

公司二月份岗检通报

Post Inspection Report (February)

为防控风险提升管理效能，强化制度体系运行，责任到人，根据《月度岗检方案》，职能部门在 2 月 5 日—2 月 25 日组织了岗检，通报如下：

To control risks, enhance management efficiency, strengthen the implementation of the system, and ensure accountability, the functional departments conducted a post inspection from February 5 to February 25 according to the Monthly Post Inspection Plan. The report is as follows:

一、 职能检查讲评 **Functional Inspection Review**

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、物资装备部、质检管理部、总经理办公室、商务管理部、财务管理部 9 个部门。

HR Management Dept., HSE Management Dept., Scheduling and Dispatch Dept., Equipment Management Dept., Materials Supply Dept., Quality Analysis Dept., CEO's Office, Commercial Dept., and Finance Dept. (9 departments in total).

2、 检查重点 **Key Inspection Areas**

各职能部门检查的重点业务及问题数量：

The key business areas inspected by the respective functional departments and the number of identified issues are as follows.

职能部门 Functional Department	检查的业务或协议 Business or Agreement Inspected	发现问题 Identified Issues	参与人数 Participants
HSE 部 HSE Management Dept.	风险受控管理、HSE 标识、隐患排查治理、台账管理、三废处理、劳动防护、HSE 设备设施、HSE 培训	60	13
机动部 Equipment Management Dept.	设备润滑、机泵盘车、泄放装置、常压储罐、现场规格化、电气运行、备品备件	34	8
计调部 Scheduling and Dispatch Dept.	操作规程、工艺指标、技术台账、巡回检查、交接班、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；生产异常、水系统/汽电/瓦斯/氢气系统运行、物料移动、原油接卸、管线运行	15	3
人力资源部 HR Management Dept.	副班培训、上岗考试、签证	10	4
商务部 Commercial Dept.	上岗状况、拖轮合同、装车安全	1	3
质检部 Quality Analysis Dept.	煤炭质量、采样管理、BV 协议	4	2

物装部 Materials Supplies Dept.	叉车管理、安全培训 Forklift management, safety training	2	3
总经办 CEO's Office	班组风险识别、卫生、秩序、空呼管理、工艺 卡片、作业票 Shift risk identification, hygiene, order, SCBA management, process cards, work permits	8	8
总计 Total	48 项 48 Items	134	44

共发现问题 134 项，较上月增加 56 项。需强化管理的体系要素： 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 134 issues were identified, an increase of 56 compared to the previous month.

System elements requiring enhanced management include`:

6.1.2 Identification of environmental factors and hazards

7.1.3 Infrastructure

7.2 Competence

7.3 Awareness

7.5 Documented information

8.5 Control of production and service provision

3. 岗检亮点 Post Inspection Highlights

1. 本月岗检参与人数较上月增加，检查直面现场，体现了严细认真溯源意识。HSE 管理部重新组织编制了检查表，加大了岗检力度。

The number of participants in this month's post inspection increased compared to the previous month. The inspection was conducted directly on-site, demonstrating a meticulous and thorough approach to tracing issues. The HSE Management Dept. restructured the inspection checklist and intensified the inspection efforts.

2. 炼油一部、炼油二部、炼油三部芳烃装置现场阀门丝杆润滑管理到位；检修部文莱员工培训档案、技能竞赛、培训总结记录完整；BV 在交接班方面有明显改善。

Effective lubrication management of valve stems was observed in No.1, No.2 and No.3 Refinery Dept. The Equipment Maintenance Dept. maintained complete records of local employees' training record, skill competitions, and training summaries. BV showed significant improvements in shift handover management.

3. 岗检员：胡友谱、潘小明、潘慧婷严细认真，提出表扬。
Outstanding Inspectors: Hu Youpu, Pan Xiaoming, and Pan Huiting were recognized for their meticulous and rigorous approach.

二、基层突出问题 Key Issues at the Operational Level

（一）HSE 监督方面 HSE Supervision

1、风险辨识不充分。三部芳烃裸露管道温度高，存在烫伤人员风险，现场未张挂警示标识；四部脱后灵活气采样器上张贴的风险提示主要风险是硫化氢没有提及 CO 风险。

Insufficient Risk Identification

The exposed pipelines in No.3 Refinery Dept. have high surface temperatures, posing a burn risk to personnel, yet no warning signs are posted on-site. The risk warning label on the flexicoker gas sampler in No.4 Refinery Dept. primarily mentions hydrogen sulfide risks but fails to indicate the risk of carbon monoxide (CO).

2、隐患排查不彻底。炼油四部在灵活气吹扫氮气管线中使用非标准法兰，炼油三部注硫（二甲基二硫）管道使用快速接头，公用工程部二循旁滤器平台栏杆高度不够。

Incomplete Hazard Identification and Rectification

No.4 Refinery Dept. uses non-standard flanges in the nitrogen purge pipeline of the flexicoker gas system. No.3 Refinery Dept. employs quick-connect couplings in the dimethyl disulfide (DMDs) injection pipeline. The guardrails of the secondary circulation side filter platform in the Utilities Dept. are not of adequate height.

3、废弃物收集处置、污水分级处理不规范。污水、危险废物出现指标异常应对不及时，监管不到位问题。

Non-Standard Waste Disposal and Wastewater Treatment

Abnormal indicators in wastewater and hazardous waste disposal were not addressed in a timely manner, with inadequate supervision.

4、员工不按要求佩戴劳保防护用品。抽查公用工程部被查员工不清楚更换条件及口罩气密性检查方法。检查四部硫磺装置员工未佩戴防毒面具进行作业、员工在装置巡检、以及涉硫区域作业，不佩戴报警仪。

Failure to Wear Personal Protective Equipment (PPE) as Required

Spot checks in the Utilities Dept. revealed that some employees were unaware of the conditions for replacing masks and the proper method for conducting a seal check. Employees in the Sulfur Recovery Unit of No.4 Refinery Dept. were found working without wearing gas masks. During equipment patrols and sulfur-related operations, some employees were found not wearing gas detectors.

5、部分消防设施日常检查流于形式。公用工程部，未见部门提供末端消防水放水排放检查记录；炼油三部装置区灭火器、消火栓箱检查记录未按要求登记；炼油三部重整装置消火栓箱 SG12199 门把手断裂；炼油四部灵活焦化装置消火栓箱 SG13030 门把手损坏。

Superficial Routine Checks of Firefighting Equipment

The Utilities Dept. failed to provide records of end-point fire water discharge tests. In No.3 Refinery Dept., fire extinguishers and fire hydrant cabinets were not inspected and recorded as required. The door handle of fire hydrant cabinet SG12199 in the CCR Unit of No.3 Refinery Dept. was broken. The door handle of fire hydrant cabinet SG13030 in the Flexicoker Unit of No.4 Refinery Dept. was damaged.

6、HSE 培训缺乏系统性，培训效果不佳。公司 HSE 方针、目标，不能正确回答，现场抽查公用工程部、炼油三部、炼油四部员工职业健康培训内容，员工掌握的情况普遍不好，提问员工如何获取职业健康监测数据，回答不清。

Lack of Systematic HSE Training and Poor Training Effectiveness

Employees could not correctly answer questions regarding the company's HSE policies and objectives. Spot checks on occupational health training in the Utilities Dept., No.3 and No.4 Refinery Dept. showed that employees had poor

comprehension of the training content. When asked how to access occupational health monitoring data, employees could not provide clear answers.

（二）设备维护方面 **Equipment Maintenance**

现场设备设施润滑、盘车、规格化管理不严谨。热电部在设备基础管理方面还需加强，例如在润滑油定期更换记录、机泵定期切换、盘车、规格化等定期工作方面存在较普遍性的问题；炼油四部、炼油三部重整压力表缺少控制上限红线较多；炼油一部、炼油二部、公用工程部存在部分机泵盘车不到位、盘车机号不清；港储部 1050 罐区、芳烃废润滑油摆放处、仪控部仪表本体在现场规格化需要加强。

The lubrication, inching, and standardization management of on-site equipment and facilities are not rigorous enough. The Power Dept. needs to strengthen its foundational equipment management, as there are widespread issues with regular tasks such as scheduled lubricant replacement, periodic pump switching, inching, and standardization. No.3 Refinery Dept. and No.4 Refinery Dept. have numerous pressure gauges in the reforming units that lack upper limit red lines for control. No.1 Refinery Dept., No.2 Refinery Dept., and the Utilities Dept. have instances of incomplete compressor inching and unclear compressor inching numbers. In the Port & Storage Dept., the 1050 tank area and the placement of aromatic waste lubricating oil need better standardization, as well as instrumentation standardization in the Instrumentation and Control Dept.

（三）工艺控制方面 **Process Control**

工艺指标掌握不牢靠，记录有缺陷。热电部锅炉专业未更新中控室新版工艺

卡片；提问化水当班内操 5 个工艺卡片指标不熟悉。提问汽机专业内操，55MW 汽机真空回答错误；副班培训签到表未标明培训内容。化水外操记录，9:00 混床 C、D 压差数据，现场与记录表不一致。班长及内操交接班日志未完成作业记录在注意事项中。化水外操交接班记录本多次未签字。化水外操室缺少巡检路线图。提问汽机专业、化水专业内操“临时联锁切除投用申请流程”，均无法回答。提问汽机专业、化水专业内操“高报、高高报”等报警值设定原则，回答不清。公用工程部热水站顶高点牌被风吹翻待修。提问水处理 2 个指标不熟练。新版联锁登记表暂未投用。BA-504 LIS50451 启泵联锁登记时未写日期。新版报警变更登记表未投用。炼油四部硫磺装置新版联锁登记表、新版报警变更登记表未投用。

The mastery of process indicators is not solid, and records have deficiencies. The Power Dept.'s boiler division has not updated the new CCR process cards. When asked, the panel operator for the chemical water unit was unfamiliar with 5 process card indicators. The panel operator for the steam turbine incorrectly answered a question regarding the vacuum of the 55MW steam turbine. The deputy shift training attendance sheet did not indicate the training content. The field operator's records for chemical water unit showed a discrepancy between the recorded pressure differential for mixed beds C and D at 9:00 and the on-site data. The shift leader and panel operator's handover log did not complete the work record in the remarks section. The field operator's handover logbook for the chemical water unit has not been signed multiple times. The field operator's room lacks a patrol inspection route map. When asked about

the "temporary interlock de-activation and activation application process" in the steam turbine and chemical water unit, the panel operators were unable to answer. Similarly, when asked about the alarm setpoint principles for high alarms and high-high high alarms, they could not provide clear answers. **The Utilities Dept.'s** hot water station's high-point plate was blown over by the wind and awaits repair. The water treatment unit's operators were not familiar with two process indicators. The new interlock registration form has not been implemented. The pump start-up interlock registration for BA-504 LIS50451 did not include the date. The new alarm change registration form has not been implemented. The new interlock registration form and alarm change registration form for the sulfur recovery unit at **No.4 Refinery Dept.** have not been implemented either.

（四）人力资源方面 **Human Resources**

1、基础培训不到位。物装部仓储人员缺乏技能培训计划、无培训记录。一部、二部、三部、港储部未能提供员工的中控培训计划和考试记录。电气部叉车证信息不全。四部、电气部副班实施表未按规定上传。

Inadequate Basic Training

The Materials Supply Dept. warehouse staff lacks a skill training plan and has no training records. **No.1, No.2, No.3 Refinery Dept., and the Port & Storage Dept.** were unable to provide the control room training plans and exam records for their staff. **The Electrical Dept.** has incomplete forklift certification information. The deputy shift schedules for **No.4 Refinery Dept. and the**

Electrical Dept. were not uploaded as required.

2、签证台账维护不到位。存在于炼油三部, 港务储运部, 热电部, **HSE 管理部(消防)**, 计划调度部, 总经理办公室。

Improper Maintenance of Quantity Verification Certificates Ledger

Issues were found in the following departments: **No.3 Refinery Dept., Port Storage & Transportation Dept., Power Dept., HSE Management Dept. (Fire Safety), Scheduling and Dispatch Dept., and the CEO's Office.**

3、计划调度部未能关闭上次检查出问题。

Scheduling and Dispatch Dept. failed to close previously identified issues.

(五) 采购、质检与商务方面 **Procurement, Quality Analysis, and Business**

物资装备部、财务部开展了职能自查。质检部自查添加剂采样器具不符合要求、未按规定留存煤样; BV 商检留样处理不及时。装车站本月四辆车存在安全问题, 同时向 BSM 提交了相关文件。

The **Materials Supply Dept. and Finance Dept.** conducted self-inspections. The **Quality Analysis Dept.** found that the additive sampling tools did not meet requirements and coal samples were not retained as per regulations. Surveyor BV was found to have delayed handling of sample retention. At the **gantry station**, four vehicles were found with safety issues this month, and related documents were submitted to BSM.

(六) 体系监督方面 **System Supervision**

1. 班组风险辨识仍显薄弱。3 月 4 日普查外操班组岗位, 港储东码头、四部灵活焦化、热电外操、二部加氢, JHA 风险台账清单没有下放到班组, 对中级以上风险不熟知。

Weak Risk Identification at the Shift Level

On March 4, a general inspection of the field operation shifts was conducted. At the East Jetty of the **Port & Storage Dept.**, the Flexicoker of **No.4 Refinery Dept.**, the field operators of the **Power Dept.**, and the Hydrocracking Unit of **No.2 Refinery Dept.**, the JHA risk ledger was not shared with shift members, and risks above the intermediate level were not well understood.

2.文档记录有缺陷。港储部工艺卡片与操作规程指标不一致、作业票出现多个版本，一部空呼检查为旧模版记录不能体现对应状态。

Defects in Documentation and Records

In the **Port & Storage Dept.**, the process cards did not align with operational procedure indicators, and there were multiple versions of PTWs. The SCBA (self-contained breathing apparatus) checks for No.1 Refinery used outdated templates, which did not reflect the corresponding status.

3.车辆使用、现场标牌有缺陷。二部车辆被曝光在社会网页、检修部私家车停放在设施草地、HSE 部分安全标牌需更换、四部 CCR 更衣间地面有躺平痕迹。

Vehicle Use and On-Site Signage Issues

A vehicle of **No.2 Refinery Dept.** was mentioned on social media due to its driving behavior. The **Equipment Maintenance Dept.** had private cars parked on facility lawns. **HSE** signage in some areas needed replacement, and the floor of No.4 Refinery Dept. CCR changing room showed visible signs of people lying there.

三、措施与建议 Measures and Recommendations

1、班组 JHA 熟知程度仍需提高。建议将分区域的 JHA 清单尽快发放到班组，组织开展清单学习讨论，全面掌握风险关键点，强化全面风险管理意识。

The understanding of JHA at the shift level still needs improvement. It is recommended that region-specific JHA lists be promptly distributed to shift members, and learning discussions be organized to ensure comprehensive mastery of key risk points, reinforcing overall risk management awareness.

2、基层部门应开展高密度自查。HSE 基础问题仍然较多。益从严管理，举一反三，强化制度溯源意识。在研讨职能部门专业制度的同时，承接转化为细则清单；并列入制度系统 T9 共享查询。

Frontline Departments should conduct high-frequency self-inspections. Fundamental HSE issues remain widespread. Stricter management should be implemented, adopting a learning-by-example approach to strengthen awareness of system traceability. While refining professional systems within functional departments, they should also be converted into detailed guidelines and integrated into the T9 system for shared queries.

3、对外管理岗位均应开展岗检。岗检是职能管理的基本特征，建议各岗位完善检查表。开展合规审核，维护 QHSE 体系适宜性和有效性。

Post inspections shall be conducted for all External-Facing Management Positions. Post inspections are a fundamental aspect of functional management. It is recommended that all positions improve their inspection checklists, conduct compliance reviews, and ensure the suitability and effectiveness of the QHSE system.

4、各职能部门需按通报稿格式反馈材料。

All functional departments shall submit feedback materials following the standard format of the notification draft.

总经理办公室

CEO's Office

2025.3.5