
CAMO (Manpower adjustment committee)



ISSUE: Building on attracting new residents

ITINERARY 5C

Date: Thursday, September 12, 2013

Location: Théâtre de la Première Scène

PROMOTER and SPEAKER

Michèle Tardif, CLD - MRC du Granit

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Presentation of the issue:

Aging population, reduced workforce, youth exodus, distance from major centers, difficulty in finding employment for spouses, competition from firms in other regions (outdated compensation rates) and lack of interest in manufacturing jobs are the issues the MRC du Granit companies face increasingly, and that directly influence its economic and social development. How to reverse the trend and mobilize an entire region to promote the attraction and retention of the workforce? That is the CAMO Mégantic objective.

Project description:

CAMO is a project for regional mobilization, raising awareness with the businesses and promoting the region to attract and retain the workforce required to meet the anticipated shortages.

Created in 2009, following the manufacturing diagnosis and the identification of the issue on the scarcity of labor, the CAMO committee was created by the Table des partenaires du Granit, which groups all the organizations and development partners of the MRC.

CAMO's objective: attraction and retention of the workforce through a comprehensive action plan, to provide an attractive workplace and living environment.

Employment, training, welcoming and integration of the newcomers, communication plan, proximity services, social network and recreational activities are all areas of development and projects owned by the different partners, working in cooperation and partnership to maximize the resources. Teamwork across an entire region.

CAMO's mandates: issue a status report (focus groups), implement an action plan, ensure cooperation with the community.

The key elements to remember according to the promoter and speaker:

- form the CAMO committee with members from the Table des partenaires;
- submit quarterly status reports to the Table des partenaires;
- create specific working sub-committees with participants from other organizations (human resources);
- action plan tailored to the realities of the region: develop a commitment statement, keeping in mind that "employment attracts, but that the community retains." Eight themes were selected: commercial offering, infrastructure, child care, immigration and newcomers, dynamic use of the land, employment/training, recreation/culture, tourism;
- while implementing the action plan, promote mobilization, cooperation and communication (Table des partenaires, employers, organizations, elected officials), establish a trusted environment, and ensure proper monitoring of the communication plan. Take the time... one step at a time (make adjustments based upon the constraints/priorities, identify the project "champions", promote the newcomers welcoming policies, promote a brand);
- promote externally and publicize "the commitment" to the audiences likely to be interested.

RESEARCHER

The summary of the presentation by Patrice Leblanc, UQAT, is presented in a separate document. [Click here to view.](#)

QUESTION PERIOD

Q.: Did you draw a clear picture of the human resources tools available for the businesses?

A. (Michèle Tardif): This was not done. However, a self-diagnostic tool (website) was developed and made available to the companies interested. Following a basic individual diagnosis, the tool offers a series of human-resource management "best practices" and helps companies find their strengths and areas for improvement. Some meetings were planned, but the targeted companies did not answer the invitation.

Q.: Have you thought about a specific strategy to attract immigrants? Is this clientele targeted?

A. (Michèle Tardif): CAMO targets anyone who would like to settle in the region. We have observed that it is very difficult to integrate into a close-knit community, and this is even more difficult for immigrants.

Q.: Does de CSSS (Health and social services center) have its own plan to attract labor, do they have a seat on the CAMO committee?

A. (Michèle Tardif): The CSSS is not part of the committee, but we are in constant communication with them.

A. (Nathalie Bocquet): The CSSS and several companies were contacted and have contributed many solutions and ideas of "good practice" that have been integrated into the diagnostic tool.

Q.: Are the municipalities stakeholders within CAMO?

A. (Michèle Tardif): The CAMO committee is currently working to build tools that will be offered to the municipalities, in order to have a common language.

Q.: The commercial offering is part of the CAMO action plan, why is that?

A. (Michèle Tardif): It is very important to have a balanced commercial offering and to maintain it. This is a critical factor for the retention of newcomers. Because of the disaster, we have to accept the loss of our city center's business structure, and that it must be rebuilt. Several unknown factors prevent us from acting quickly, but the development organizations will make sure the offer is as comprehensive as it was before.