fill in the project commencement report in time and submit it to the Equipment Management Dept. for approval before commencement.

施工条件具备后，承包商应及时填写工程项目开工报告，送机械动力部审批后方可开工。

5.8 For projects that need to be urgently implemented due to reasons such as production, the department in charge of the project shall handle the application for urgent project construction.

因生产等原因需要紧急实施的项目，由项目所属部门办理紧急项目施工申请。

5.9 The department in charge of the project shall properly conduct system isolation, pipeline purging, vessel ventilation and other work in the construction area so that it is conditioned to allow the operation of hot works, columns and tanks. The contractor shall properly conducting coordination work such as installing and removing blind plates or opening and closing manholes.

项目所属部门做好施工区域的系统隔离、管道吹扫、容器通风等工作，具备动火、进塔、入罐等条件，承包商要做好装拆盲板或开关人孔等配合工作。

5.10 Contractors shall, according to the needs of the project, handle *the Maintenance Construction Safety Permit, Hot Work Permit, Permit for Temporary Electricity Operation, Groundbreaking Work Permit and Radiography Testing Permit, etc.*

承包商应根据项目需要，办理《检修施工安全许可票》、《用火作业许可证》、《临时用电作业许可证》、《破土作业许可证》和《射线探伤作业票》等。

5.11 When design modification needs to be made during construction, the Equipment Management Dept. shall coordinate with the Scheduling & Dispatch Dept. to inform the design organization of the design changes.

施工过程中需要修改设计时，由机械动力部协调计划调度部通知设计单位出设计变更。

5.12 Prior to concealment of concealed works, the contractor shall fill in the record of concealed works, which shall be sealed after being inspected and confirmed by the department in charge of the project and the Equipment Management Dept.

隐蔽工程隐蔽前，由承包商填写隐蔽工程记录，经项目所属部门和机械动力部检查、确认后方可封闭。

5.13 The department in charge of the project shall be responsible for filling in the *Pipeline Hot Tapping Approval Form* and handling approval procedures for pipeline hot tapping and plugging works. The contractor shall prepare the construction plan for pipeline hot tapping after receiving the effective *Pipeline Hot Tapping Approval Form*.

管道带压开孔、带压封堵作业，由项目所在部门负责填写《管道带压开孔审批表》并办理审批手续。承包商在收到生效的《管道带压开孔审批表》后，应编写管道带压开孔施工方案。

5.14 If on-site service of supplier is needed during the construction, the Equipment Management Dept. shall fill in the "Supplier Contact List for On-Site Service" and notify the Procurement Management Dept., which shall urge the supplier to provide after-sales service timely.

施工中需要供货商现场服务的，由机械动力部填写“供应商现场服务工作联系单”通知物资装备部，物资装备部要督促供货商及时做好售后服务工作。

5.15 When it is necessary to confirm quantities on site, the contractor shall fill in the engineering contact form to confirm the quantities, and send it to the department in charge of the project and the Equipment Management Dept. for review and confirmation.

需要现场工程量确认时，由承包商填写工程联系单办理工程量确认，送项目所属部门和机械动力部审核、确认。

5.16 The Equipment Management Dept. organizes and holds the construction coordination meeting according to the needs of the project to coordinate the problems encountered in the management of safety, quality and schedule.

机械动力部根据项目需要组织召开施工协调会，协调安全、质量、进度管理中遇到的问题。

5.17 After the completion of the project and the self-inspection of which is qualified, the contractor can submit the application of completed project handover to the Equipment Management Dept., and the Equipment Management Dept. shall organize the department in charge of the project and the contractor to conduct the completion acceptance.

项目完工且自检合格后，承包商方可向机械动力部提出交工申请，由机械动力部组织项目所属部门、承包商进行竣工验收。

5.18 The contractor shall prepare the technical documents of completed project handover to be submitted to the Equipment Management Dept. in triplicate.

承包商应编制提交机械动力部的交工技术文件，要求一式三份。

## 6 Inspection and Supervision

### 检查与监督

The Equipment Management Dept. shall be responsible for the supervision, inspection and assessment of the construction management of the projects of technical improvement measures.

机械动力部负责对技改技措项目施工管理执行情况进行监督检查考核。

## 7 Associated Procedures and Records

### 关联程序和记录

#### 7.1 Associated procedures

##### 关联程序

##### 7.1.1 Management Procedures for Technical Improvement Measures

(HYBN-T2-07-0053-2024-2)

技改技措施工管理程序 HYBN-T2-07-0053-2024-2

#### 7.2 Associated records

##### 关联记录

##### 7.2.1 Supplier Contact List for On-Site Service (HYBN-T6-07-0121-001-2018)

供应商现场服务联系单 HYBN-T6-07-0121-001-2018



8 Supplementary Rules

附则

8.1 The System is under the jurisdiction of Equipment Management Dept.

本制度由机械动力部归口管理。

8.2 The System is drafted by Equipment Management Dept.

本制度起草部门：机械动力部。

8.3 Equipment Management Dept. is responsible for the interpretation of the System.

本制度解释权归机械动力部拥有。

8.4 Preparation and approval of the System are shown in Table 1:

本制度编制和审批情况见表 1:

Table 1 Revision, preparation and approval of document

表 1 文件版本编制和审批情况

2	2024- 04-01	Hu Chuan 胡川	Zhao Tingyun 赵挺云	Xu Ye 徐野	Chen Liancai 陈连财
Revision 版本	Issued date 颁布日期	Prepared by 编制人	Reviewed by 审核人	Authorized by 审定	Approved by 批准人