

公司四月份岗检通报

Post Inspection Report (April)

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4月5日—4月30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 April 5 to April 30 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.	安全生产管理、HSE 综合管理、环境保护管理、职业健康管理、消防安全管理 Safety Production Management, Integrated HSE Management, Environmental Protection Management, Occupational Health Management, Fire & Gas Prevention Safety Management System	45	14

机械动力部 Equipment Management Dept.	设备分级与全过程管理、大机组特 护管理、设备缺陷及故障管理、安 全泄放装置管理、润滑油管理、备 用机泵备盘车、装置现场规格化、 电气、仪表设备管理等制度 Equipment Classification and Full Lifecycle Management, Special Protection Management for Major Equipment , Equipment Defect and Failure Management, Safety Relief Device Management, Lubricating Oil Management, Standby Pump and Crank-Over Management, On-Site Standardization of Production Units, Electrical and Instrumentation Equipment Management	53	10
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 Specifications, Technical Ledgers, Patrol Inspection, Shift Handover Records, Distillate Product Quality, Interlock and Alarm Systems, Anti-Corrosion, Raw and Auxiliary Materials Management, Blind Plate Management, On-Site Labeling	10	3
人力资源部 HR Management Dept.	员工请假考勤管理、劳动组织管理 规定 Employee Leave and Attendance Management, Labor Organization Regulations	8	3
商务管理部 Commercial Dept.	合同、装车安全 Contract Management, Loading Safety	1	1
质检管理部 Quality Analysis Dept.	不合格评审管理、分析设备管理、 标准溶液管理规定 Review of Nonconformance Management, Analytical Equipment Management, Standard Solution Management Regulations	3	2

物资装备部 Materials Supply Dept.	仓库管理、安全管理、仓库入出库管理 Warehouse Management, Safety Management, Inbound and Outbound Inventory Control	6	2
信息管理部 IT Dept.	信息管理制度 IT System Management Regulations	1	1
总经办 CEO's Office	行政、值班、餐厅、车辆、制度管理, 采样制度、HSE General Administration, Duty Shifts, Canteen, Vehicle, Regulation Management, Sampling Procedure, HSE	9	6
四月 Total (April)		136	42

共发现问题 136 项。多数为“有制度执行不到位”。一方面职能制度宣贯、督导不够。另一方面说明基层制度承接、培训、检查仍有差距，举一反三不够，需要持续强化考核传递压力。

A total of 136 issues were identified, the majority of which were due to "inadequate implementation of existing regulations." On one hand, this reflects insufficient promotion and supervision of functional regulations. On the other hand, it indicates that there are still gaps in the implementation, training, and inspection of regulations at the operational level. The ability to learn from problems and apply lessons broadly remains insufficient, and it is necessary to continuously strengthen performance assessments to reinforce accountability.

二、岗检亮点 Post Inspection Highlights

1、机动部、HSE 部严格按照岗检制度安排岗检，参与岗位管理人员多，查找问题逐步深入。

The Equipment Management Dept. and HSE Management Dept. have strictly followed the post inspection system, involving more management

personnel, with problem identification becoming increasingly in-depth.

2、炼油一部对现场阀门丝杆上油进行了统一安排，现场阀门丝杆润滑良好。
The No.1 Refinery Dept. has arranged centralized lubrication for valve stem threads on site, and overall lubrication conditions are good.

3、本月岗检管理人员表现突出的潘小明、谈伟，提出表扬。
This month, Pan Xiaoming and Tan Wei performed exceptionally well in post inspections and are hereby commended.

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

(一) HSE 监督方面 HSE Supervision

1、隐患排查治理不及时、不彻底。四部焦化北界区二层平台新增管道无跨接接地；三部重整石脑油分馏塔重沸炉泵 P106A 电机上接线盒未接地；质检部电瓶充电房四扇卷帘门的控制开关未固定；检修部西厂房北侧风道制作区拖线盘漏电器损坏，试验开关不起作用等。

Hidden hazards were not rectified in a timely or thorough manner.

In the No.4 Refinery Dept., newly installed piping on the second-level platform of the flexicoking unit's (near the north battery limit) lacked equipotential bonding and grounding.

In the No.3 Refinery Dept., the terminal box of P106A motor (reboiler pump of the CCR naphtha fractionator) was not grounded.

In the Quality Analysis Dept., the control switches for four roller shutters in the battery charging room were not secured.

In the Equipment Maintenance Dept., the residual current device (RCD) on the extension reel at the north side of the west workshop's ventilation duct

fabrication area was damaged, and the test switch was non-functional.

2、HSE 标识老化问题依然存在，承包商 HSE 培训有待加强。焦化北界区顶上平台安全标识褪色，检修部西厂房东门北侧及其它部位有安全标识褪色；三部对承包商 HSE 培训未包含硫化氢气体防护相关内容，质检部 3 月 20 日对承包商人员培训，虽然有考试成绩，但未能提供试卷。

HSE signage degradation still exists, contractor HSE training needs improvement.

Safety signs on the top platform of the flexicoking unit's north battery limit were faded.

The Equipment Maintenance Dept.'s west workshop had faded safety signs near the north side of the east gate and other locations.

In the No.3 Refinery Dept., HSE training for contractors did not cover H₂S protection.

On March 20, the Quality Analysis Dept. conducted contractor training with exam scores but failed to provide the test papers.

3、油品或其它化学品洒落地面处理不及时。三部预加氢循环氢压缩机润滑油站的边沟内有存油；滤油机的吸油毡被油浸透；K103A 基座漏油流淌到地面未清理。四部焦化装置现场润滑油房内地面从屋内渗漏至屋外地面。

Spilled oil or chemicals on the ground were not cleaned up timely.

In the No.3 Refinery Dept., residual oil was found in the trench near the lubrication oil station of the NHT (Naphtha Hydro Treater) recycle compressor. The filter machine's oil-absorbing pad was saturated with oil.

Oil leaked from the base of K103A onto the ground and was not cleaned up.

In the No.4 Refinery Dept., oil seeped from the lubrication oil room floor to the outdoor ground.

4、环保统计上报表不及时不准确。炼油三部芳烃含油污水池硫化物含量分析出现过 10 次超标，未在 HSE 月报中描述，危险废弃物也未统计。焦化装置 pH 出现 7 次超标，氨氮出现 2 次超标，未在“指标超标个数”和“超标原因分析及措施”中进行记录和描述。

Environmental data reporting was delayed or inaccurate.

In the No.3 Refinery Dept., sulfide content in the aromatic oily wastewater pit exceeded limits on 10 occasions but was not reported in the HSE monthly report. Hazardous waste data was also missing.

In the flexicoking unit, pH exceeded limits 7 times and ammonia nitrogen 2 times, but neither the number of exceedances nor the cause analysis and corrective actions were documented.

5、员工健康急救、防护意识不足。三部重整外操室(FAR3)急救药箱内存有口服药及过期医用手套未及时更换；质检部员工在进行 PX（对二甲苯）样品采集时未佩戴防毒面具，通风橱没有运行。

Insufficient awareness of employee health, first aid, and protective measures.

In the No.3 Refinery Dept., expired gloves and medicines were found in the first aid kit at the CCR FAR3 (field auxiliary room).

In the Quality Analysis Dept., employees failed to wear gas masks prior to collecting PX (para-xylene) samples, and the fume hood was not in operation.

（二）设备维护方面 Equipment Maintenance

1.现场缺陷登记、处理、闭环不到位。1050-K201 机组 TI29175 失效、1093-E418 上水调节阀前手阀法兰漏、1093-D405 低低压凝结水罐液相出口管廊处弯头冲刷腐蚀整改未形成闭环、重整再生框架 11 层 R301 顶部至 K301 管线膨胀节处漏，仍未完全堵住等，应放入检修滚动计划中；

On-site defect registration, rectification, and closure are incomplete.

Examples include: TI29175 failure on compressor 1050-K201; flange leakage at the hand valve before the water control valve of 1093-E418; erosion at the elbow of the liquid-phase outlet pipe rack of 1093-D405 (Low-Low Pressure Condensate Tank) not closed-loop rectified; leakage was found at the expansion joint of the pipeline from R301 overhead to K301 at the 11th floor of the CCR frame. These issues should be included in the rolling maintenance plan.

2.大机组特护记录不认真、不仔细。1040-K102B 日检记录检查人字迹潦草、1030-K101B 日检记录，仪控部未执行上午、下午分别签字要求；

Records for critical equipment monitoring are poorly maintained.

For example, handwriting is illegible in the daily inspection records of 1040-K102B; and for 1030-K101B, the Instrumentation and Control Dept. did not comply with the requirement of separate morning and afternoon signatures.

3.安全阀管理存在漏洞。 炼油一部、炼油二部、炼油四部部分安全阀校验后记录未及时上传至管理系统，仪控部 1040-FV13001 储气罐顶部安全根部阀无铅封；

Safety valve management has deficiencies.

Some safety valve calibration records in No.1, No.2, and No.4 Refinery Depts. were not uploaded to the management system in time. Additionally, the root

valve of the safety valve at the top of the 1040-FV13001 air tank (Instrumentation & Control Dept.) lacks lead sealing.

4.现场机泵及润滑管理存在不足。炼油一部、二部各有 1 台机泵油位偏低，热电部现场润滑油站部分“三滤”器具脏及破，港储部 4209、4201 罐区对应泵房机泵未盘车；

Inadequate management of pumps and lubrication.

One pump in each of No.1 and No.2 Refinery Depts. showed low oil levels. Some filters in the lubrication oil station of the Power Dept. were dirty or damaged. In the Port & Storage Dept., crank-over operations were not performed on the pumps associated with tank areas 4209 and 4201.

5. 仪控部防护管理存在缺陷。4202-UV00305 切断阀气源球阀手柄无防误操作措施以及 CRAR-EWS0650 工程师站在未作业状态下工程师权限未退出；

Deficiencies in protection management by the Instrumentation & Control Dept.

The manual handle of the air source ball valve for cut-off valve 4202-UV00305 lacks anti-misoperation protection; engineer-level access was not exited in idle status on CRAR-EWS0650 engineer station.

6 电气部部分巡检记录缺失。新增的光伏箱变以及大修临舍箱变无巡检记录本；

Incomplete inspection records in the Electrical Operation Dept.

No inspection logbooks were found for newly added solar box transformers and turnaround dormitory box transformers.

7.各运行部对于现场规格化工作重视不够。在各专业检查问题中最多，尤

其是热电部。

Insufficient attention to site standardization by operating departments.

This issue is the most frequent among all specialties, particularly in the Power Dept.

（三）工艺控制方面 Process Control

1. 基层工艺技术指标掌握不牢靠。提问工艺指标，三部芳烃 2 个回答错误、三部重整一个不熟悉；提问四部焦化内操连锁触发动作，回答错误。

Insufficient mastery of process technical specifications at the grassroots level.

When asked about process specifications, there were two incorrect answers in the Aromatics Complex of No.3 Refinery Dept. and one unfamiliar response in the CCR Unit. Additionally, a panel operator from the Flexicoking Unit of No.4 Refinery Dept. answered incorrectly when questioned about interlock trigger actions.

2.记录管理不完善。三部芳烃外操间的联锁逻辑图为电子版、外操间PID不是最新版。二甲苯内操记录中多处未写明日期、记录有涂改；三部重整中控交接班未记录未完成工作事项；新版报警变更登记表未投用；四部盲板台账中缺失部分盲板的盲通状态；中控室、外操间的联锁逻辑图为电子版。

Incomplete record management.

In the Aromatics Complex of No.3 Refinery Dept., the interlock logic diagrams in the FAR are only available in electronic format, and the P&ID is not the latest version. For the panel operator of the Xylene Fractionation Unit, several records

were found to be undated, and some items had been altered. The CCR Unit of No.3 Refinery Dept. failed to document unfinished tasks in the shift handover log. The new version of the alarm modification form has not yet been put into use. The blind plate ledger in No.4 Refinery Dept. lacks information on the pass/block status of some blind plates. Interlock logic diagrams in both CCR and FAR are in electronic format only.

3.高点巡检规定不明确。三部芳烃应完善翻牌时间与对应牌颜色的描述。

Unclear high-point patrol inspection regulation.

In the Aromatics Complex of No.3 Refinery Dept., the description of the flipping time and corresponding tag colors needs to be clarified and improved.

（四）人力资源方面 Human Resources

1. 员工请假考勤管理有缺陷。总经办公司领导的休假 OA 流程后台未归档至考勤员；财务管理部部分加班与打卡记录不符；物资装备部建议及时更新当月已休年休假总台账；计划调度部部分加班与打卡记录不符；未使用 OA 报表功能；机械动力部部分去年的年休假台账未及时清零；HSE 管理部、信息管理部部分加班与打卡记录不符。

Deficiencies in employee leave and attendance management.

The OA leave approval workflows for company leadership under the CEO's Office have not been archived to the attendance administrator.

Inconsistencies were found between overtime records and punch-in data in the Finance Dept.

The Materials Supply Dept. is advised to promptly update the monthly annual leave ledger.

In Scheduling and Dispatch Dept., inconsistencies were found between overtime records and punch-in data, and the OA report function had not been utilized.

The Equipment Management Dept. did not reset last year's annual leave ledger in a timely manner.

The HSE Management Dept. and the IT Dept. also had inconsistencies between recorded overtime and punch-in data.

2. 岗位职责掌握不够。信息管理部、物资装备部、HSE 管理部、质量检验部仍有部分员工对自身岗位的职责解读不清，且不明确岗位说明书的查阅方式。

Insufficient understanding of job responsibilities.

Some employees in the IT Dept., Materials Supply Dept., HSE Management Dept., and Quality Analysis Dept. are still unclear about their own job responsibilities and do not know how to access their job descriptions.

（五）商务、质检、信息、物装方面

Business, Quality Inspection, IT, and Materials Supply

1、BSM 车辆自我检查不到位。发现装车站 BSM 车辆发动机“轻微泄漏”不满足合同安全要求。

Inadequate BSM Vehicle Self-Inspection

A BSM vehicle at the gantry station was found with a minor engine leak, which does not meet the safety requirements specified in the contract.

2.化工原材料不合格评审未组织。3 月 12 日、4 月 10 日物装部两桶 220# 美孚齿轮油两次检验水含量分别为 822mg/kg、1060mg/kg，外观浑浊，入厂验收不合格。

Failure to Conduct Nonconformance Review for Chemical Raw Materials

On March 12 and April 10, two drums of Mobil 220# gear oil received by the Materials Supply Dept. were found to contain excessive water content (822 mg/kg and 1060 mg/kg respectively) and appeared muddy, which failed the acceptance inspection.

3.对讲机管理不到位。对讲机总计发放 610 台，现场实际找到及运送回国维修不在现场的记录，合计共 459 台，121 台缺失。

Poor Walkie-Talkie Management

A total of 610 walkie-talkies were issued; however, only 459 units were either located on-site or had documented records for being sent back to China for repair. A total of 121 units are unaccounted for.

4.物装部对内部现场管理进行了检查发现问题 6 项。

An internal inspection by the Materials Supply Dept. revealed six on-site management issues.

（六）体系综合管理方面 System Management

1. 职责履行不充分。质检部原油罐 1、3、4、5、6、8 号罐 2 个月期间出现 15 次采不出样品，未见评估；4 月 28 日公司启动公司级应急预案，总值班、值班员未见电话或短信通知到相关部门负责人。

Incomplete performance of responsibilities.

The Quality Analysis Dept. failed to collect samples 15 times from crude oil tanks No.1, 3, 4, 5, 6, and 8 over a two-month period, with no assessment recorded. On April 28, when the company activated a company-level

emergency response plan, neither the general on-duty officer nor the shift duty officer made phone calls or sent messages to notify the relevant HODs.

2.订餐、车辆、着装不规范。倒班班组订餐不准确、私家车碾压在公共草坪、CCR 区域穿拖鞋进出仪控操作室。

Non-compliance in meal ordering, vehicle use, and dress code.

Inaccuracies were found in shift meal orders. Private vehicles were seen driving over public turf. Personnel were observed entering and exiting the CCR instrument control room wearing slippers.

3.值班管理不够严谨。总值班记录不全；四部值班记录本出现管理人员提前签到凌晨查岗时间。

Lack of rigor in duty management.

General on-call duty records were incomplete. In the No.4 Refinery Dept., duty logbooks showed that management personnel had signed in in advance for early-morning inspections.

4.应急办公室内联络信息提示牌内容过期。

Outdated contact information signage in the emergency response office.

四、措施与建议 Measures and Recommendations

1、清单化整改：1-3 月份岗检闭环未关闭事项共 30 项，请各单位继续抓紧整改，总经办盯办直至关闭。

Rectification in Checklist Format:

A total of 30 unresolved items from post inspections conducted between January and March remain outstanding. All departments are required to

expedite rectification. The CEO's Office will continue to follow up until all items are closed.

2、**加强两级制度岗检宣贯：**建议各部门在工程师岗位与副班员工方面，加大制度学习承接力度，加大内部“1：3”检查力度，强化沟通与考核。

Strengthen Communication of Two-Level Post Inspection:

Departments are advised to enhance the implementation and understanding of regulations, especially among engineers and operators on deputy shift. Internal “1:3” inspections (one inspector to three employees) should be intensified, with improved communication and performance evaluation.

3、**聚焦重点制度条款：**不符合制度的条款是规范制度与执行的焦点，要求各部门对检查事项贴近条款、量化精准描述。

Focus on Key Regulation Clauses:

Non-conforming items should be closely aligned with specific regulation clauses. Departments are required to ensure findings are described in a quantified and precise manner based on the corresponding requirements.

4、**岗检闭环：**20 日前各部门反馈上月未关闭单项。25 日前职能部门将当月岗检结果发到“岗检员群”，两日内各部门反馈；次月 1 日截止汇总，3 日发部门负责人群，5 日截稿上报领导审批。

Post Inspection Closure:

By the 20th of each month: Departments shall provide feedback on any unresolved issues from the previous month.

By the 25th: Functional departments shall release post inspection results of the current month in the “Post Inspectors” group chat, departments to respond

within two days.

By the 1st of the following month: Responses will be consolidated.

By the 3rd: Consolidated responses will be shared in the HOD group chat.

By the 5th: Final report to be submitted for leadership review and approval.

总经理办公室

CEO's Office

2025.5.5