SAFESTART® FORUM

FRANKLIN Tennessee

OCTOBER 20–21 2026



MAKING THEORY A REALITY

Practical Tools for Your HOP Implementation

YOUR SPEAKER

- HSSE Lead, Senior Director – Jones Lang LaSalle
- Senior Ambassador – SafeStart
- President Elect– ASSP
- ASSP Fellow



Tim Page-Bottorff, MS, CSP, CIT, FASSP

AGENDA

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FOR HUMAN FACTORS PRACTITIONERS

- What is HOP?
- What are the 5 Principles?
- How Does it differ than traditional safety?
- Safety is an Egg
- What can you do? (Tools)
- Case studies



What is HOP?

- Human and Organizational Performance
- Made famous by Todd Conklin from the DOE
- Commonly Referred to as Safety II or Safety Differently





HOP Principle 1

- Humans Make Mistakes (Error is Inevitable)

Mistakes?

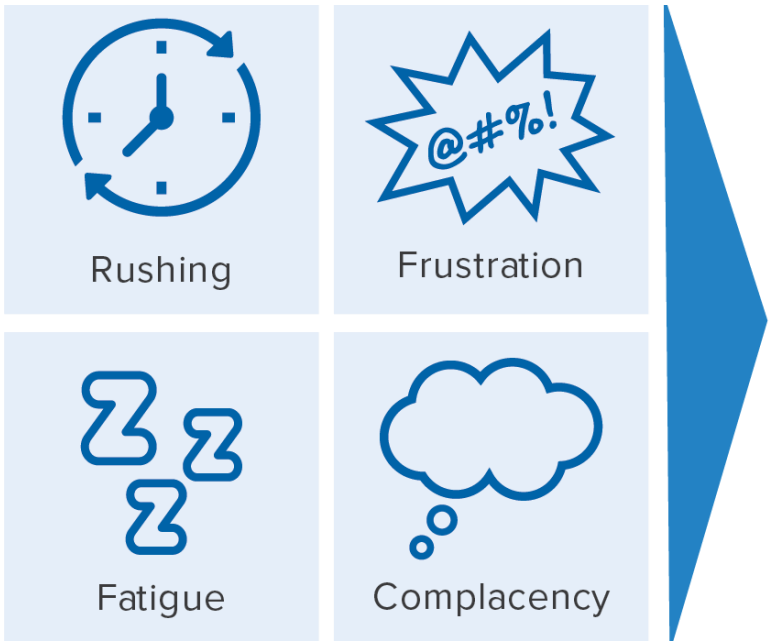
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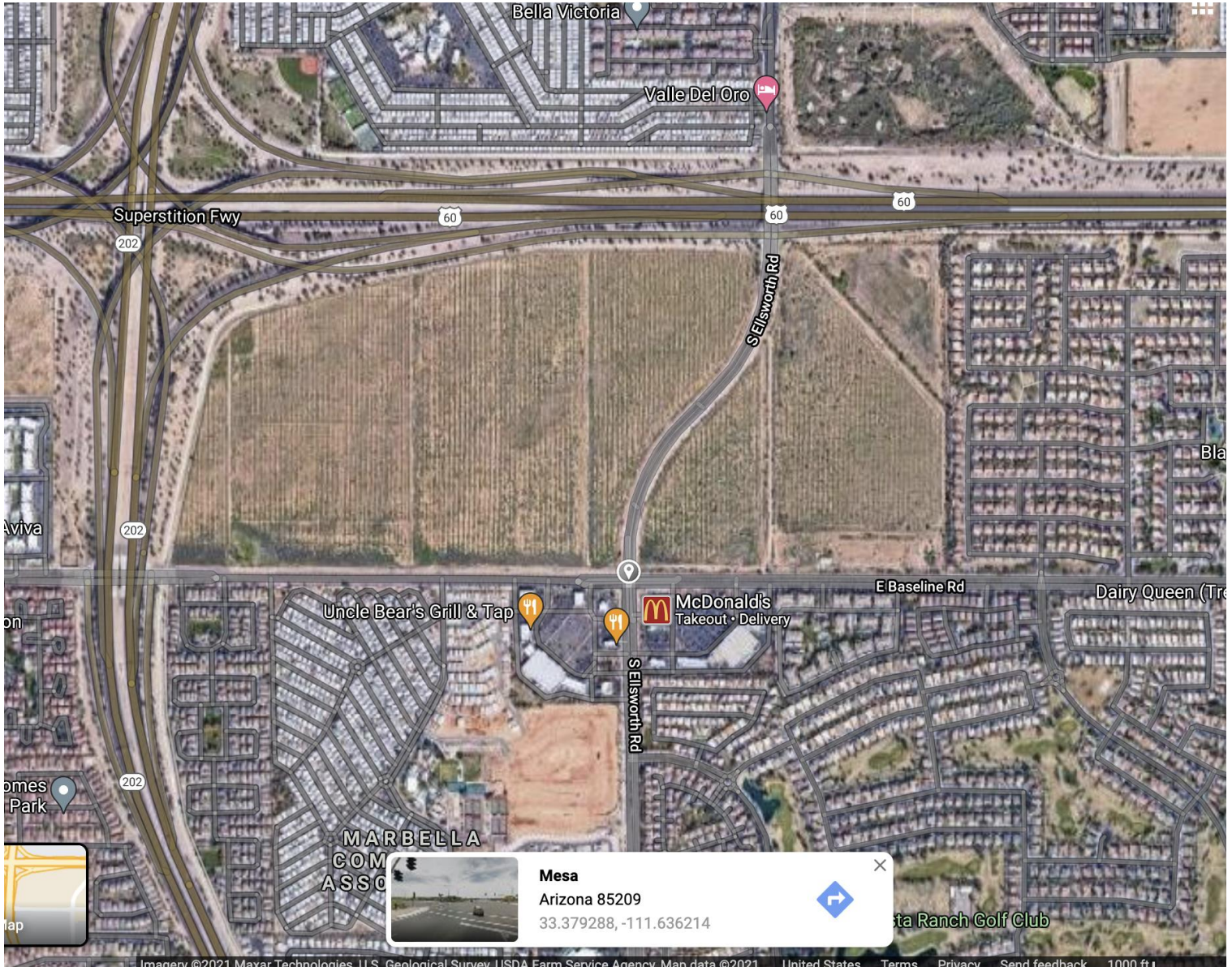


The State-To-Error Risk Pattern

States



I just had to have some ice cream




SodaRush!
9265
104
OPEN

Ice Cream Yum







SAFESTART STORY REVIEW



SAFESTART® NOW ①

STORY CARD

Storyteller:

Tim Page-Bottorff

Summary (What happened?):

Need That Ice Cream

Elements:

- ☐ What activity? What happened?
- ☐ What state or states?
- ☐ What critical errors?
- ☐ How could it have been worse?

②

Story Card

What were the states and errors?

STATES

- ☑ Rushing
- ☐ Frustration
- ☑ Fatigue
- ☑ Complacency

ERRORS

- ☑ Eyes not on task
- ☑ Mind not on task
- ☑ Line of fire
- ☐ Balance, traction, grip

The four **states** can cause or contribute to four **critical errors**, which increase the risk of injury.

HOP Principle 2

- Blame is not the answer



Culture of Blame	Lack of Trust
Poor Hazard/ Risk Identification	Ineffective Communication
Poor Data (KPIs)	Low Engagement

SAFETY CLIMATE SUCCESS FACTORS
(Practical Tool for Your HOP Implementation)



NO-BLAME MINDSET
Pause. Think. Respond.



FRESH EYES
Spot hazards and assess the risk.



SYSTEMS AND DATA
Learn from reporting, team input and analysis.



PERSONAL COMMITMENT
Demonstrate that you care about keeping people safe.



TRUST AND ENGAGEMENT
Engage co-workers with open communication.



ACTIVE LEADERSHIP
Inspire action through what you do and say.

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Stop Think Act (Pause, Think, Respond)



SunCatcherStudio.com

“Walk Me Through it”

- Ask a worker to walk you through a task.
- Ask clarifying questions as they show you the task.
- Summarize what you see and ask: “Do I have that right?”
- Present any ideas for improvement as questions—there is probably a reason a task is being performed a certain way.





HOP Principle 3

- Learning is Vital



Formalized Feedback?

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Real world example:
Ed Stephens' Harvesting Frustrations program



Dr Amy Edmondson

- Coined the term Psychological Safety 1999.
- She had been studying the BEST and WORST performing clinical teams in hospitals.
- Which teams do you think made the most mistakes?

The BEST performing teams ADMITTED the most mistakes.



Psychological Safety



"a belief that **one will not be punished or humiliated for speaking up** with ideas, questions, concerns, or mistakes, and that **the team is safe** for interpersonal risk-taking"

-Amy Edmondson



Four Stages of Psychological Safety

INCLUSION SAFETY

Members feel:

- Included
- Wanted
- Appreciated

LEARNER SAFETY

Members feel safe to:

- Ask questions
- Make and admit mistakes
- Ask for help

CHALLENGER SAFETY

Members feel safe to:

- Question others' ideas
- Suggest significant changes to ways of working

CONTRIBUTOR SAFETY

Members feel safe to:

- Contribute their own ideas

Four Stages of Psychological Safety

INCLUSION SAFETY

Members feel included, wanted, appreciated

LEARNER SAFETY

Members feel safe to:

- Voice Concerns
- Report Near Misses

CHALLENGER SAFETY

Members feel safe to:

- Exercise Stop Work Authority

CONTRIBUTOR SAFETY

Members feel safe to:

- Explain?


Disney
ENCANTO

Bruno hides in fear of conflict

Do your employees?




No One Ever Listens to C3PO
Employees can provide invaluable feedback on the gaps in your SMS but only if they feel safe and empowered to do so.

HOP Principle 4

- Human behavior depends on Context (Context drives behavior)



HOP Principle 4

- Context of the person ***and*** Context of the organization drives behavior.



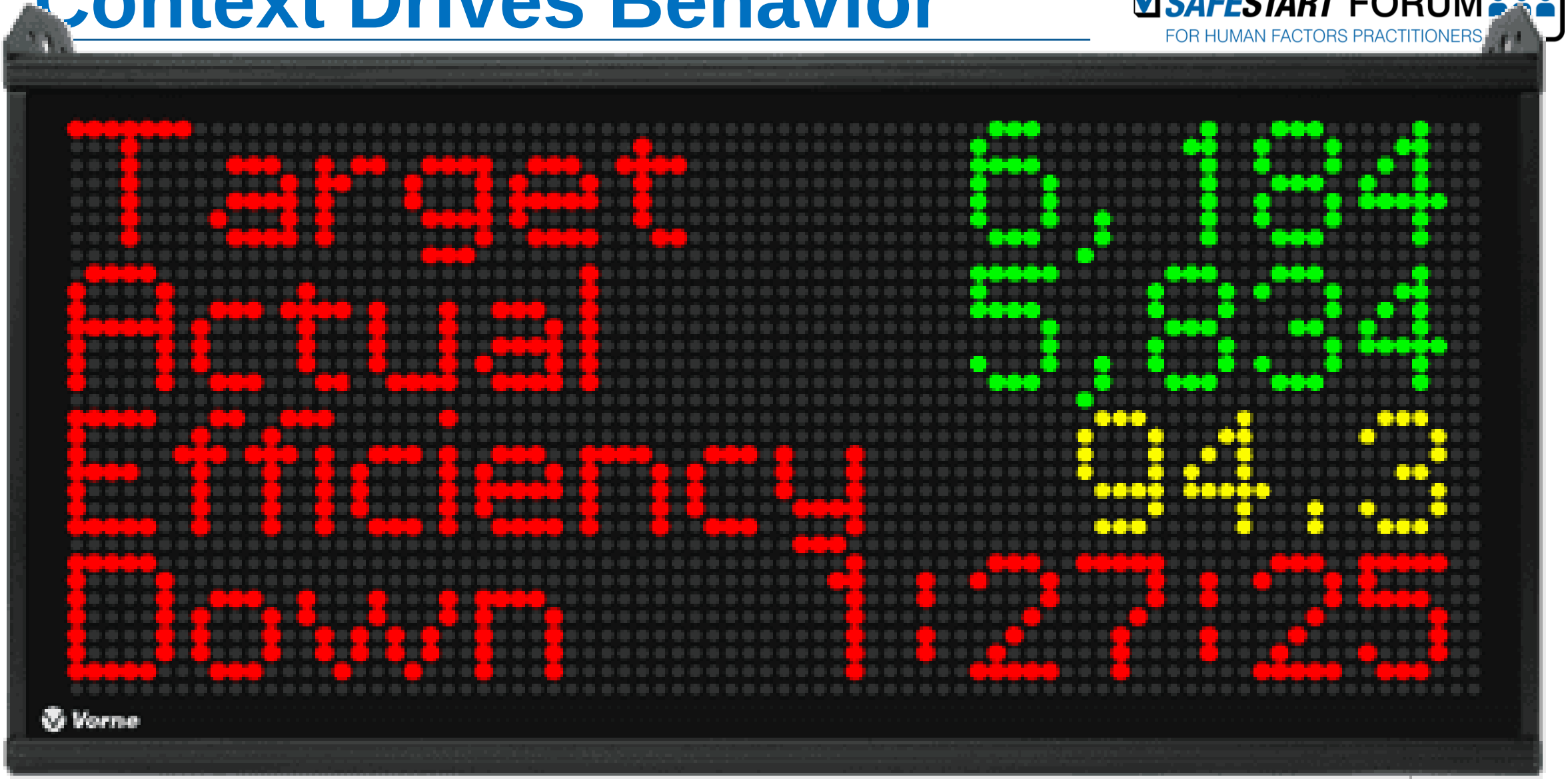


Context Drives Behavior

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Context Drives Behavior



HOP Principle 5

- How we respond matters.



How We Respond Matters

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Scenario: Forklift Near Miss

• Incident: A forklift nearly strikes a pedestrian. Operator stops and reports the near miss.

Traditional Response:

• Supervisor blames operator, causing embarrassment and discouraging future reporting.

HOP-Informed Response:

• Supervisor thanks the operator, investigates causes, and fixes systemic issues (lighting, walkway visibility).

• Workers feel safe reporting future events; system learns and improves.

Key Takeaway:

• Responding with curiosity, not judgment, builds trust, encourages reporting, and improves safety.

Learning-focused responses make our workplace safer

How Does HOP Differ than Traditional Safety?



How Does HOP Differ than Traditional Safety?

The 5 HOP principals have often been referred to as the 5 problems with traditional safety.

Eric Hollnagel PhD




Safety

FORUM
S PRACTITIONERS




Safety I
Safety II

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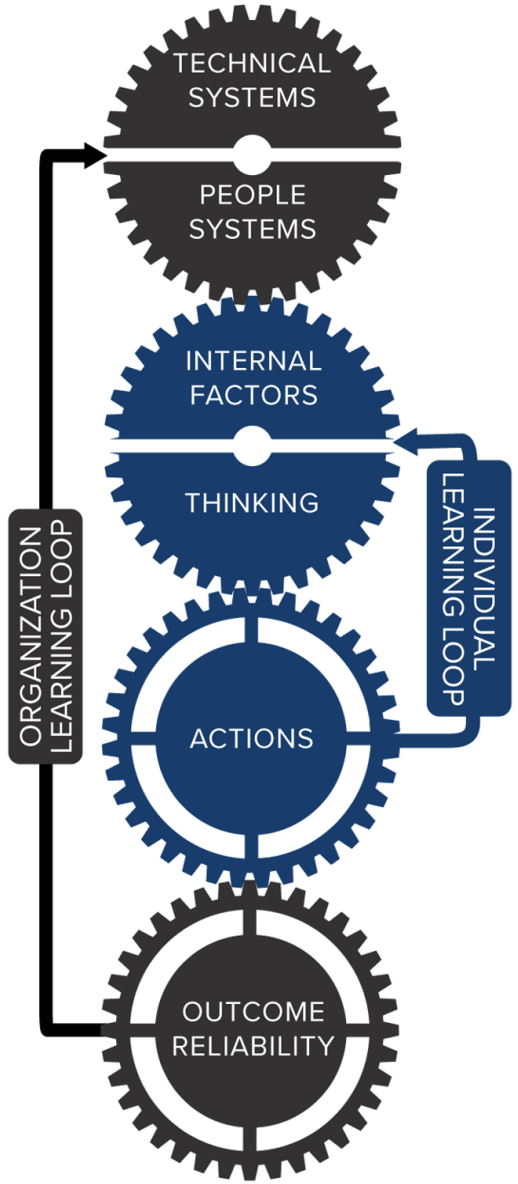


Safety I&II

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HUMAN FACTORS
FRAMEWORK

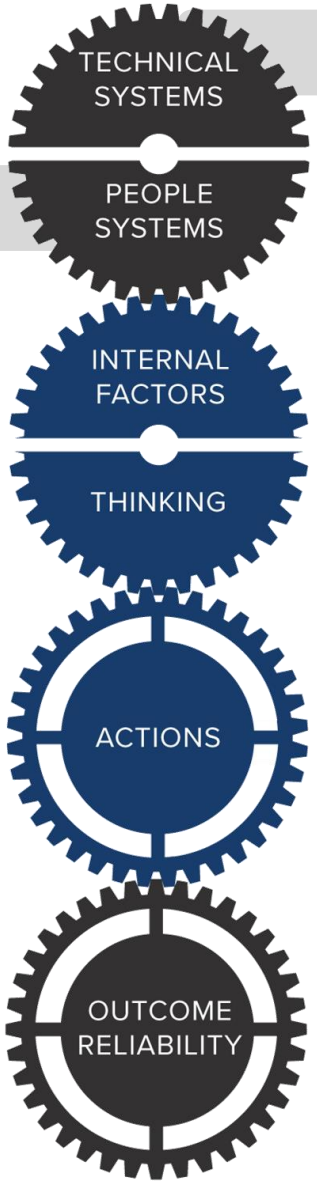


Human Factors Framework

SYSTEMS

PEOPLE SYSTEMS

- work team
- supervisory skills
- organizational culture



TECHNICAL SYSTEMS

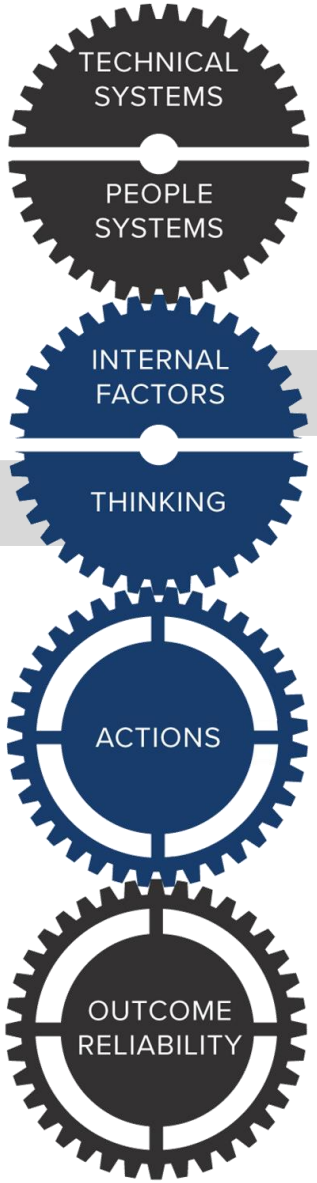
- engineering
- process
- equipment
- safety management system

Human Factors Framework

INTERNAL FACTORS THINKING

THINKING

- decision-making
- autopilot
- attention
- habits

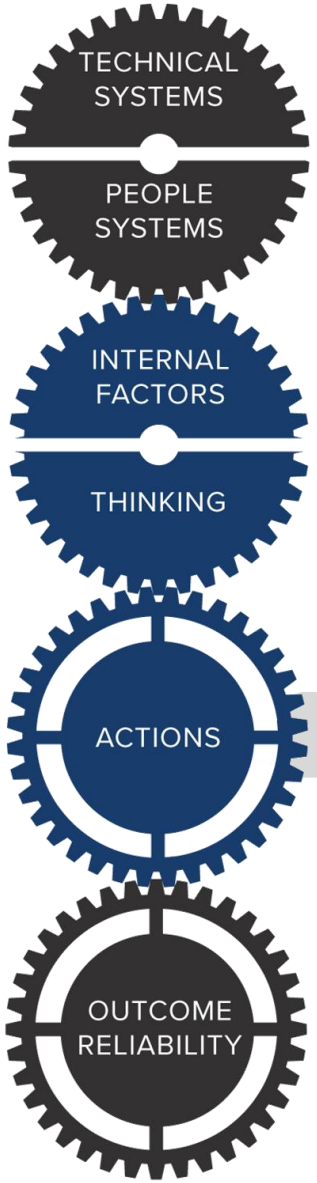


INTERNAL FACTORS

- fatigue
- illness
- distraction
- overconfidence

Human Factors Framework

ACTIONS

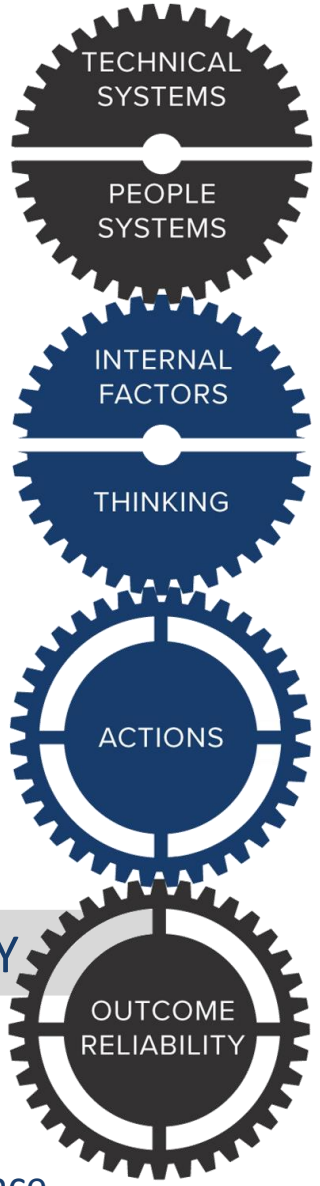


ACTIONS

- behaviors
- habit development
- having conversations
- flagging issues

Human Factors Framework

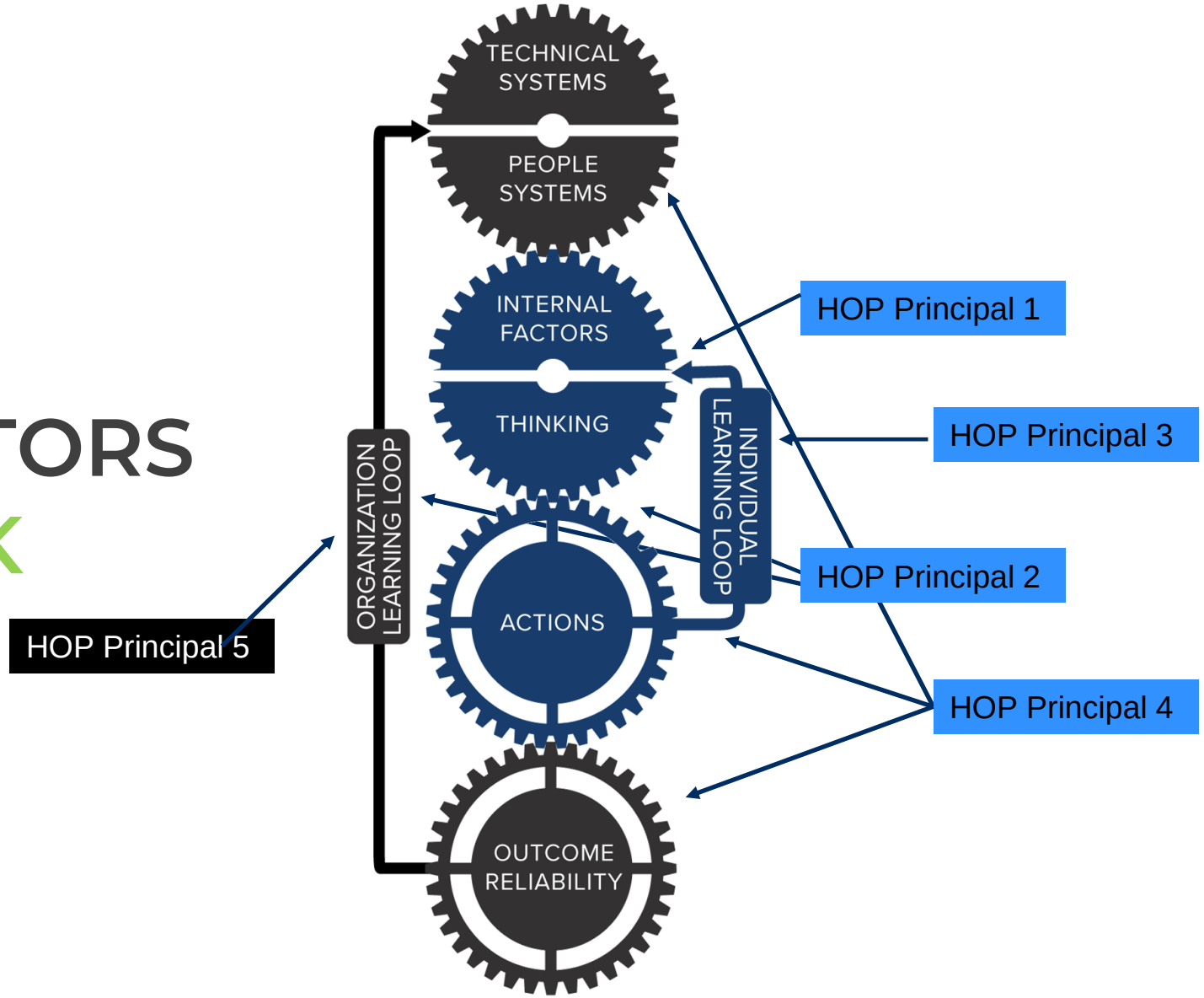
OUTCOME RELIABILITY



OUTCOME RELIABILITY

- safety
- production
- quality
- organizational performance

HUMAN FACTORS FRAMEWORK



Case Studies

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Rules

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Rule 1 Do not look for solutions, only problems/gaps/challenges.
Rule 2 Ask questions.
Rule 3 If you found a solution, refer to rule 1.

Scenario 1 – Faulty Hose Reel

A recently added compressed air hose reel fails in an automotive plant and is not reported as faulty. Subsequently, an employee tripped over the hose on the floor and injured their elbow.

THE HUMAN FACTORS FRAMEWORK

TECHNICAL SYSTEMS

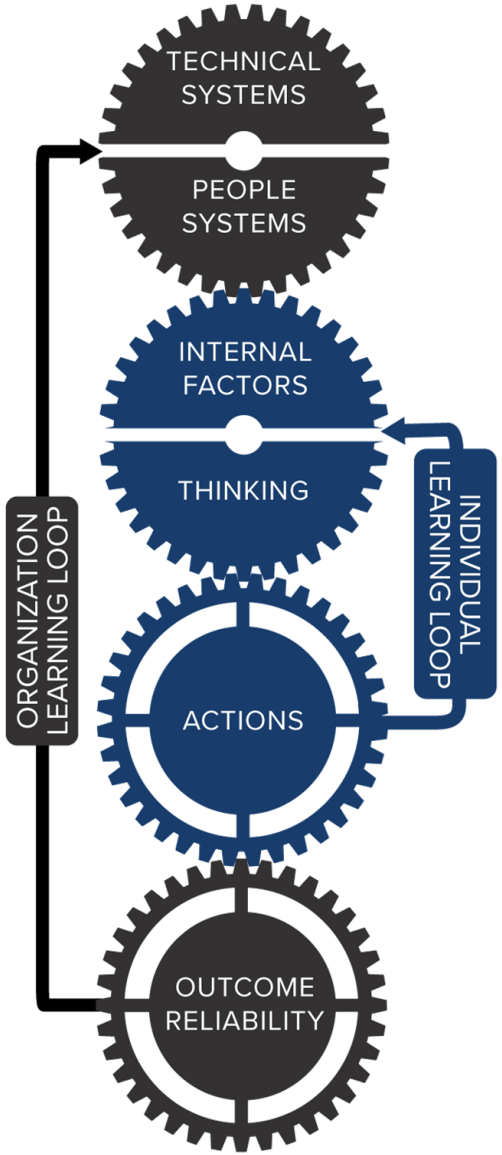
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- supervisory skills
- organizational culture

OUTCOME RELIABILITY

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INTERNAL FACTORS

- fatigue
- illness
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THINKING

- decision-making
- autopilot
- attention
- habits

ACTIONS

- behaviors
- habit development
- having conversations
- flagging issues

Submit Your Answers

Scenario 2 – Conveyor systems in oven

On an industrial paint line, it was common practice to take shortcuts in order to maintain production output. Despite having a new, safer procedure in place to clear conveyor jams in a hot oven, a lead mechanic nearly reverts back to the higher risk process that had been common for years.

THE HUMAN FACTORS FRAMEWORK

TECHNICAL SYSTEMS

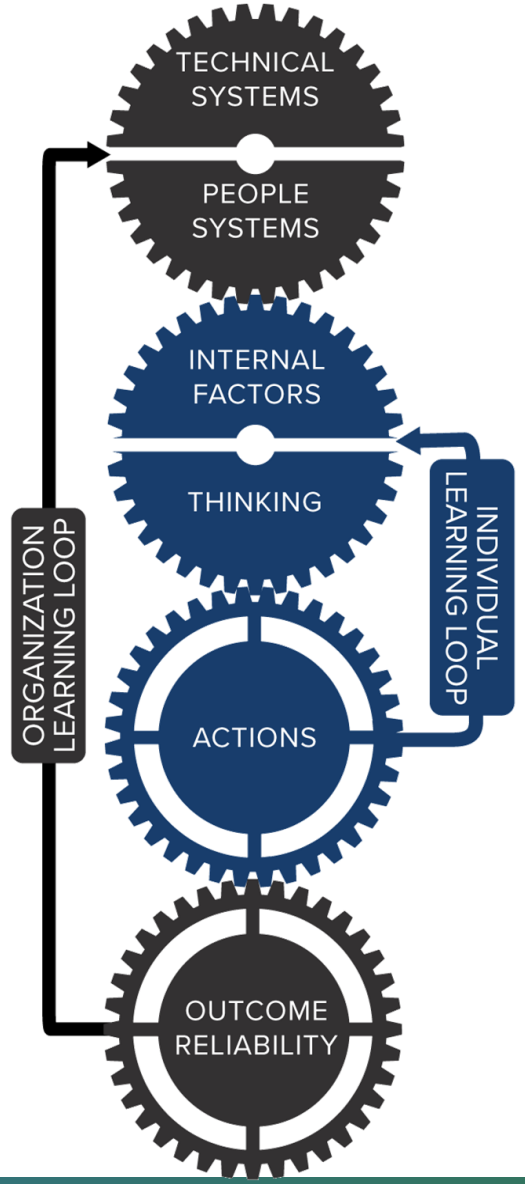
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INTERNAL FACTORS

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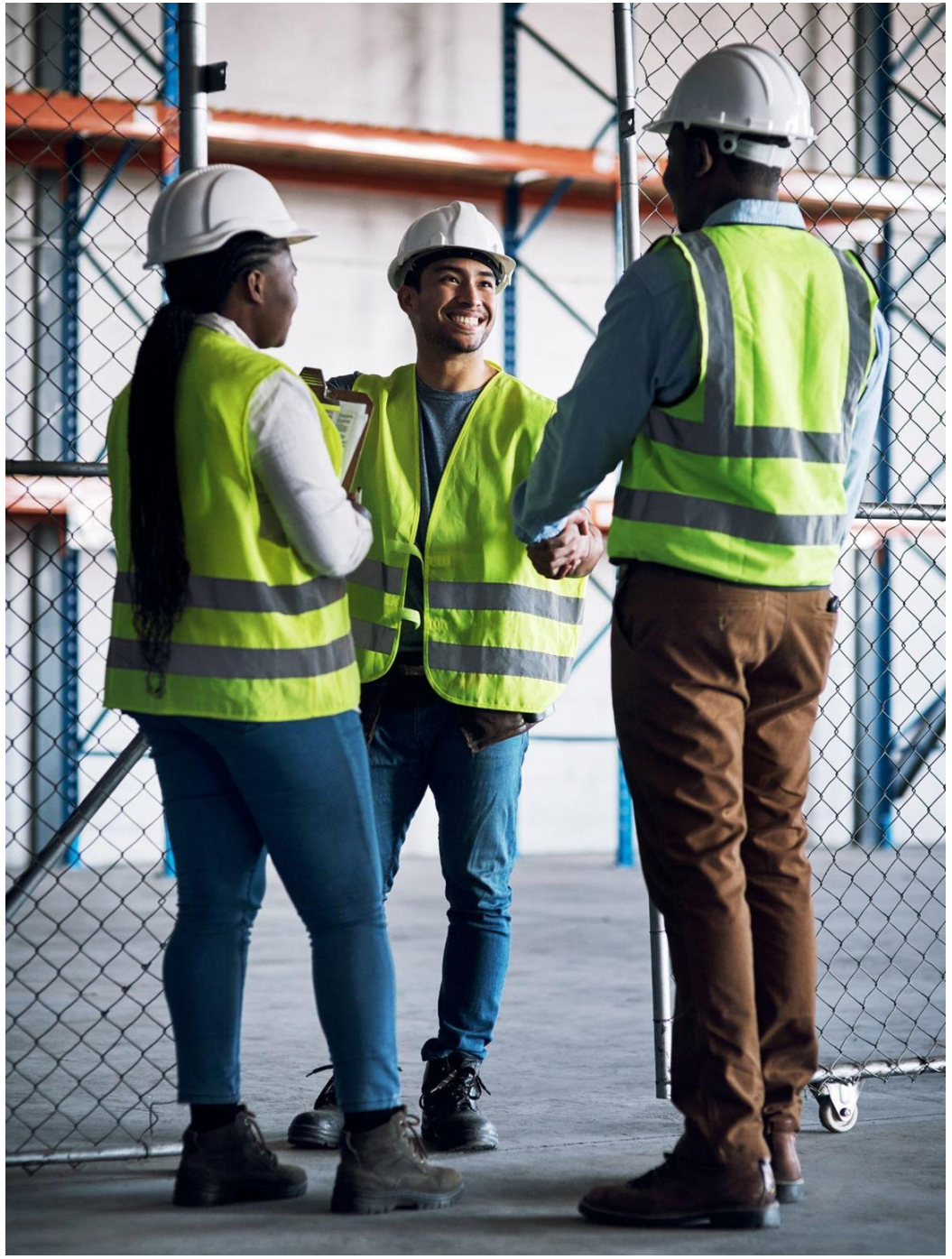
ACTIONS

- behaviors
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Summary

- We Need to Talk about Bruno
- Don’t frame the HOP Principles as the problem
- Psychological safety allows for Employee Feedback
- Find the gaps first, incorporate learning from the beginning
- Use a different lens, or the Human Factors Framework
- Stop Collaborate and Listen



Thank You for Attending Today's Presentation!

To learn more about developing **Tools for your HOP Implementation,** scan the QR code for a selection of resources.

safestart.com/cp4



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