

公司三月份岗检通报

Post Inspection Report (March)

为防控风险，提升管理效能，落实制度体系，增强规范意识，根据《月度岗检方案》，职能部门在 3 月 5 日—3 月 29 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 March 5 to March 29 according to the Monthly Post Inspection Plan. The report is as follows:

一、 职能检查 Functional Inspection

1、 组织与侧重 Organizing Departments and Targets

职能部门 Functional Department	检查的业务及制度 Business and System Inspected	发现问题 Identified Issues	参与人数 Participants
HSE 部 HSE Management Dept.	安全生产、HSE 综合管理、环境保护、职业健康和消气防 Safe production, integrated HSE management, environmental protection, occupational health, and fire & gas prevention	54	13
机械动力部 Equipment Management Dept.	润滑油、大机组特护、特种设备、加热炉、现场规格化、检修、电气设备及运行、测量设备校准 Lubricants, major equipment special maintenance, special equipment, process heaters, on-site standardization, maintenance, electrical equipment and operation, calibration of measuring devices	38	10

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计划调度部 Scheduling and Dispatch Dept.	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 Operating procedures, process parameters, technical ledgers, patrol inspection / shift handover records, distillate quality, interlocks and alarms, process corrosion protection, raw and auxiliary materials, blind plate management, on-site labeling	7	3
人力资源部 HR Management Dept.	违纪惩处管理、人力资源配置管理 Disciplinary action management, human resource allocation management	3	2
商务管理部 Commercial Dept.	合同、装车安全 Contracts, loading safety	3	2
质检管理部 Quality Analysis Dept.	采样、留样、封样管理、标准溶液管理规定 Sampling, retention and sealing sample management, standard solution management regulations	2	2
物资装备部 Materials Supply Dept.	物资仓储：HSE 保护、消气防、绩效考核管理 Warehousing: HSE protection, fire & gas prevention, performance appraisal management	7	2
财务管理部 Finance Dept.	物资仓储管理制度 Materials warehousing management system	1	1
总经办 CEO's Office	安全管理、班组采样、班组操作规程、JHA、H2S 知识培训、办公环境 Safety management, team sampling / operating procedures, JHA (Job Hazard Analysis), H ₂ S knowledge training, office environment	9	5
三月 Total (March)	42	124	40

共发现问题 124 项。体系薄弱环节主要分布在：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；8.1.2 消除

危险源和减少健康安全风险；8.5 生产服务提供的控制。

A total of 124 issues were identified.

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

8.1.2 Elimination of hazards and reduction of health and safety risks

8.5 Control of production and service provision

二、岗检亮点 **Post Inspection Highlights**

1.**HSE 部、机动部**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 **HSE Management Dept.** and **Equipment Management Dept.** strictly followed the system's requirement to conduct comparisons against specified standards. The problems identified were specific, quantifiable, and showed a certain level of depth and breadth.

2.**炼油二部**培训计划详细，完成记录齐全、有针对性，有考试有验证；**炼油一部**工艺管理相比去年有进步，各方面做的相对规范；**港储部**脱水记录台账、油品添加剂台账填写认真。

The **No.2 Refinery Dept.** had a detailed training plan with complete, targeted records, including exams and verification. The **No.1 Refinery**

Dept. showed improvement in process management compared to last year, with more standardized practices in various aspects. The **Port & Storage Dept.** kept meticulous records in both dehydration logs and additive tracking logs.

3.岗检员：胡友谱、席晓、潘慧婷严细认真，提出表扬。

Outstanding Inspectors: **Hu Youpu**, **Xi Xiao**, and **Pan Huiting** were recognized for their meticulous and rigorous approach.

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

(一) **HSE 监督方面 HSE Supervision**

1.能量隔离、隐患排查与治理不规范。一部常顶回流罐至泵入口管线吹扫氮气管线未按要求进行盲板隔离；二部加裂新氢机入口氮气线为一分三，氮气总管进行了盲板隔离，各分支上双阀未加盲板，存在窜料风险；热电部 T2 转运站污水池上污水泵单向阀大盖缺少螺栓；港储部 4201-T005 罐汽油调和电动阀法兰总共 12 颗螺栓，有四颗螺栓未把上。

Energy Isolation and Hazard Identification/Rectification Were Not Properly Implemented.

In No.1 Refinery Dept., the nitrogen purge line from the atmospheric distillation reflux drum to the pump inlet pipeline was not isolated with a blind plate as required.

In No.2 Refinery Dept., the nitrogen inlet line to the fresh hydrogen compressor in the hydrocracking unit was split into three branches. Although the main nitrogen line was blind-plated, the double valves on

each branch were not blind-plated, posing a risk of cross-contamination.

In the Power Dept., a sewage pump at the T2 transfer station had a missing bolt on the check valve cover.

In the Port & Storage Dept., 4 out of 12 bolts on the gasoline blending valve flange of tank 4201-T005 were not fastened.

2.设备防护设施不完整。一部 D302 处移动升降平台安全撑杆损坏，已无法起到保护作用；二部加裂空冷平台上一台移动式升降平台栏杆被拆除；热电部 T2 转运站滚轮防护罩破损、入场煤采样间皮带轮缺少防护罩；港储部 4002-T005 原油罐采样器处，采样平台护栏不完好。

Incomplete Equipment Safety Protection.

In No.1 Refinery Dept., the safety support rod on the mobile lifting platform near D302 was damaged and could no longer provide protection.

In No.2 Refinery Dept., the guardrail of a mobile lifting platform on the air cooler platform of hydrocracking unit had been removed.

In the Power Dept., the roller shield at the T2 transfer station was damaged, and the belt pulley in the coal sampling room lacked a protective cover.

In the Port & Storage Dept., the sampling platform guardrail for the crude oil tank 4002-T005 was damaged.

3.部分安全标识内容模糊不清。港储部 4201 含油污水提升池上两块安全标识因老化已没有图形和文字内容；二部加裂泵区 P201 处悬挂“必须穿防护服”安全标识不准确。

Some Safety Signage Was Illegible or Incorrect.

At the oily sewage lifting pool of tank 4201 in the Port & Storage Dept., two safety signs were so weathered that neither text nor symbols were visible. In the No.2 Refinery Dept., the “Protective Clothing Must Be Worn” sign at pump P201 in the hydrocracking area was incorrect.

4.环保问题未得到充分重视。 热电部 8#煤码头生活污水设施长时间不能正常运行，海水泵房行车润滑油滴落污染局部地面；一部常减压 E301 检修产生的含油垃圾与一般固废混放；含油污水外送，未按要求进行采样分析；港储部原油罐区污水泵 4001-P013A 出口临时采样点阀门内漏，导致周边地面被油污染。

Environmental Issues Were Not Adequately Addressed.

In the Power Dept., the domestic wastewater system at Coal Jetty No.8 had been non-functional for a prolonged period. Lubricating oil from the overhead crane in the seawater pump house was leaking, contaminating the surrounding ground.

In No.1 Refinery Dept., oily waste generated from E301 maintenance was mixed with general solid waste.

Oily wastewater sent offsite was not sampled and analyzed as required.

In the Port & Storage Dept., an internal leak in the temporary sampling valve at the outlet of sewage pump 4001-P013A caused local oil contamination on the ground.

5.属地部门消防设施管理力度不足。一部户外消防栓箱序列号 SG 10030 消防水带老化发霉；二部室外消火栓箱序列号 SG11030 箱内水带发霉老化；二部外操室检查空呼压力低，未达到日常战备要求；热电部煤仓粗破碎楼一楼、4kVII 段配电室东南侧 XM14632 各缺失一具灭火器；热电部多只灭火器箱箱体需更换，水带发霉严重；港储部西部罐区 8041 消防泵测试记录不全，消防泵区域未张贴系统操作规，1050-T550 北侧灭火器箱序列号 Xm15319 灭火器箱破损。

Inadequate Firefighting Equipment Management by Relevant Departments.

In No.1 Refinery Dept., the fire hose in outdoor hydrant box SG10030 was moldy and degraded.

In No.2 Refinery Dept., the hose in hydrant box SG11030 was also moldy and degraded.

The self-contained breathing apparatus in the No.2 Refinery Dept. field operator's room had low pressure, failing to meet normal readiness requirements.

In the Power Dept., several fire extinguishers were missing—one on the first floor of the coal bunker coarse crusher building and another near distribution room XM14632 in section 4kVII.

Many extinguisher boxes required replacement, and hoses were severely moldy.

In the Port & Storage Dept., fire pump 8041 testing records in the western

tank farm were incomplete. The fire pump operation procedures were not posted, and extinguisher box XM15319 on the north of tank 1050-T550 was damaged.

(二) 设备维护方面 Equipment Maintenance

1.现场检修管理、规格化现场管理方面还有待提高。热电部装置现场长期存在较多检修后遗留物，需举一反三进行整改；

On-site Maintenance Management and Standardization Require Improvement.

In the Power Dept., a significant amount of maintenance debris has been left on site for a long time. A comprehensive review and rectification are necessary.

2.管道登记信息不全。除三部芳烃和港储部外，其它部门数据缺失较多，需逐条完善、补齐；

Incomplete Piping Registration Information.

Except for the Aromatics Complex in No.3 Refinery Dept. and the Port & Storage Dept., other departments have numerous missing data entries that need to be completed and verified one by one.

3.润滑油三级过滤器具不完好。存在于炼油一至三部现场润滑站；

Lube Oil Tertiary Filtration Equipment Defective.

This issue exists at lube oil stations across No.1, No.2, and No.3 Refinery Depts.

4.安全阀检查不到位。发现于热电部、三部重整现场；

Inadequate Safety Valve Inspections.

Issues were identified in the Power Dept. and the CCR unit of No.3 Refinery Dept.

5.记录、文档管理规范不够。三部重整、四部特护机组的日检记录不认真；电气部在工作的规范性、资料归档的及时性需要提高。

Insufficient Standardization in Recordkeeping and Documentation.

Daily inspection records in the CCR unit of No.3 Refinery Dept. and in the critical equipment units of No.4 Refinery Dept. were not properly maintained. In the Electrical Management Dept., further improvement is needed in work standardization and timely archiving of documentation.

（三）工艺控制方面 Process Control

1.工艺技术管理存在缺陷。一部盲板标识缺失、P630 管线保温未恢复、液压升降台存放不规范、工艺指标掌握不牢靠。

There are flaws in process technology management. The blind plate identification is missing in No.1 Refinery Dept., the insulation on P630 pipeline has not been restored, the hydraulic lifting platform is stored improperly, and the mastery of process parameters is unreliable.

2.报警与连锁管理有差距。一部报警变更登记表未投用、个别员工临时变更有效期不清楚。

There is a gap in alarm and interlock management. The alarm modification sheet in No.1 Refinery Dept. has not been put into use, and

some employees' are not clear about the effective period for temporary changes.

3.巡回检查制度不能熟练掌握。港储部副班长对原油罐区高点挂牌执行标准或依据不熟知。

The routine inspection system is not mastered proficiently. One deputy team leader of the Port & Storage Department is unfamiliar with the standards or basis for the high point tagging in the crude oil tank area.

（四）人力资源方面 Human Resources

1.员工迟到现象存在。总经办、信息部、物装部、HSE 部、人力资源部、商务部、机动部、计调部员工早上未及时到岗。

Instances of employee tardiness were observed.

Some staff from the CEO's Office, IT Dept., Materials Supplies Dept., HSE Management Dept., Human Resources Dept., Commercial Dept., Equipment Management Dept., and Scheduling and Dispatch Dept. failed to punch in on time in the morning.

2.试用期不合格员工缺少面谈记录。三部等部门在处理试用期考核不合格员工时，缺少相关试用期谈话记录，不能提供更具体、详实依据，无法判断该员工是否具备正式录用条件。

Lack of interview records for underperforming probationary employees.

Departments such as No.3 Refinery Dept. did not maintain records of interviews with employees who failed probation assessments, resulting in

insufficient evidence to evaluate their eligibility for formal employment.

3.未开展三级及以上岗位的竞聘工作。一部、二部、三部、四部、公用工程部、电气部、仪控部、港储部需推动三级及以上岗位的竞聘工作。

No competition held for Level 3 and above positions.

No.1 to No.4 Refinery Depts., Utilities Dept., Electrical Operations Dept., Instrumentation and Control Dept., and Port and Storage Dept. have yet to initiate competitive selection processes for Level 3 and above roles.

（五）商务、财务、物装、质检方面 Commercial, Finance, Materials, and Quality Inspection

1.相关方管理有缺陷。商务部督导了 BV 交接班空档、处理问题不及时情况；以及装车车辆自身不完好导致安全合同不符合的情况。

Deficiencies in management.

The Commercial Dept. supervised issues such as handover gaps involving BV personnel and delays in addressing problems and safety contracts were deemed non-compliant due to defective loading vehicles.

2.过期物资未处置。财务部发现四部存在过期硫酸铵未及时报废，三剂仓库部分物资无标示。

Expired materials not disposed of.

The Finance Dept. identified that No.4 Refinery Dept. failed to promptly scrap expired ammonium sulfate. Some materials in the additives warehouse lacked proper labeling.

3.仓储管理、检验管理有不足。物装部、质检部做了业务自查。

Inadequacies in warehousing and inspection management. The Materials Supply Dept. and Quality Inspection Dept. conducted internal business reviews identifying areas needing improvement.

(六) 体系管理方面 System Management

1.采样环节存在较大安全风险。一部、二部、三部、四部等装置含 H₂S 等有毒有害样品，在采集环节存在泄露，以及变更手续不全的现象。

Significant safety risks in the sampling process.

In No.1, No.2, No.3, and No.4 Refinery Depts., toxic and hazardous samples containing hydrogen sulfide were found to have potential leakage risks during sampling. Additionally, modification procedures were incomplete in some cases.

2.档案归档不及时。物装部、四部未在规定时间内完成部门文件移交归档。

Untimely archiving of documentation.

The Materials Supply Dept. and No.4 Refinery Dept. failed to complete the handover and archiving of departmental documents within the required timeframe.

3.培训记录及培训验证不到位。一部操作规程培训，质检部 H₂S 培训针对性不强，缺少考试验证。

Inadequate training records and verification.

Training on operating procedures in No.1 Refinery Dept. and hydrogen sulfide training in the Quality Inspection Dept. lacked specificity and were

not supported by exams or verification steps.

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

1.强化装置操作与现场 HSE 检查，识别风险。对照制度采取预防改进措施，能够举一反三。

Strengthen unit operation and on-site HSE inspections to identify risks. Preventive and improvement measures should be taken in accordance with relevant systems, with the ability to draw inferences from one instance to address broader issues.

2.对于共性问题，职能部门应做系统策划，减少重复性问题的发生。例如，建议统一 H₂S 等有毒有害介质专业技术标准知识课件，以及采样专项培训标准化内容，统一考试试卷，进行验证，考试“合格认定”后方可操作。

For common issues, functional departments should carry out systematic planning to reduce the recurrence. For example, it is recommended to standardize technical training documents on toxic and hazardous substances such as H₂S, as well as standardized content for sampling-specific training. Unified exams should be used for verification, and only those who pass the assessment should be allowed to operate.

3.就专业强制性标准合规问题，请专业部门开展年度自查，形成年度专业标准清单。

Regarding compliance with mandatory professional standards, professional departments should conduct annual self-inspections and develop an annual list of professional standards.

4. 岗检回复要求按“通报稿”格式回复。

Responses to post inspections should follow the “notification report” format.

总经理办公室

CEO's Office

2025.4.5