# Meeting Minutes

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| Objective | Ochibo-Hiroi – Bradken FY2024 | |
| Date | 10-04-2025 | |
| Location | Virual (MS Teams) | |
| Attendees | * Sean Winstone – CEO, Bradken * Josh Cahill – Global QA Manager, Bradken * Gavin Smith – QA, Bradken * Rajmohan Pillay – QA, Bradken * James Armstrong - Global Head of Product & Manufacturing Excellence * Steve Hall - Global Head of Product Sourcing * Darren Swinson - General Manager - Manufacturing * Darren Sparg – Manufacturing Design Manager, Bradken * Ken Iijima - (QA) President * Toru Sugiyama - (QA) Chief scientist * Masashi Nono - (QA) GM * Yuichi Sakamoto - (QA) GM * Hitoshi Morimoto- (QA) * Atsushi Ito - (Mining BU) Product Support Dept. Deputy GM * Toshikatsu Takagi - (Mining BU) Design Dept. Chief Engineer * Tatsuya Hasebe - (Mining BU) Business Strategy Dept. * Satoru Kubota - (PIC) Production Management Dept. Chief Engineer | |
| Time Start | 10:30 AM (NSW) | |
| Time Finish | 2:00 PM (NSW) | |

# Meeting Summary

## Introduction to Ochibo-Hiro and Values Share

**Presenter: HCM QA Team**

The meeting opened with an overview of the Ochibo-Hiroi concept, emphasizing its focus on learning from failure, improving processes, and strengthening quality culture.

Key values such as ownership, openness, and continuous improvement were reinforced as part of the approach.

## Ochibo-Hiro Lecture

**Presenter: HCM QA Team**

A deeper look into the principles and practical application of the Ochibo-Hiroi method.

The team highlighted the importance of structured root cause analysis, collaboration, and using failures as learning opportunities to drive sustainable improvement.

## HCM Quality Overview

**Presenter: HCM QA Team**

A brief overview of HCM’s quality management practices and current priorities.

Focus was placed on early detection, consistency in investigation methods, and integrating feedback into continuous improvement efforts.

## Bradken QA Performance Overview

**Presenter: Josh Cahill**

A summary of Bradken’s QA performance and recent initiatives to improve investigation processes and standardization across sites.

Ongoing efforts to strengthen quality systems and align with best practices were also shared.

## Failure Analysis 1 – Cast Lips

**Presenter: Josh Cahill**

The first failure analysis focused on cast lip issues, with a detailed review of findings and current corrective actions.

Key Comments from HCM:

* The 5 Whys analysis should more clearly reflect Bradken’s internal processes and ownership, rather than focusing on supplier actions.
* Two separate issues appeared to be combined into one 5 Whys analysis. These should be separated to ensure clarity and better root cause focus.
* The main 5 Whys should be clearly identified, with any additional causes or investigations captured separately.
* There was a strong suggestion to strengthen supplier management beyond initial vetting—covering ongoing performance and process alignment.
* Finally, while aluminium and nitrogen content were considered, HCM highlighted that cooling rate is a critical factor that should also be evaluated for potential improvements.

## Failure Analysis 2 – BK55676 SAG Mill Shell Liners (Chipping and Cracking)

**Presenter: Darren Sparg**

The second analysis addressed cracking and chipping failures in SAG mill liners.

Key Comments from HCM:

* The root cause was linked to a change in scrap material source (i.e., a change from central supply to a local supplier), where a gap in the specification was identified.
* This highlighted the need to improve change control, especially when materials or inputs are modified.
* Changes to raw materials should go through a thorough impact assessment, with clear communication of associated risks across all Bradken sites.
* HCM also emphasized the importance of being responsive to customer feedback—careful investigation of all potential root causes helps prevent missed opportunities for improvement and larger issues in the future.

## Final Comments and Evaluation from HCM

* HCM appreciated the open and detailed investigations shared by Bradken and acknowledged the progress being made.
* They encouraged continued focus on strengthening RCA processes and sharing root cause findings and learnings across all sites to support consistent improvement.
* Emphasis was placed on the importance of proactive change management, especially when it comes to material changes, and ensuring effective communication of risks to all impacted teams.
* Finally, listening closely to customer feedback and thoroughly investigating concerns was highlighted as a key part of Bradken’s improvement journey.