

2015-2016 ANNUAL REPORT

SCHOOL EXECUTIVES ARE AN ESSENTIAL PART OF QUEBEC'S EDUCATION SYSTEM

MISSION

The Association québécoise des cadres scolaires (AQCS) brings together, protects, supports, informs and represents school executives from Quebec's education system.

AN ASSOCIATION THAT SERVICES ITS MEMBERS

The AQCS has the best resources to support school executives in the various aspects of their work, offers them highlevel skills development sessions, informs and advises them on work relations and represents them among decision-makers of the education system.

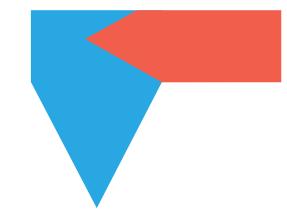


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INTRODUCTION

2015-2016 BOARD OF DIRECTORS



ANDRÉ LACHAPELLE President (until June 9, 2016) Acting Vice-President (since June 10, 2016)

School Principle Hauts-Cantons SB



ANNE LEDOUX Vice-President (until June 9, 2016) Acting President (since June 10, 2016)

Director of the School Organization Service Des Patriotes SB



JEAN-FRANÇOIS LUSSIER Treasurer

Director of the Financial Resource, Material Resource and Transportation Service Portneuf SB



RÉMI ASSELIN
Professional Board College
Representative
(until December 2015)

Director of Information Technologies Marguerite-Bourgeoys SB



BRIGITTE BOUCHARD
Professional Relations Committee
Representative
(until June 9, 2016)

Director of the Human Resource Service Des Découvreurs SB



LYNE ROBICHAUD
Administrator

School Principle Montreal SB



MARIO CHAMPAGNE Professional Board College Representative (since January 2016)

Director of the General Secretariat and Communication Service

Des Hautes-Rivières SB



YVES TRUDEAU Administrator and CPCG President

School Administration Manager Des Patriotes SB



JEAN-FRANÇOIS PARENT Executive Director Association québécoise des cadres scolaires

WORD FROM THE PRESIDENT

"Go back to your work again."

Nicolas Boileau



Acting President from June 10-30, 2016



President from July 1, 2015 to June 10, 2016

We are pleased to present the Association québécoise des cadres scolaires' 2015-2016 Annual Report.

Indeed, during our June 2016 general assembly, I announced my intention not to request another mandate. Thus, Mrs. Anne Ledoux, Vice-President, accepted the acting position until the election of a new president at the October 2016 general assembly.

This year, the AQCS was mainly mobilized by the following issues: Bill 86 and 105, the preparation and revision of the Regulation on the work conditions of school board executives, negotiations dealing with the Pension Plan of Management Personnel (PPMP), the 2016 Convention and the Association's digital shift.

Bill 86, this year's priority

In terms of bills, we carried out many consultations and set up an Education Act (EA) Committee to draft briefs and take political steps that reflect the positions of members. Moreover, we are very grateful for all those who gave of their time and ideas, which allowed us to promote the expertise and knowhow of executives.

On December 4, 2015, Minister François Blais introduced Bill 86 amending the organization and governance of school boards, bringing schools closer to decision-making bodies and ensuring the presence of parents among school board decision-makers.

The examination of this bill and the preparation and presentation of the brief mobilized the Association's lifeblood as it was significantly changing the school board system.

We created the EA Committee and launched a major consultation among members to draft a brief that clearly translates our thoughts and positions, namely to respect the expertise and global view of school executives.

By trying to eliminate school democracy while bringing schools closer to decision-making bodies, the Bill was severely criticized by numerous stakeholders.

Named Minister of Education, Recreation and Sports after the departure of Pierre Moreau, Sébastien Proulx examined all briefs, including ours, and decided to abandon Bill 86 and replace it by Bill 105, which was more likely to reach consensus.

Continued efforts for Bill 105

Work on this bill has already begun. We are pursuing our efforts and representations to convince the government of the importance of appointing service executives to the Resource Allocation Committee (CRR), a linchpin of the reform that this bill will bring to the Education Act.

Work relations, in preparation for the amendment of the Regulation and Pension Plan of Management Personnel (PPMP) in 2016-2017

The work relations team made some progress in various files to position the AQCS favourably during future discussions on our salary, work conditions and sustainability of the PPMP, our pension plan:

- a study on the salary structure of school executives conducted by Morneau Shepell shows the wage gap for category 5 and 6 school executives;
- the creation of a taskforce dealing with the PPMP;

- relaunch of the Centre Management Personnel Committee (CPDC) to work in a cohesive way with other executive associations;
- analysis and revision of the Regulation, which will be updated in 2017;
- a survey to document the function plurality phenomenon that is growing especially since the recent budget cuts have been made.

A very successful 2016 Convention

We would like to thank the Convention Committee and permanent staff for the presentation of a convention rich in content and initiatives. The conferences and workshops under the theme *Experts en action* were very much appreciated by the 400 participants.

Digital commitment

Wishing to be as responsive as possible to its members' needs, the Association has decided to invest in digitization. The AQCS is thus looking to simplify and facilitate member access to its services in just a few clicks.

While refreshing its website, the AQCS added many new services:

- the possibility for members to choose their own password;
- a member directory accessible by member name, professional board, section or school board;
- a context menu facilitating profile updates;
- the possibility for members to join the professional boards of their choice;
- automation of the membership process by the section chairs;
- an electronic welcome kit for new members;
- updating of the registration system for the skills-building sessions allowing participants to add their function on their roundel themselves.

A new Executive Director

Jean-François Parent was named Executive Director for the Association and took office on January 8, 2016.

The AQCS is delighted to be able to count on the dynamism and vast experience of Mr. Parent who was an AQCS member since 2001 and part of the BOD from 2009 to 2014.

Heartfelt thanks

As the year ends, I would like to testify to the incredible commitment of the members of the BOD, section boards, professional board councils, Professional Relations Committee and EA Committee. We would also like to express our most heartfelt thanks to the Executive Director and head office personnel who make sure to provide members with the best quality service.

These people help AQCS to be a dynamic, well-structured and mobilized association that provides quick and transparent information, speaks on your behalf with a strong and unified voice and supports you in your work relations and professional development as well as in terms of public and government affairs.

We invite you to read the annual report to assess the challenges and accomplishments of your Association.

André Lachapelle

President from July 1, 2015 to June 10, 2016

Anne Ledoux,

Acting President since June 10, 2016



SERVICES TO MEMBERS

2,198 members 56% women 44% men

WORK RELATIONS

PPMP: Ongoing talks between the government and executive associations

The end of the 2015-2016 school year coincided with the resumption of talks between the Treasury Board Secretariat (TBS) and executive associations (RACAR and CERA) regarding the Pension Plan for Management Personnel (PPMP).

Discussions dealt with the extension, in 2017, of the agreement on the funding and contribution rate of the PPMP. It is important to recall that as part of this agreement signed in 2012, executives accepted to reduce plan benefits in exchange for payment of financial compensation by the government, thus allowing for the limitation of the contribution rate between 2012 and 2016.

Let us stress that because of negotiations regarding the Government and Public Employees Retirement Plan (RREGOP), executives and the government had suspended their work on the future of the PPMP. The deadline initially planned for application is 2017.

That said, in order to give us time to examine the scenarios that are likely to rectify the structural shortcomings of the regime, the parties agreed to extend the agreement on PPMP funding in 2017, in the context in which this rate should be approximately 20% without payment of compensation by the government.

Revision of the Regulation on the work conditions of school executives

Four discussions were held between association and management representatives (ministry and school boards) as part of the efforts to review the Regulation on the work conditions of school executives. All regulatory amendments sought by the parties were discussed. Requests common to the associations were stonewalled by the ministry, some were welcomed, while others will have to be discussed in further detail.

As for the issue surrounding the reduction of the pay gap between the executives, and other staff members and given the budgetary challenge specific to this matter, the Minister of Education and Higher Education is still waiting for a mandate from the Treasury Board Secretariat (SCT). Moreover, we are told that the SCT wants to deal with the matter of renewing the work conditions for all government officials from an "overall compensation" standpoint, without being able to specify the scope of such an approach however.

Other than the matter of the wage gap and restructuring of the salary scales surrounding this issue, the AQCS has prioritized the moonlighting situations that have become more and more frequent over the last few years as well as the uniform application of the wage protection process for all school executives, including service executives.

In preparation for the talks that must continue as of September 2016, the associations met on June 28 to take stock, determine their priorities and the bases for the relaunch of future discussions.

Group insurance

Continued increase in the growth and costs of medications leads to recurrent annual increases in premiums for the group insurance plan (accident/illness). Let us recall that the premium percentage linked to medications on the total premium of mandatory group insurance plans (life, accident/illness, long-term disability benefits) increased from 34% in 2000 to 57% in 2015. Furthermore, forecasts regarding medication intake point to a significant increase in plan costs for active and retired executives. Let us mention that the latter saw their accident/illness insurance premium increase by 19% in 2016.

Faced with the fact that drug costs are

increasing significantly and that drugs are being used more and more frequently, executive associations and the government reflected on how to better manage drug costs.

We should find out where the RACAR's general assembly stands with regards to this issue in the fall, prior to the bidding for the renewal of the insurer that will be selected to administer the group insurance contract.

Regarding the group insurance plan for retired executives, discussions are ongoing to find solutions that would allow for the reduction of costs incurred by executives until the age of 65, at which time they can join the Quebec Prescription Drug Insurance Plan.

Survey on the wage of school executives and the wage compression phenomenon

Amidst the work we have been conducting over the last few years on the reduction of wage gaps between the managerial staff and the other staff members, executive associations further documented this phenomenon by calling on the service of Morneau Shepell, a firm specialized in compensation.

From the evaluation of the jobs in the various categories of school board personnel, the Morneau Shepell study clearly demonstrated the wage gap reduction issue between the managerial staff and the other staff members. According to the results of this study, the maximum wages of the salary scales applicable to school executives must be revised upwards to restore internal equity in the compensation paid to the various staff members.

Backed by these results, the associations pursue their representations to ensure reasonable compensation for their members, with their responsibilities in mind.

Staff management consultants: more than non-unionized professionals

The AQCS has, for many years, been well aware that staff management consultants (SMCs) take on management responsibilities without it actually being reflected on their paycheck. Let us recall that the executive classification plan provides for a unique class 4 for SMCs whose salary scale is slightly higher than that of the professional staff. Yet, SMCs claim to be taking on management responsibilities, as per their job description, without receiving adequate pay for them.

A job analysis consultant hired by the AQCS actually agreed with them following an evaluation conducted using a sample of ten SMC jobs. Based on the evaluation work completed, it appears that all participants should be placed in classes 5 or 6, depending on whether the position is evaluated as a SMC or coordinator.

These results will feed discussions between the association and management representatives on the wage structure of executives, which will resume in the fall of 2016.

2015-2016 SECTION VISITS

Work Relations Service

Date	Section
September 23, 2015	Yamaska
November 12, 2015	Laval
November 17, 2015	Capitale
December 1, 2015	Découvreurs
December 1, 2015	Montréal
February 16, 2016	Rivière-du-Nord
February 16, 2016	Lanaudière
February 17, 2016	Pointe-de-l'Île
February 18, 2016	Golfe
March 15, 2016	Navigateurs
March 17, 2016	Beauce-Etchemin
March 30, 2016	Pointe-de-l'Île
May 5, 2016	Estuaire
May 5, 2016	Côte-du-Sud
May 5, 2016	Montréal
May 5, 2016	Outaouais
May 11, 2016	Lanaudière
May 12, 2016	Estrie
May 18, 2016	Centre-du-Québec
May 19, 2016	Deux-Rives
June 1, 2016	Rivière-du-Nord
June 29, 2016	Pointe-de-l'Île



PROFESSIONAL DEVELOPMENT

The 2016 Convention, an excellent time to get informed and discuss

Entitled *Experts en action*, this convention brought together nearly 400 school executives from April 6-8, 2016. Participants sought information that would allow them to develop their expertise, enhance their skills, improve their abilities and learn how to communicate effectively. Participating members mainly appreciated the quality of the content of the conferences, workshops and Trade Show.

Three renowned speakers

- René Villemure
 Comprendre l'éthique et les valeurs
- Nicole Simard
 Experts en communication dans un contexte de gestion
- Rémi Tremblay
 Apprendre à discerner

Quality workshops

Members of the PB of Transportation Services, Human Resource Services, Educational Services, School Organization and Anglophone group preferred the partnership approach for their annual skills development sessions.

Twenty-five quality workshops and five information clinics on various products and services offered by partners were presented.

Quebec School Management Week – October 19, 2015

The AQCS is a partner of the *Quebec School Management Week*. This event was held on October 19, 2015, at Godefroy Inn in Bécancour.

A few AQCS members participated in the conference day to strengthen their ties with school management from other associations and pursue their collaborative efforts.

2016 Recognition Award

The AQCS Recognition Award was given to Francine Lamontagne, Assistant Administrative Director at the Centre de formation professionnelle Jonquière. Mrs. Lamontagne is

very much appreciated by her school board and is an active AQCS member.

As President of the De La Jonquière

section and President of the Professional Board of School Administrative Services (CPSAÉ), Mrs. Lamontagne always wants to get to the bottom of things to help people out regardless of the situation.

She played a major role in honouring the members of her professional board by changing their title from administrative assistant to school administrative manager and their class, which increased their wage scale.

The AQCS would also like to thank the four nominees for their incredible commitment to the Association.

André Barrette

Director of the General Secretariat and Communication Services — Des Trois-Lacs SB

Bernard Boulé

Assistant Director, Centre d'études professionnelles Saint-Jérôme — De la Rivière-du-Nord SB

Sandra Coulombe

Coordinator of the Human Resource Services — Du Chemin-du-Roy SB

Joël Thériault

Superintendant of the Administrative Services — Des Samares SB

Professional Board College (CCP) work

In 2015-2016, the CCP met three times. As part of these meetings, the work of CCP members dealt more specifically with the following elements:

- revision of the professional board policy;
- adoption of a work plan for 2016-2017 and implementation of work committees linked to the directions identified to them;
- discussions on directions in terms of the professional development of school executives;
- training needs analysis conducted among AQCS members.

We would also like to thank all CCP members for their commitment and contribution to the professional development of executives. The sense of belonging and cooperation established during the year favoured quality constructive discussions that help to highlight and develop the expertise of school executives.

Notices and briefs

The AQCS would like to thank the professional boards that produced and presented four notices and briefs in 2015-2016.

2016-06	AQCS notice regarding the 2016-2017 budgetary rule project (CPSRF) – Read the notice	
2016-03	Complementary services for students with special needs in general adult education and vocational training As part of its announcement on educational reinvestment, the AQCS requests dedicating some envelopes to youth support so that they can obtain the support needed to succeed. Read the notice	
2016-03	AQCS brief on Bill 86 In this brief on Bill 86, Act amending the organization and governance of school boards, the AQCS salute	
2015-07	AQCS notice — Amendment to the Education Act (CPSSGC-CPSÉ) Members of the PB of General Secretariat and Communication Services drafted and presented the Minister of Education with a notice suggesting a new distribution of powers within school boards before tabling a bill amending the EA. Read the notice	

ASSESSMENT OF THE WORK COMPLETED BY THE PROFESSIONAL BOARDS

The professional boards (PBs) bring together members of the same activity sector.

Their role is to promote the professional interests of members, favour discussions, participate in the drafting of notices and briefs and serve on various committees.

PB of General, Vocational and Business Training

The PB of General, Vocational and Business Training (CPFGPE) entered into a partnership agreement with the Table des responsables de l'éducation des adultes et de la formation professionnelle des commissions scolaires du Québec (TRÉAQFP) to organize a joint conference. An organizing committee will be set up in the fall of 2016 to plan the very first CPFGPE-TRÉAQFP convention, which will be held May 4-5, 2017, at Lévis' Conference and Exhibit Centre.

PB of Material Resource Services

Study on the assessment of the management performance of Quebec's school properties

In the interests of assessing the management performance of school properties, the PB of Material Resource Services (CPSRM) and the Association québécoise des cadres scolaires asked the head of real estate at Ivanhoé Cambridge - ESG UQAM to update the reports produced by UQAM in 1999 and 2000. This study was mainly meant to account for the many changes that have occurred over the last decade.

Overall, all indicators showed more than adequate property management regarding an evolutionary framework that long, that is from 1999 to 2013. We also noticed that to our knowledge, only school boards can report longitudinal, reliable and comprehensive data.

The main results presented a positive portrait of property management activities and reporting capabilities by the heads of the school boards' material resource services, despite the school properties not being in very good condition overall.

Finally, let us remind everyone that the final report was presented by the CPSRM to the MEES who welcomed it.

Executive and Manager Development Committee (CPCG)

In October 2015, CPCG members learned that the subsidy paid by the Minister of Education for the development of school executives would be cut by 20%. The amount of \$283,267 granted in 2014-2015 would thus be reduced to \$226,667 in 2015-2016. Consequently, CPCG members decided to review the terms for the funding of development activities for executives in order to be able to support more of them.

Two measures were therefore adopted by the committee. The first aims to fund groups of 50 people or more (conferences or symposia). In this case, the CPCG paid \$100 to each participant for the first 100 participants and \$50 for the others. The second targets, more specifically, groups of less than 50 people (tailored skills development sessions). For this type of activity, an amount of \$80 per person is given for a training day while a sum of \$45 per participant is awarded for a half-day of training. Obviously, these changes called for a few modifications to the **National Plan**.

A few numbers regarding the CPCG

Amount refunded* Number of training	\$254,312 43
sessions	1 01 4
Total number of eligible persons	1,914
'	

^{* \$226,667 +} surplus from the previous year

Welcoming the new heads of sections and professional boards, as well as new PB board members — October 15, 2015

On October 15, 2015, some twenty people completed a training session whose objective was to inform participants on the operation and mission of the AQCS and their new role within the section or professional board.

2015-2016 SKILLS DEVELOPMENT SESSIONS

The professional boards organized four skills-building sessions this year as well as the AQCS Convention in April 2016. The latter brought together four professional boards and the Anglophone group. There were also two days of training.

DATES	CLIENTELES	THEMES	RI	EGISTRAT	TIONS
			AQCS MEMBERS	NON- MEMBERS	TOTAL
November 4 6, 2015	-PB of Material Resource Services (CPSRM) and				
	PB of School Administration Services (CPSAÉ)	Joignons nos forces Allons de l'avant!	139	24	163
	and PB of Procurement Services (CPSA)				
November 26, 2015	PB of General, Vocational and Business Training (CPFGPE)	Outils pour avancer; modèles pour vous aider.	51	2	53
March 9-11, 2016	PB of Financial Resource Services (CPSRF)	Préparer l'avenir de notre gestion!			
April 6-8, 2016	2016 AQCS Convention PB of Human Resource Services (CPSRH) PB of Transportation Services (CPST) PB of Educational Services (CPSÉ) PB of School Organization (CPOS) Anglophone group	Experts en action!	120	36	156
April 13-15, 2016	PB of Information Technologies (CPTI)	Gérer autrement et efficacement en contexte de changement, oui c'est possible!	50	1	51
April 20-22, 2016	PB of General Secretariat and Communication Services (CPSSGC)	Créateur de fierté dans le changement.	64	11	75
April 29, 201	6Purchasing groups	Journée sur les achats regroupés en milieu scolaire	50	18	68

2015-2016 section activities

DATE OF ACTIVITY	SECTION	TITLE OF ACTIVITY
2015-08-20	English-Montreal	Guiding the Way Towards Tomorrow
2015-08-21	Patriotes-Riverside	Leadership During Times of Difficult Changes
2015-10-15	Outaouais	Comment favoriser le travail d'équipe pour être plus efficace
2015-10-21	Deux-Rives	Pourquoi P.A.S. devenir un leader d'exception
2015-11-19	Outaouais	Gérer les personnes aux traits de personnalité particuliers
2015-11-27	Patriotes-Riverside	Maitriser votre temps, gestion et classement avec Outlook
2015-12-03	Côte-du-Sud	Le courage de dire — Savoir communiquer sans démobiliser, même en contexte difficile
2015-12-03	Mauricie	Comment performer comme gestionnaire
2016-01-14	Marie-Victorin	Être un leader, mobilisateur dans la turbulence
2016-01-21	Pierre-Neveu	Gérer des situations complexes impliquant des employés à défis
2016-01-28	Val-des-Cerfs	La communication
2016-02-19	Golfe	Gestion efficace du temps et des priorités pour cadres et gérants
2016-03-16	De La Jonquière	Finalité et influence. Quelles sont les stratégies à ma portée?
2016-04-13	Premières-Seigneuries	L'approche <i>LEAN</i> en éducation
2016-04-19	Îles	Gestion efficace du temps, des activités et des priorités.
2016-05-20	Rives-du-Saguenay	Allier mieux-être au travail par la présence attentive

COMMUNICATIONS

In the spirit of meeting the needs of its members and improving the services it offers, the AQCS revamped its website and implemented various digital services.

Revamping of the website

In January 2016, the AQCS launched a new website. Its visual, navigation, architecture and content were reviewed and completely revamped for consultation with a smartphone and tablet in addition to desktop computers.

It allows members to access all public information and information reserved to members at a glance and consult and update their member profile.

More than 5,000 monthly visits

The site presents a more efficient search engine, better integration of social

media and topics that specifically address professional boards and work conditions.

Renewal of InformAQCS

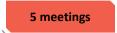
Improvement of the *InformAQCS* newsletter both visually and in the

29 publications

way it is distributed to members to optimize transmission delays and the accuracy of statistics.

Creation of a Communication Committee

Amidst the presentation of the brief on Bill 86, the AQCS created a new Communication Committee



whose mandate is to sound out the professional boards on the AQCS' communication issues. This

committee is also called to counsel it on its communication strategies.

Support for the different bodies

The communication service supported the committees and professional boards in such a way as to highlight their activities and promote their messages.

- Professional development: improvement of the online registration module
- Professional Board College (CCP): preparation of the predefined models for the promotion of the skills development sessions
- CPSRM: report by the head of real estate at Ivanhoé Cambridge - ESG UQAM: Assessment of the management performance of school properties within Quebec school boards. Revision, synopsis and visibility strategies
- CPSÉ: development of a survey for the CPSÉ on Google Drive
- CPOS: survey and support for its foundation and visibility
- CPSA: improvement of the purchasing group portal, namely to add an alert system and automate the transfer of documents from large purchasing groups
- CPSAÉ: drafting and publication of three vignette-portraits: Dominique Lessard, Fanny Larochelle and Chantal Vézina
- CPSRF: drafting, coordination and revision of the notice on the budgetary rules
- EA Committee: support and collaboration in the drafting and distribution of the brief on Bill 86.

Press releases

10 publications

- June 14, 2016 <u>Anne Ledoux has been</u> named Acting President of the Association québécoise des cadres scolaires (AQCS)
- June 9, 2016 <u>Bill 105: act amending the Education Act</u> the AQCS has some reservations about new Bill 105
- May 13, 2016 <u>The AQCS welcomes the Minister's decision to build on success</u>
- April 21, 2016 <u>School executive</u> bonuses: a false statement that the AQCS refutes.
- April 20, 2016 <u>The AQCS is concerned</u> <u>about the optimization measures</u> <u>announced by Minister Sébastien Proulx</u>
- March 15, 2016 <u>The AQCS calls for fair distribution of power and resources within the new governance proposed in Bill 86.</u>
- January 28, 2016 <u>The AQCS</u> <u>congratulates the new Minister of</u> <u>Education Pierre Moreau.</u>
- December 4, 2015 <u>School executives are disappointed and worried by the reform proposed by the Minister of Education.</u>
- October 19, 2015 <u>Quebec School</u> <u>Management Week.</u>
- September 16, 2015 <u>In agreement with voluntary amalgamations and mergers of school boards.</u>

New digital services

The AQCS launched its digital revolution to optimize the services it offers to members and monitor the evolution of their needs. The Association focuses on Web and mobile tools to build even closer relations with its members.

The Association has decided to develop its digital strategy with a renowned IT firm for the quality of its diagnoses and knowledge of the various technological tools. The following tools were implemented this year:

- **24/7 multiplatform service** to adapt to the growth in smartphone and tablet use.
- Electronic registration form for new members to simplify the registration of new members and the acceptance process.
- Electronic welcome kit for new members, giving them access to their services in just one click.
- Member profile access allowing members to validate and change the information in the member profile.
- Digital membership card accessible at all times.
- Choice of one's password to access the various online services such as registration to skills development sessions, participation in the various bodies, access to member-only documents and professional board and section intranets.
- Online surveys to facilitate the assessment of skills development sessions.
- Virtual annual report to show our commitment to the environment.

SOCIAL COMMITMENTS

The AQCS supports organizations committed to providing equal opportunities to all students, homework assistance and students with learning difficulties. It also encourages student retention and student efforts in the vocational and general training of adults.

Homework assistance

Allô prof

Homework assistance organization that offers free services to all elementary and high school students in Quebec.

Student entrepreneurship

 Presentation of the "Vocational Training and Adult Education" Award as part of the <u>OSEntreprendre</u> contest

A network of partners highlighting entrepreneurship initiatives to inspire more people to believe in themselves and dare to become an entrepreneur.

Students with learning difficulties

 Scholarship to participants who contributed the most to their team during the Youth Achievement Olympiads of the Centres de formation en entreprise et récupération (CFER)

An Olympiad developed to stimulate pride towards achievements and encourage student retention among 15 to 18 year olds registered for a non-skilled trade apprenticeship in a Quebec school.

Adults completing general or vocational training

- Financial support for the World Assembly of the International Council for Adult Education organized by the Institute for Adult Education Cooperation (IAEC) whose mission consists in promoting and exercising adults' right to lifelong education and learning, as well as adopting and developing a democratic continuing education model.
- Presentation of the "Essor-AQCS en formation professionnelle" Award
 The AQCS presented, for the 6th consecutive year, two awards in the Best Hope and Best
 Guide categories. These awards aim to acknowledge the work and commitment of various
 stakeholders involved in the study program of the Bachelor in Vocational Education at
 Université de Sherbrooke, during the practical internships.

COMMITTEES

The AQCS is proud to present the members who shared their time and expertise for educational success.

We would like to extend our heartfelt THANKS to the members who participated in the committees.

EDUCATION ACT COMMITTEE

Lyne Arcand, coordonnatrice aux communications, CS des Patriotes

Aline Boulanger, directrice adjointe, Services éducatifs, CS des Grandes-Seigneuries

François Bergeron, directeur du Service des ressources matérielles, CS des Hautes-Rivières

Conrad Berry, directeur des relations du travail, AQCS

Mario Champagne, directeur du Secrétariat général et des communications, CS des Hautes-Rivières

André Lachapelle, directeur de la Polyvalente Louis-St-Laurent, CS des Hauts-Cantons

Anne Ledoux, directrice du Service de l'organisation scolaire, CS des Patriotes

Benoît LeBel, directeur du centre l'Émergence, CS de la Seigneurie-des-Mille-Îles

Rémi Lupien, directeur des Services des ressources financières, CS des Portages-de-l'Outaouais

Jean-François Parent, directeur général, AQCS

Suzanne Lily Roy, coordonnatrice aux communications, AQCS

Marie-Josée Villeneuve, secrétaire générale, CS Marguerite-Bourgeoys

PROFESSIONAL RELATIONS COMMITTEE

Brigitte Bouchard, responsable, CS des Découvreurs

Monique Beaudry, CS des Rives-du-Saguenay

Jules Goulet, CS Sir-Wilfrid-Laurier

Sylvain Lachaîne, CS de Montréal

Manon Maltais, CS du Fer

Louise Sylvestre, CS de l'Or-et-des-Bois

Johnny Tardif, Cs des Phares

Marc Vigeant, CS des Hautes-Rivières

MEES COMMITTEES	REPRESENTATIVES
Comité consultatif des administrateurs (CCA)	Conrad Berry
Comité consultatif sur l'éducation à la sexualité	Nicole Labrecque
Comité consultatif sur l'orientation en milieu scolaire	Charles Vendette
Comité de coordination des bancs d'essai	Rémi Asselin
Comité de gouvernance ÉA-FP	Sylvain Bruneau
- (Sous-comité) Éducation des adultes — ÉA	Diane Laberge, Louise Lacoste
- (Sous-comité) Formation professionnelle — FP	Maude Plourde, Benoit LeBel, Luc Galvani, Dominique Pagé
- (Sous-comité) Services complémentaires	Chantal Bérubé, Élaine Brunette
Comité de gouvernance pour la mise en place de la loi 133, volet commissions scolaires — comité de gouverne des ressources nformationnelles	Rémi Asselin
- Bénéfices et gestion de ces bénéfices	Richard Lampron
- Comité technique CSPQ-MEES	Stéphane Bilodeau, Carole Dallaire
- Création des gabarits pour la reddition de comptes demandée	Serge Tremblay
- Migration des postes de travail	Jocelyn Thibodeau
- Visioconférence et infonuagique	Line Desgroseilliers, Michèle Laberge
Comité de recherche et de développement sur les outils rechnopédagogiques	Rémi Asselin
Comité de suivi de la Politique-cadre <i>Pour un virage santé à l'école</i>	Lise Babin
Comité de suivi sur l'enseignement de l'anglais intensif	Nadine Peterson
Comité du personnel de direction d'école (CPDE)	Conrad Berry
Comité du personnel de direction de centre (CPDC)	Conrad Berry
Comité du personnel de direction de centre (CPDC) FP	Jules Goulet, Benoit LeBel
Comité du personnel de direction de centre (CPDC) FP FGA	René Caron
Comité du personnel de direction de centre (CPDC) FGA	Denis Champagne, Marie Hamel, Patricia Richer
Comité MEES — Réseau sur les ressources financières et matérielles	Louis Dandurand
- (Sous-comité) Allocation des ressources financières de fonctionnement	Germen Brière, Martin Graton, Dominique Sylvain
- (Sous-comité) Groupe de travail Écoles de village	André Lachapelle
- (Sous-comité) Mise à jour du régime financier applicable aux commissions scolaires	Chantal Beausoleil, Julie Boivin, Louis Dandurand, Rémi Lupien

MEES COMMITTEES	REPRESENTATIVES
- (Sous-comité) Mode d'allocation du transport scolaire	Julie Larouche, Sylvio Parent
- (Sous-comité) Parc immobilier	François Bergeron
Comité MEES sur SIMACS (Systèmes informatisés du maintien des actifs des commissions scolaires)	Patrick Allard, Sandra Sheehy, Michel Gagnon
Comité MTQ/MEES – Sécurité et équipements	Jonathan Leggitt
Comité national de pilotage (CNP) de la Stratégie d'intervention Agir autrement (SIAA)	Aline Boulanger
Comité organisateur des journées nationales de la formation professionnelle	Chantal Bérubé
Comité stratégique MEES-CSPQ-CCSR	Rémi Asselin
Comité sur le projet de loi n° 56	Marc Soucie
Comité sur les saines habitudes de vie	Lise Babin
Comité sur l'implantation de la maternelle 4 ans TP dans les milieux défavorisés	Nadine Peterson
Comité technique sur les bonnes pratiques en matière de prévention, de détection et de correction des problèmes liés aux moisissures en milieu scolaire	Sandra Sheehy
Comité-conseil de l'évaluation des ressources didactiques	Marie Labbé
Conseil pédagogique interdisciplinaire du Québec (CPIQ)	André Lachapelle
Formation Québec en réseau (services aux entreprises)	Luc Galvani, Martin Graton
Groupe de concertation en adaptation scolaire (GCAS)	Marie-France Martinoli
- (Sous-comité) Organisation des services EHDAA	Marie-France Martinoli
Comité EHDAA – Expérimentation-épreuves numériques EHDAA	Charles Vendette
Groupe de travail Action 2.3.1 — Comité national pour la formation à la prévention des risques professionnels	Alain Boucher (représentant CPFGPE)
Groupe de travail Action 2.3.2 - 3.1.1 — Comité national de formation pour les enseignants et pour les autres acteurs de l'enseignement	Alain Pagé (représentant CPSRH)
Groupe de travail en suivi au rapport du VGQ sur la qualité de l'air dans les écoles primaires	François Bergeron
Proposition de l'Office des professions — Projet de loi n° 21	Marie-France Martinoli



OTHER COMMITTEES	REPRESENTATIVES
Allô prof	André Lachapelle
Assemblée générale annuelle des membres du CTREQ	Martin Caron
Comité concertation transfert des connaissances en éducation et ses sous-comités de travail	Nicole Labrecque
Comité de perfectionnement des cadres et gérants (CPCG)	Martin Caron, Cathy Garceau, Jean-François Parent, Yves Trudeau
Comité de pilotage sur les équipements	Éric Roy
Comité des partenaires de la campagne de sécurité en transport scolaire (ATEQ)	Julie Larouche
Comité éditorial de la Revue Le Point en administration de l'éducation	Conrad Berry
Comité national de l'entente de complémentarité des services entre le réseau de la santé et des services sociaux et le réseau de l'éducation	Annie Sansoucy
Comité national pour la formation à la prévention des risques professionnels	Bernard Boulé
Comité stratégique pour l'acquisition des TNI	Guy Bégin
Comité sur l'équité salariale	Conrad Berry, Jean-François Parent
Conseil d'administration de l'Association des transports collectifs ruraux du Québec	Claude Ménard
FCSQ – TRÉAQ <i>FP</i> – DGPD — Dossier des agents de liaison	Luc Galvani
Fondation Réussite Jeunesse	Jean-François Parent
Journée des acquisitions	Huguette St-Hilaire
Regroupement des associations de cadres en matière d'assurance et de retraite (RACAR)	Conrad Berry, Anne-Marie Dussault, Jean-François Parent
Round Table of key representatives of the English educational community	Heather Joy Halman
Table de concertation des DRH	Martine Sirois
Table des gestionnaires du réseau scolaire sur les enjeux liés à la diversité ethnoculturelle, linguistique et religieuse en milieu scolaire	Aline Boulanger
Table nationale de lutte contre l'homophobie du réseau scolaire	Isabelle Rathé
Table provinciale de concertation sur la violence, les jeunes et le milieu scolaire	Marie-Josée Villeneuve

HEADS OF PROFESSIONAL BOARDS AND SECTIONS

THANKS TO THE HEADS OF THE ASSOCIATION SECTIONS AND PROFESSIONAL BOARDS

HEADS OF PROFESSIONAL BOARDS*

François Bergeron, Stéphane Bilodeau, Aline Boulanger, France David, Francine Lamontagne, Julie Larouche, Rémi Lupien, Maude Plourde (acting), Martine Sirois, Joël Thériault, Marie-Josée Villeneuve

HEADS OF SECTIONS*

George Alexiou, Yanik Arbour, Monique Beaudry, Jacques Bernard, Claude Boudrias, Bernard Boulé, Martine Bourgeois, Richard Boyer, Michel Brien, Frank Burns, Christian Buteau, Johanne Caron, René Caron, Louis Cyr, Patrice Deschênes, Alain Desruisseaux, Yves Dubé, Karl Duguay, Louis Fillion, Jérémi Forgues, Denis Gauthier, Sébastien Gauthier, Guy Godbout, Jules Goulet, Malik Hammadouche, André Hughes, Nathalie Labelle, Diane Laberge, Sylvain Lachaîne, Francine Lamontagne, Yvan Laquerre, Normand Larouche, Nicole Lavoie, Benoit LeBel, Hélène Lemieux, Manon Maltais, Denis Ménard, Charles Millar, Marie-Josée Noël, Réal Nolet, François Pelletier, Serge Pelletier, André Portugais, Brigitte Provençal, Richard Pundzius, Kevin Riopel, Gilbert Roy, Louise Sylvestre, Johnny Tardif, Jason Trevis, Eddy Vallières, Pierre Venne, Marc Vigneault, Marie-Josée Villeneuve, Mario Vincent, Jeffrey Wood

^{*} Data as of June 30, 2016

HEAD OFFICE TEAM

HEAD OFFICE TEAM

We would like to welcome **Jean-François Parent** who has been Executive Director of the AQCS since January 8, 2016.

Direction générale







Communications





Relations du travail







Développement professionnel









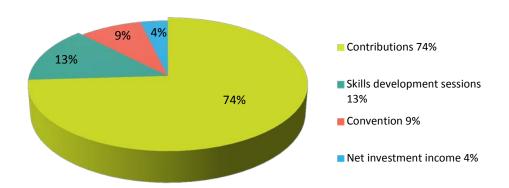


DISTRIBUTION OF INCOME AND EXPENDITURES

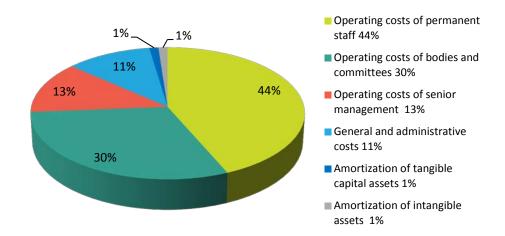
DISTRIBUTION OF INCOME AND EXPENDITURES

2,198 members

Income



Expenditures



AQCS

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