

ROBERT ROY
PRESIDENT
THE MARITIME EMPLOYERS ASSOCIATION (MEA)



Robert Roy joined the MEA in November 2019. With over 20 years in the human capital industry, he has an extensive experience at corporate and field levels as well as consulting and operating HR transformational programs. Leading the full employee cycle, he is well versed in process reengineering and human resources.

Before joining the MEA, he provided expertise and support to customers in various industries, including high tech, manufacturing, and consumer goods.

His international work-related experience and exposure bring a global perspective of the complexity, challenges, and potential the globalization of the HR models can bring when trying to reengineer and implement structured HR services and tools.

His ability to synthesize complex problems enabling the client to articulate its vision and goal are an amalgam of work-related experience and the application of the skills he has integrated in helping organization transform. He successfully completed on August 2019 an MIT Certificate in Strategic planning and artificial intelligence.

Question 1 : Following your appointment, you mentioned that you have ambitious goals for the Maritime Employers Association (MEA). What are they?

Answer 1 : First, it is imperative that worker health and safety be among our prime concerns. People are more important than productivity and performance. Our workers must have a safe work environment where their health is taken into consideration. Our goal is

to get back to basics and ensure that workplace health and safety guidelines are applied throughout all terminals.

Since we play an advisory role vis-à-vis our members in this area, we work closely with them to ensure an exemplary work environment as concerns workplace health and safety.

Since spring 2020, one of our biggest projects has been MEA's technological transformation.



In the past, all MEA processes were carried out almost “manually” using systems and processes dating from more than 30 years ago. Since November 2021, operators give their estimates via the new human resources management system. In 2022, this new system will gradually replace all of the processes and communications tools available for our daily operations.

We have close to 2000 employees in the ports of Montréal, Contrecoeur, Trois-Rivières, Bécancour, Toronto and Hamilton, including Head Office, the Dispatch Centre and the Harbour Training Centre.

In addition to recruiting and training longshore workers and checkers, every day we deploy almost 1500 port workers in all of these ports.

Question 2 : Your career path has led you to implement and manage numerous technological projects. Your work at MEA is no exception. What projects are currently under way and how are they important for your organization?

Answer 2 : I have, in fact, been lucky enough to manage several organizational transformations through technological projects or by reengineering large-scale operational processes in Québec, Canada

and abroad.

I came to MEA more than 2 years ago with this experience and with the desire to innovate in a sector that may seem traditional seen from the outside but which, to my great surprise, is reinventing itself and innovating on every front. This is highly motivating for someone with a profile like mine.

A number of projects are under way and, already, with our partners Kezber and Kronos, we have developed new, cloud-based solutions for terminal operators, who can now order the number of employees they need for their day-to-day operations (along with the classifications required).

We have also implemented new tools for data analysis and business intelligence.

These improvements are already giving us better real-time access to data and enabling us to better analyze our business practices.

Question 3 : You began to promote the Galiléo management tool at the day-long Economic Smart Corridor event organized by the Québec government on November 16, 2021. How can this tool benefit the maritime industry as a whole and the logistics chain in Québec?



Answer 3 : As I mentioned previously, daily human resources planning and deployment is a huge management challenge. Every day is like a game of Tetris. We have to make sure there are enough workers, with the proper skills, in keeping with the provisions of the many collective agreements, to load and unload ships as quickly as possible. With a pool of more than 100 million inhabitants and the many companies that our activities serve, supply chain fluidity in Québec, Canada and the northeastern US depends on it.

One of the features specific to our industry is that we depend on Mother Nature. A storm can delay ships' arrivals by several days and good weather can make ships arrive early. In this very unpredictable environment, it is difficult to effectively plan worker deployment. These imperatives affect productivity as well as supply chain fluidity, since we are the cargo's point of arrival.

The Galiléo project puts workers – people - at the centre of supply chain operation. By enabling us to better predict ship arrivals, we can better plan, and consequently effectively deploy, the human resources needed for vessel loading and unloading.

Artificial intelligence makes it possible to predict the exact moment when the baton is passed to other links in the supply chain

relay. The other ships, trains and trucks can also more accurately predict when they can come to pick up the goods in question. All of these links will be able to greatly benefit from this new tool. Galiléo will improve supply chain fluidity and effectiveness since it will be more predictable from the very outset and will be fully integrated into tools like those of the Montréal Port Authority.

We are very proud of this project, developed in collaboration with Airudi and with the participation of SCALE AI and we are very excited to release the details related to it.

Question 4 : In the context of deployment of the Economic Smart Corridor presented by the Québec government, how, in your opinion, can integrating digital technology increase our maritime organizations' productivity?

Answer 4 : Deployment of the Economic Smart Corridor is an incredible opportunity for the maritime industry. We have a chance to become the most modern and high-performance industry in our sector on the planet. This is a terrific way to stand out.

As indicated earlier, I spent a great deal of my career implementing large-scale



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technological systems in order to modernize organizations and increase their effectiveness. New technologies are amazing optimization tools if they are implemented properly. Far from replacing people, they can improve workers' conditions, help them optimize their work and boost organizations' productivity and performance.

Integration is the key but collaboration is even more important. It is crucial that implementation be integrated throughout the industry; the danger is that each element performs well on its own, not as part of a whole.



ASSOCIATION DES EMPLOYEURS MARITIMES MARITIME EMPLOYERS ASSOCIATION

MEA is the employer of longshore workers and checkers. It negotiates and administers the collective agreements of its members. It recruits, trains and deploys labour in the ports of Montréal, Contrecoeur, Trois-Rivières, Bécancour, Hamilton and Toronto.

The organization also plays an advisory role regarding workplace health and safety.