

Clutter to Confidence: Clutter to Confidence: Housekeeping Fuels Safety & Trust

SWIFT
NIAGARA FALLS SEPT 22-25 2025

September 25, 2025
14:30-15:15

Speakers:

Graham Smith (YYZ – Manager, Apron Maintenance)

Fawad Hassan (YVR– Manager, Airfield Maintenance)

Marcelo Cabral (YVR – Program Specialist, SMS)

Agenda

- a) **Building a Safer Airside Together: Collaboration, Housekeeping, and Community FOD Walks at:**
 - GTAA
 - YVRAA

- b) **Transforming Apron Culture and Reducing Ground Damage: A YVR Case Study in Trust and Safety Leadership**

What is the biggest challenge in implementing consistent safety protocols on the ground?

- a) Differences between airline/airport procedures
- b) Time pressures and operational demands
- c) Staff turnover and training gaps
- d) Resistance to cultural change

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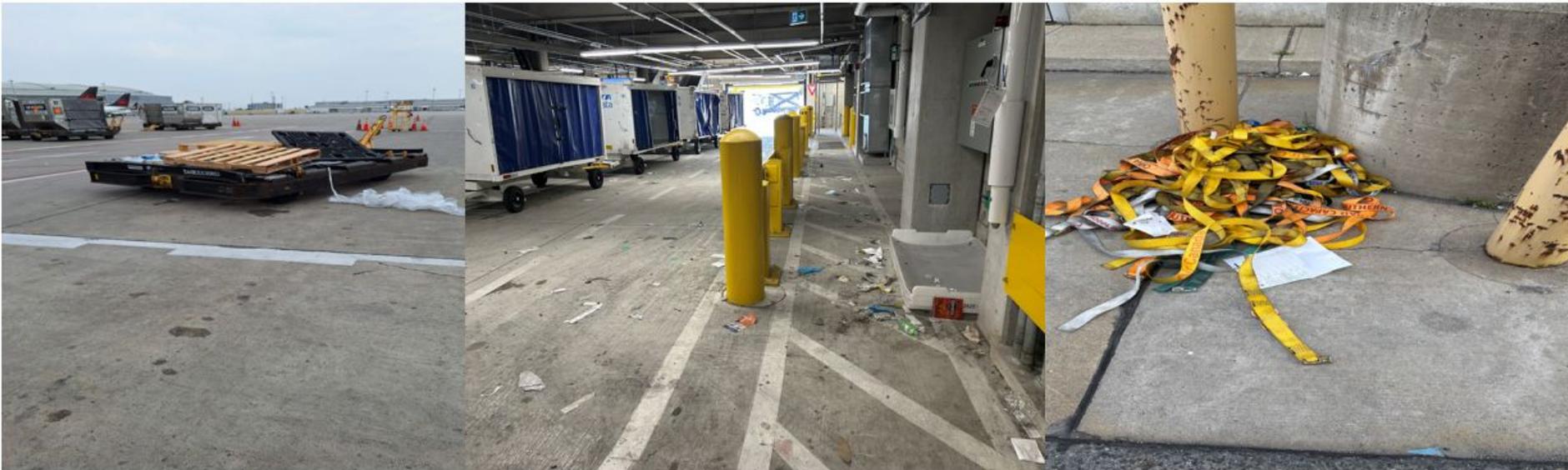


Building a Safer Airside Together: Collaboration, Housekeeping, and Community FOD Walks at GTAA

Presented by: Graham Smith

Collaboration with the Airlines and ground handlers at GTAA

- Paperwork and garbage left in the baggage rooms blow out onto the apron
- Skids/straps and plastic left on rolling stock or the ground and not returned to the warehouses



Collaboration with the Airlines and ground handlers at GTAA

- Cabin service garbage bags left on the ground can rip and attract wildlife
- Garbage left on GSE can potentially blow off onto the apron



House keeping at GTAA

- Coordinating a FOD blitz in the tenant parking spaces to clean
- Allows the removal of FOD from hard-to-reach places where it can accumulate



Airport Community FOD Walks at GTAA

- Occurs two times a year at YYZ. Hosted at T1 and T3
- Airport community engagement, lunch and prizes
- Airport partners to see it through our eyes



Which factor do you think most improves collaboration between airports and airlines on the apron?

- a) Clear communication channels
- b) Shared safety training
- c) Joint accountability for incidents
- d) Regular coordination meetings

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Building a Safer Airside Together: Collaboration, Housekeeping, and Community FOD Walks at YVR

Presented by: Fawad Hassan

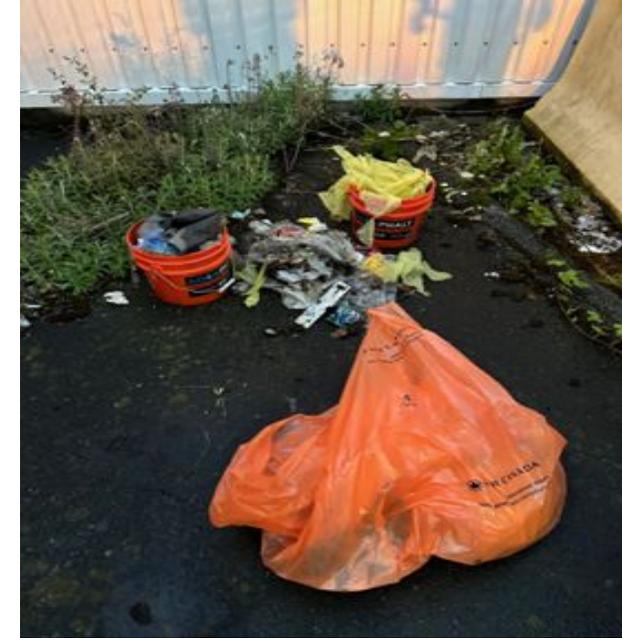
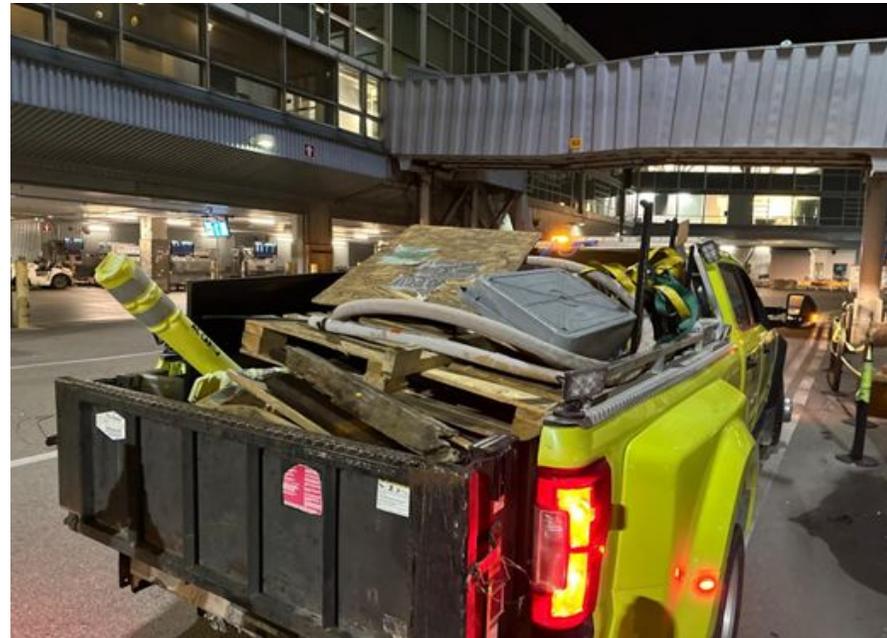
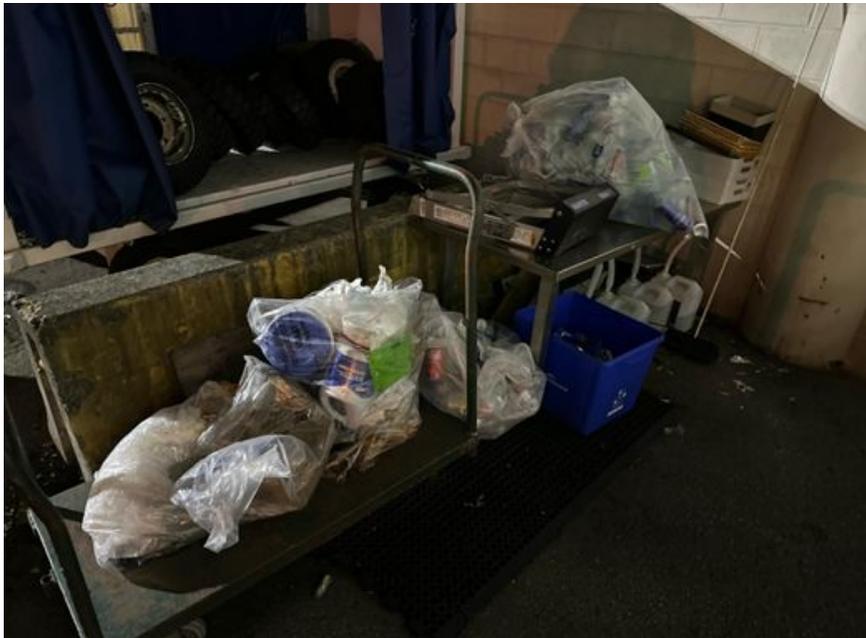
Collaborating with Airport Community at the ROC

- Bringing all stakeholders together for open communication
- Ensures shared ownership of apron challenges and solutions
- Identify challenges faced by operators and collaborate on solutions



FOD Blitz

- ❑ To remove debris and avoid equipment breakdowns and minimizing the chance of disruptions.
- ❑ Serves as a visible, hands-on campaign that keeps safety top-of-mind for everyone, and it also helps the airlines feel confident that their aircraft are being handled in a controlled, hazard-free environment.



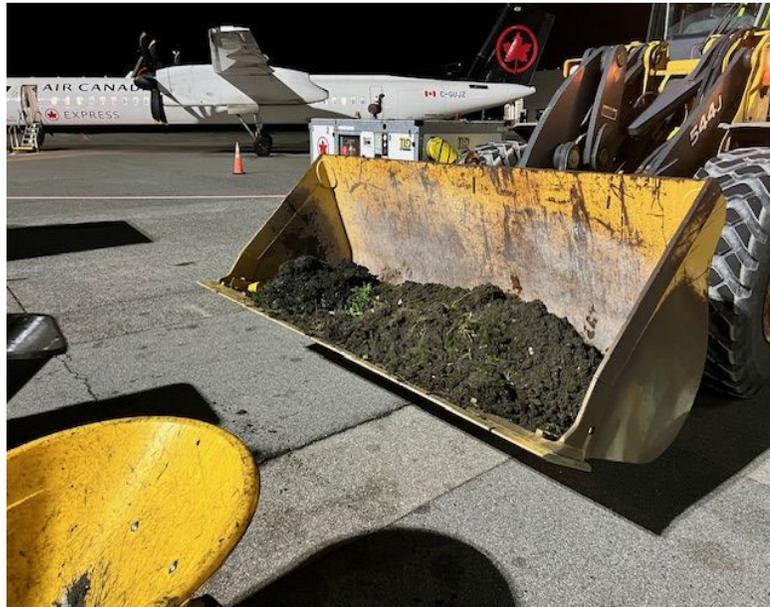
Cargo Apron

- Unserviceable equipment left behind along with FOD
- Potential is visible to cargo operators



Apron Cleanups

- Teams performing deep cleaning to enhance safety and protect pavement surfaces
- Clean well-maintained apron reflects professionalism and demonstrates commitment to high standards



How would you describe the current level of trust and collaboration between stakeholders in your ground operations?

- a) Very high – we work as one team
- b) Moderate – collaboration happens but inconsistently
- c) Low – silos and competing priorities dominate
- d) Not sure / varies across teams

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Transforming Apron Culture and Reducing Ground Damage: A YVR Case Study in Trust and Safety Leadership

Presented by: Marcelo Cabral

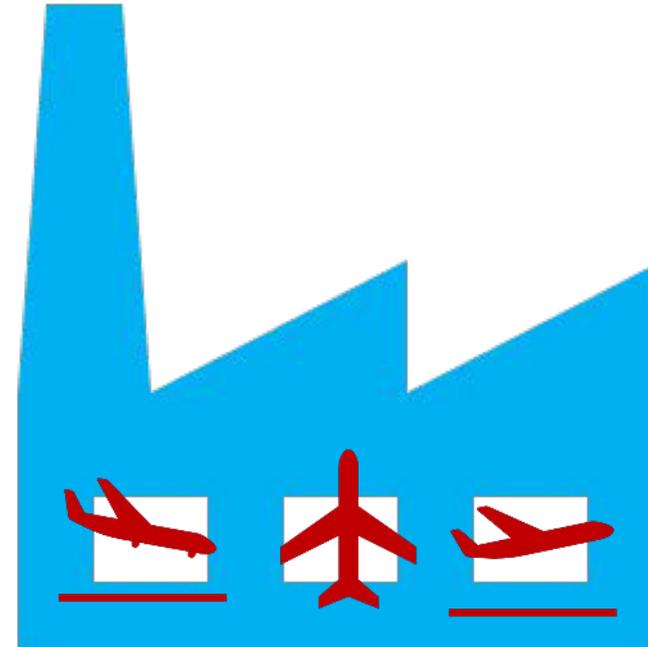
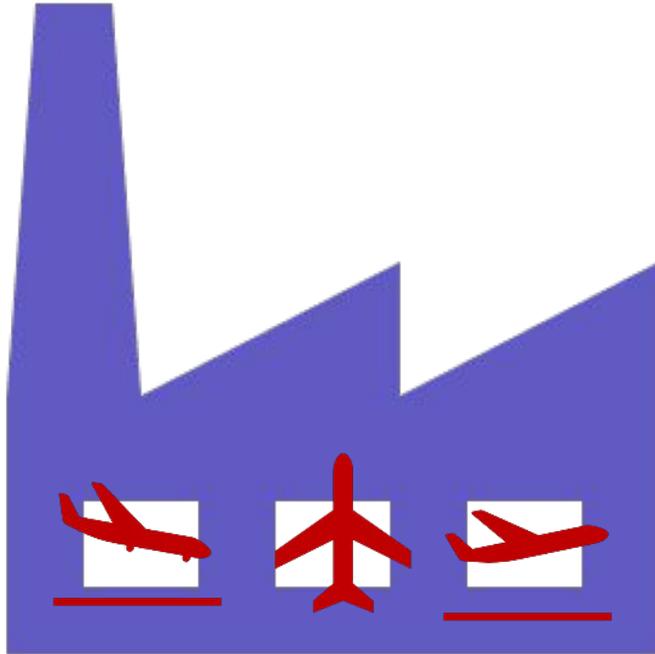
"Trust arrives walking, and leaves on horseback"

Dutch expression

Clutter to Confidence: Housekeeping Fuels Safety & Trust



Same Organization. Two Locations. Identical Operations and Policies.



Raise your hand

1. If you have SMS or an OHSMS in your organization?
2. If you think there is room to improve the safety culture that support your SMS or OHSMS?
3. If people in your organization rely on you for answers, guidance and directions?

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OPEN ACCESS

The role of trust in occupational safety: research results

Szymon Ordysiński

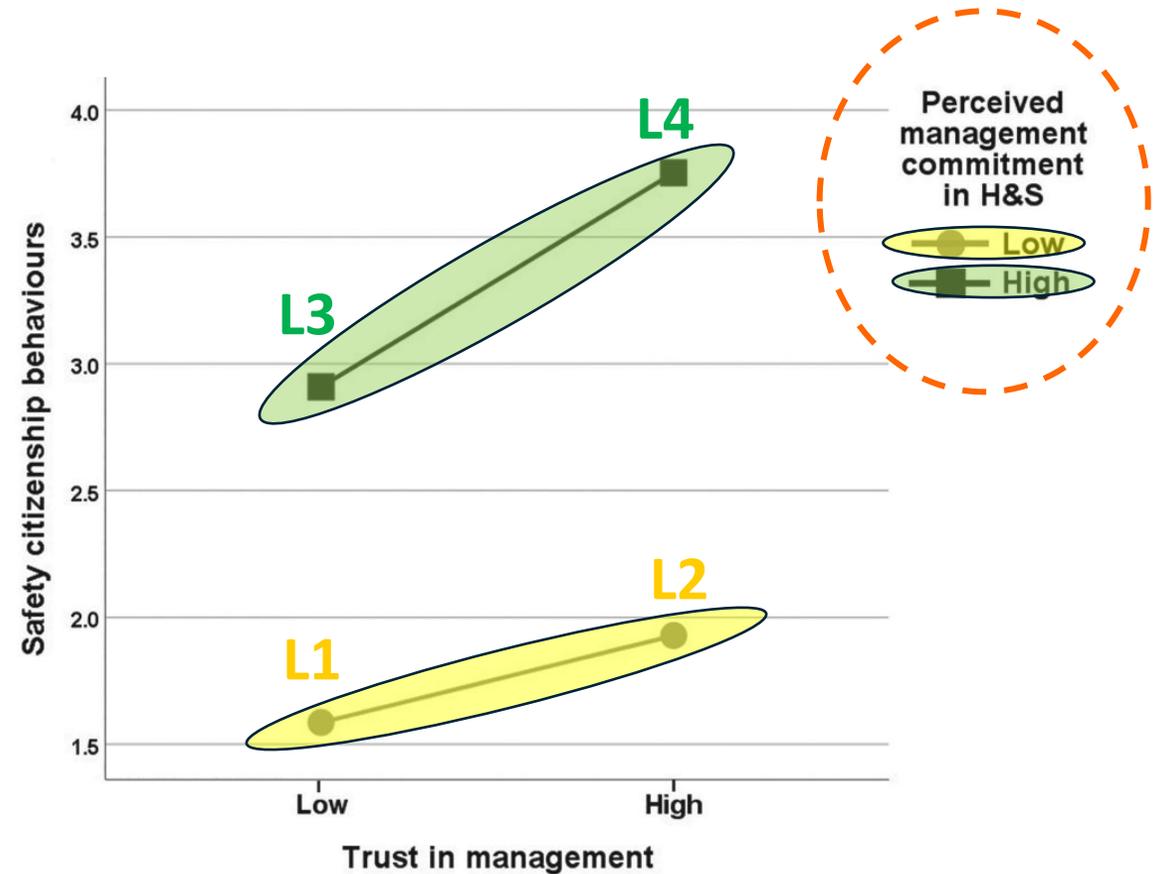
Central Institute for Labour Protection – National Research Institute (CIOP-PIB), Poland

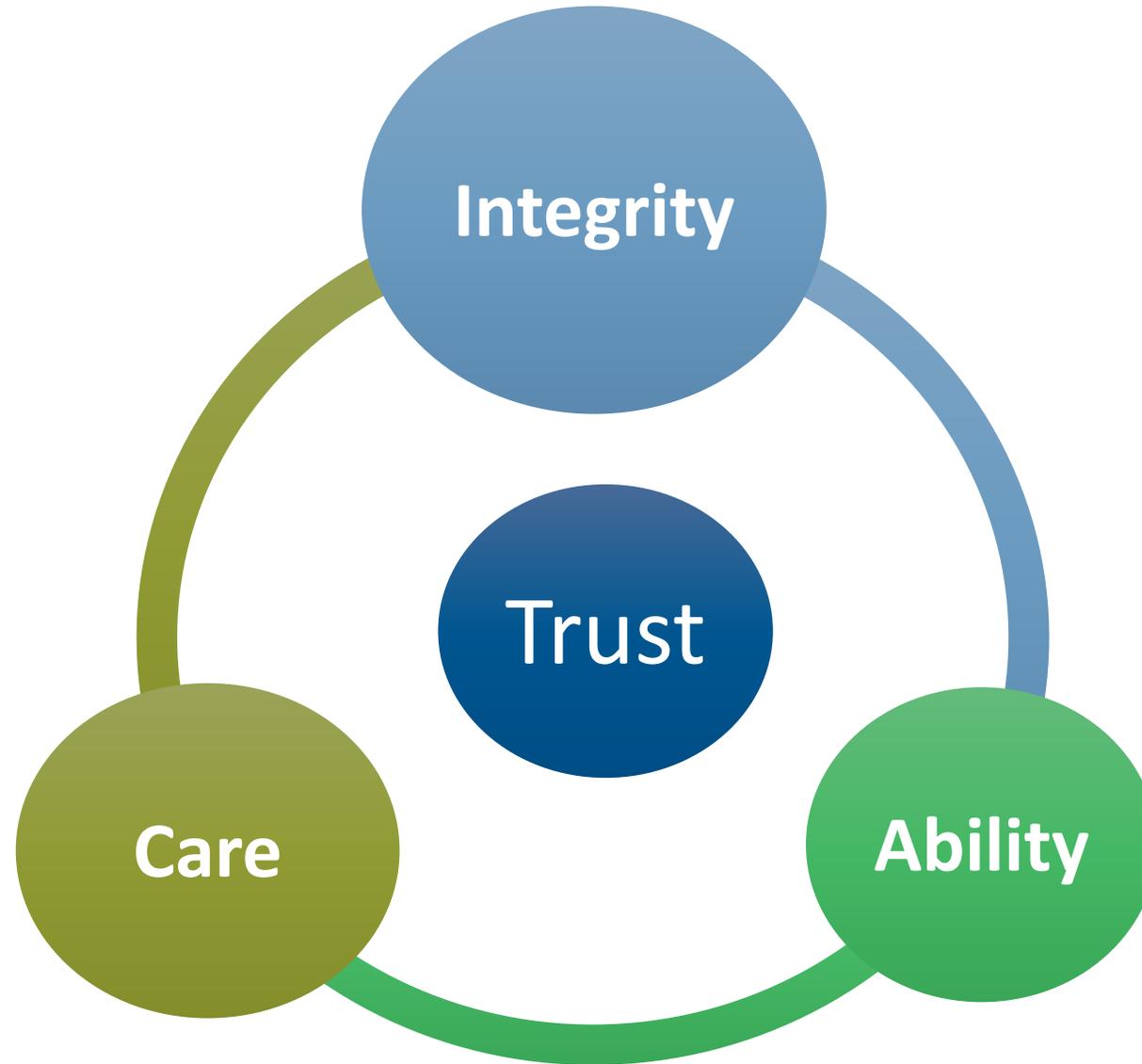
ABSTRACT

This article presents the concept and results of a study on the effects of organizational trust on the safety level in an enterprise. The research results presented provide valid and reliable statistical evidence that employees' trust in management is an important factor that significantly affects safety in a company. In particular, the research findings prove that employees' trust in management affects safety outcomes indirectly (full mediation), due to the improvement in their engagement in safety citizenship behaviour (SCB); but also that better engagement in SCB should directly or indirectly contribute to the reduction of accident event occurrence through improvement in employees' health and safety (H&S) regulation compliance (partial mediation). Moreover, the research findings prove that improvement in perceived management commitment in H&S will additionally strengthen positive relationships between trust in management and SCB engagement (interaction effect).

KEYWORDS

organizational trust; trust; safety; occupational safety; safety outcomes; accidents at work; compliance; management commitment



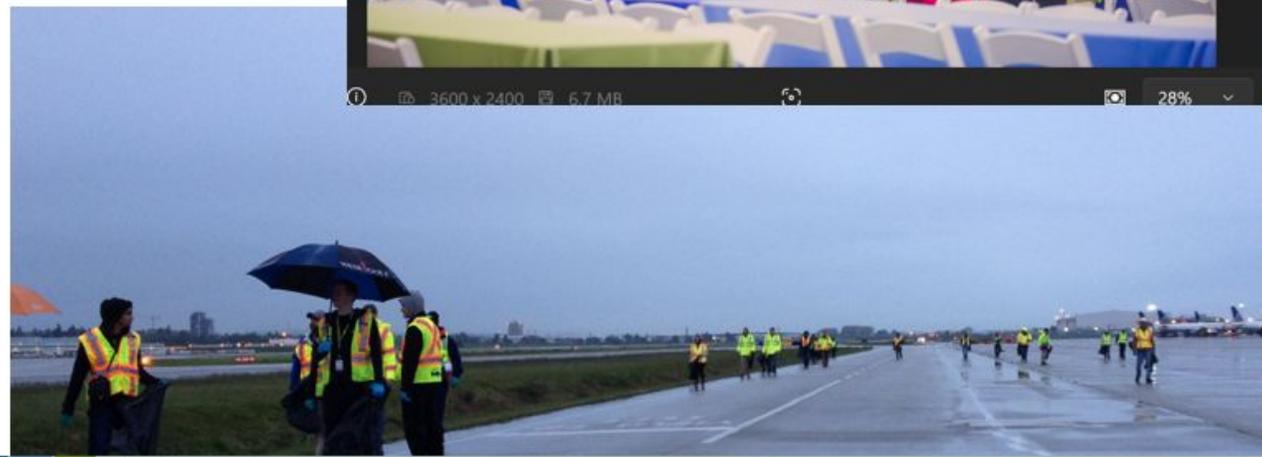
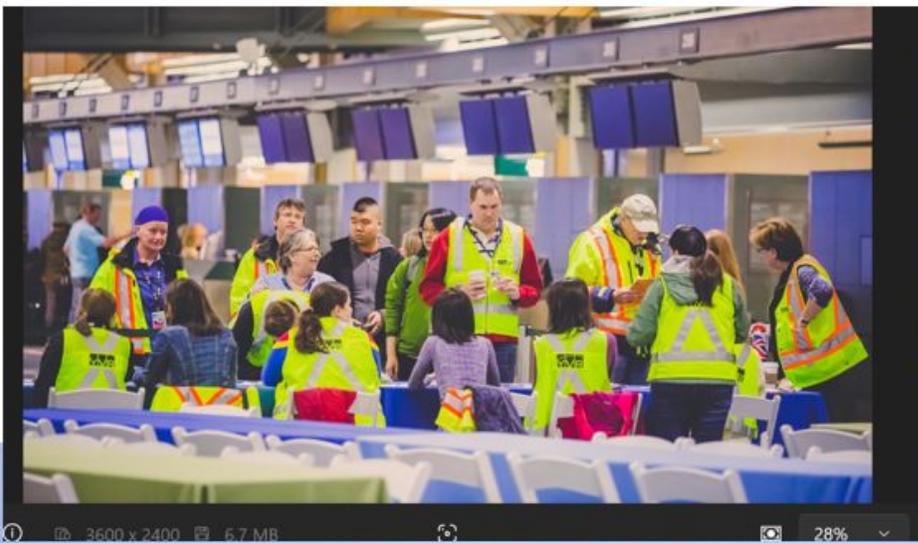


Model of trust is by Mayer et Al (1995)

Case study

Improving Safety Culture and Reducing number of Aircraft Ground Damage at the YVR Aprons

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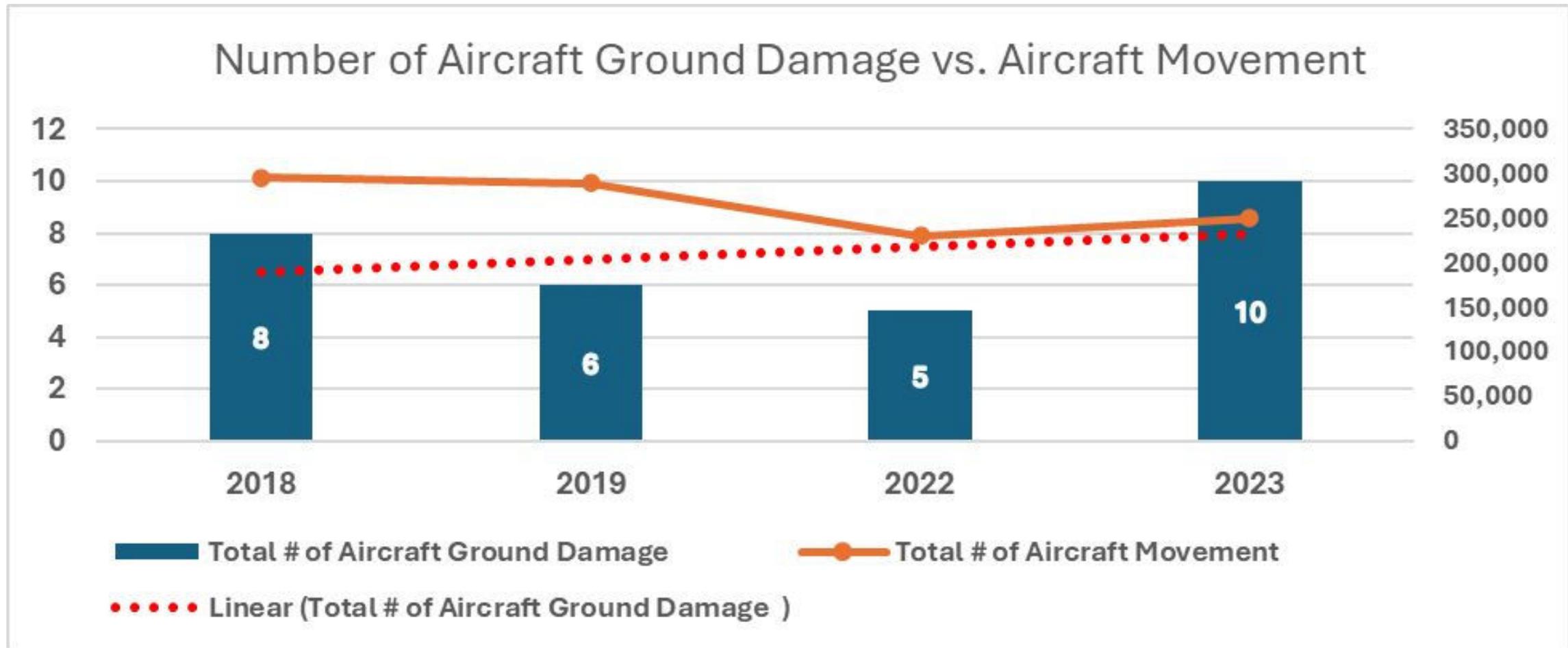


FOD Walk 2012

Registration List

Name	Organization	Contact	RAIC? Sp
210	RESERVED for SUDDEN SHOW-UP on DAY OF Waitlist		

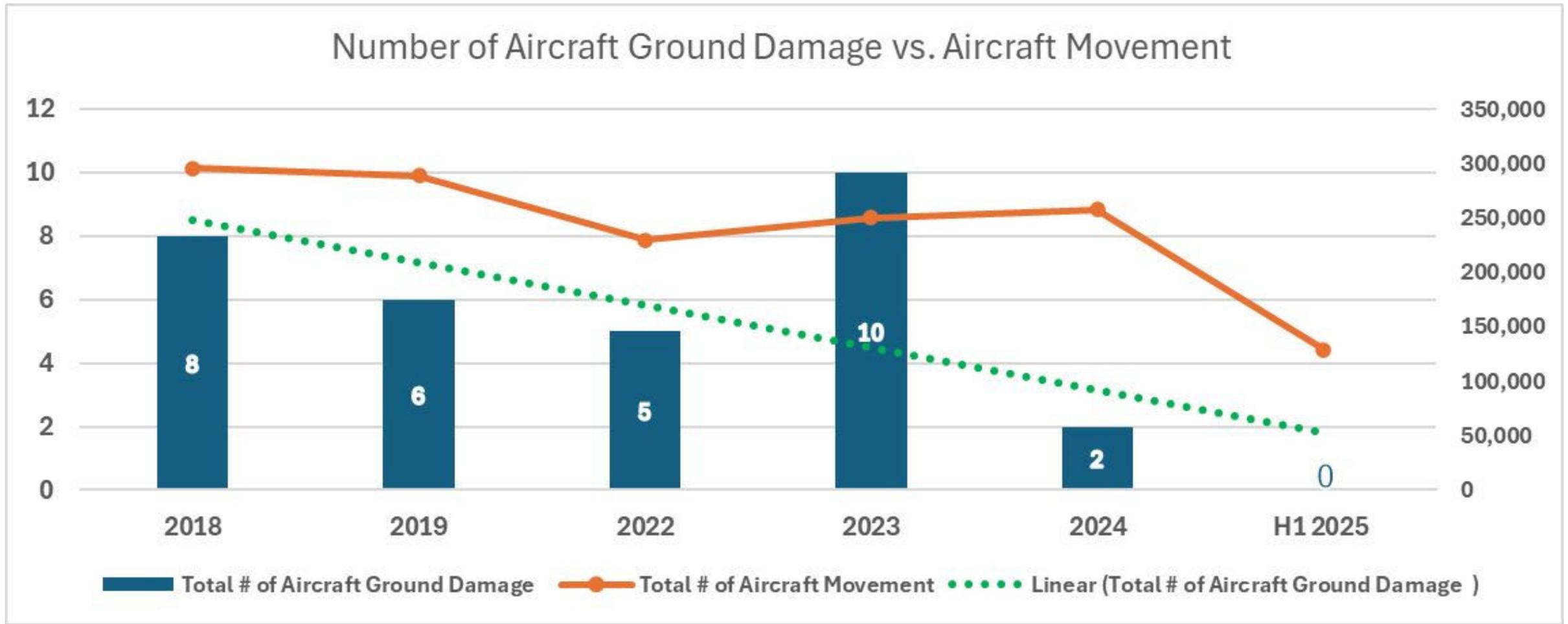




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Number of Aircraft Ground Damage vs. Aircraft Movement



H1 2025 as of June 30, 2025

Takeaways

- ❖ Daily opportunities (Language is powerful)
- ❖ Relationship Centre Leadership (Safety II, Safety Differently)
- ❖ KPIs (Talks, Survey)

Trust: Missing Piece(s) in the Safety Puzzle

Stacey M. Conchie,^{1*} Ian J. Donald,¹ and Paul J. Taylor¹

While trust is increasingly recognized as a factor that impacts on safety behavior, the exact nature of trust and its role in shaping organizational safety is poorly understood. This special issue contains six articles that examine the relationship between trust and safety behavior in a range of high-risk work contexts. The issue begins with two articles that introduce the complex nature of trust and the positive and negative roles that trust can play in shaping an organization's safety culture. This background is then developed by two articles that explore the role of trust and distrust in safety performance, and uncover a range of significant but often counterintuitive relationships between forms of trust and safe behavior. Finally, the issue concludes with two articles that examine the role that leadership may play in developing trust. These articles examine the conditions important for the development of trust in leaders, and the trust-promoting actions that leaders can employ to influence employees' engagement in safety participation.



Thank you! QA

Contact Information

Graham Smith

Email:

Graham.Smith@gtaa.com

Fawad Hassan

Email: Fawad_Hassan@yvr.ca

Marcelo Cabral

Email:

Marcelo_Cabral@vvr.ca

