



2017-2018

# ANNUAL REPORT



Association québécoise  
des cadres scolaires  
[aqcs.ca](http://aqcs.ca)

# ANNUAL REPORT 2017-2018

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Seated : Lyne Lagacé, Danielle Fortier, Jean-François Parent et Louyse Trudel

Standing : Josée St-Hilaire, Elaine Laberge, Isabelle Rathé, Conrad Berry, Sarah Delisle, Jennyfer Robinson, Martin Caron et Anne-Marie Dussault

Absent : Maude Caron et Sandra Melançon

# L'ASSOCIATION QUÉBÉCOISE DES CADRES SCOLAIRES

DATA AS OF JUNE 30, 2018

**2 271** Executives

Men: 978 (43%)  
Women: 1 293 (57%)

**72** French and English  
School Boards

**56** Sections

**11** Professional Boards

## MISSION

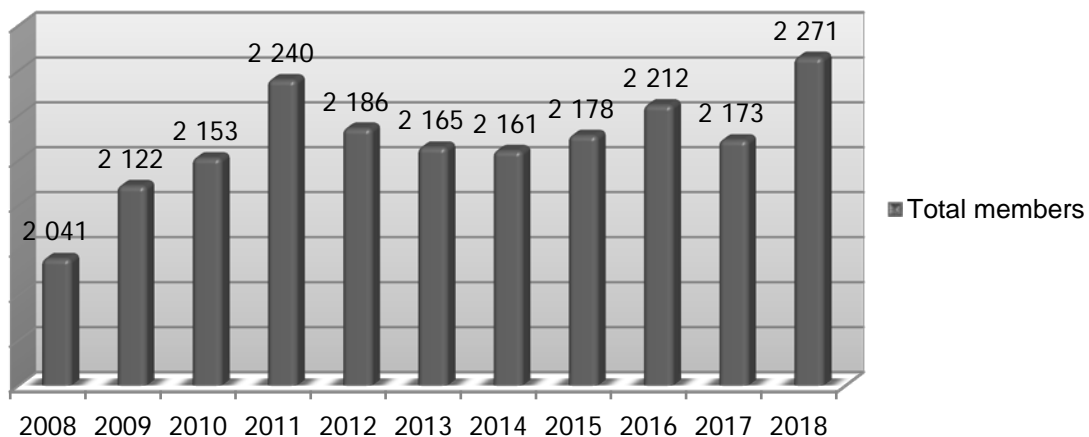
The AQCS brings together, trains and supports its members. It represents them and takes a stand in all aspects affecting their professional life. It also contributes to the development of the education system.

## 2017-2020 STRATEGIC OBJECTIVES

- Improve services in professional development.
- Improve the strategic positioning and outreach of the AQCS.
- Ensure the vitality and sustainability of the professional boards and sections through planned and organized support.
- Modernize our governance model by building on advances in this area.
- Obtain better recognition for the role of executives and improve their professional practice conditions while continuing their individual accompaniment.

## A NETWORK IN CONSTANT PROGRESSION

### Membership



## 2017-2018 BOARD OF DIRECTORS



**Rémi Asselin**  
President

Director of Information Technologies  
Marguerite-Bourgeous SB



**François Bergeron**  
Vice-President

Director of Material Resources Services  
Hautes-Rivières SB



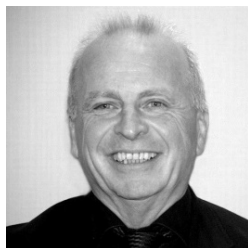
**Rémi Lupien**  
Treasurer

Director of Financial Resources  
Services  
Portages-de-l'Outaouais SB



**Benoît LeBel**  
Manager of the College of  
Professional Boards

Director of General, Vocational and  
Business Training Services  
Seigneurie-des-Mille-Îles SB



**André Lachapelle**  
President of the Executive  
Development Committee

School Principle  
Hauts-Canton High School



**Érick Gaboury**  
Manager of the Professional  
Relations Committee

Director of Human Resources  
Premières-Seigneuries SB



**Denis Valiquette**  
Director

Assistant Director - Administration  
Seigneurie-des-Mille-Îles SB



**Jean-François Parent**  
Executive Director  
Association québécoise  
des cadres scolaires

### Compensation for directors

	Responsibility premium	Representational costs <sup>1</sup>
President	\$6 000	\$4 000
Directors	\$2 820	\$1 880

<sup>1</sup> It should be noted that representational costs that are not fully used remain in the AQCS' budget.

## WORD FROM THE PRESIDENT

The reputation of the Association québécoise des cadres scolaires will have skyrocketed in 2017-2018, thanks to the sustained involvement of our members and the many opportunities taken to highlight the work of school executives. We can all be proud of the results of the last few months!

The signing of the **salary adjustment agreement** culminated in years of representation by the AQCS. This meant adopting a more coherent, more balanced salary structure between school executives and the staff they supervise, as well as bonuses for all classes.

Our successful **inter-association partnerships** with the Alliance des cadres de l'État, the Association des cadres des collèges du Québec and the Association des gestionnaires des établissements de santé et de services sociaux have expanded our professional development offer. These partnerships even led to the creation of a post graduate microprogram in management with ENAP.

Our annual convention under the theme "**Agility, the Linchpin of Leadership**" attracted 375 participants giving them the opportunity to reflect on their adaptability and creativity in this ever-changing network. Our first recipients of the **School Executive Emeritus Award**, presented in partnership with ADIGECS and ADGCSAQ, were also honored at the convention.

Proof of the dynamism and commitment of our professional boards: our members have written **10 notices for the MEES**, to promote the position of the AQCS and the expertise of school executives. PD funding, the role of the Student Ombudsman, budget rules, school taxes, IT, and home schooling have, among other things, been addressed in these expanded publications, available at [www.aqcs.ca](http://www.aqcs.ca). I warmly thank the members who have dedicated themselves to this endeavor.

Our Association is a **strong, credible and influential** network. The assessment of the year 2017-2018 eloquently demonstrates this. And since you entrusted me with the presidency once again last June, I will have the chance to contribute to achieving the objectives set in our 2017-2020 Strategic Plan.

It's an honor to continue along this path with you.

Good reading!



**Rémi Asselin**  
President





# LABOUR RELATIONS

## Wage increases and more equitable working conditions

During the past year, important work has been done by the AQCS Labor Relations Department in the salary file, in collaboration with the other associations and the representatives of the Ministry and school boards, with the result of important adjustments to wage scales.

These adjustments result in salary increments of 1.5% in 2016, 1.75% in 2017 and 2% in 2018, to the benefit of management staff, as well as unionized staff.

## 2017 and 2019 salary adjustments

Class	Corrections paid April 1, 2017	Corrections payable April 1, 2019	Total Corrections
12	1,50%	1,45%	2,98%
11	1,50%	1,52%	3,04%
10	1,50%	1,58%	3,11%
9	1,50%	1,65%	3,17%
8	1,50%	1,71%	3,24%
7	1,49%	1,98%	3,50%
6	1,48%	2,25%	3,77%
5	1,72%	2,63%	4,40%
4	1,70%	0,71%	2,42%
3	1,44%	0,64%	2,09%
2	0,80%	0,96%	1,77%
1	0,15%	1,29%	1,44%

Note that these adjustments were funded from the sectoral budget envelopes (3.5% of the payroll) that were the subject of an agreement on the overall remuneration between management and the Treasury Board Secretariat, in December 2016.

In terms of compensation, the progress made has allowed for some salary catch-up as well as the adoption of a more coherent and balanced salary structure between managers and the staff they supervise.

As for the other conditions of employment that were discussed, the purpose of the AQCS representations was to seek greater fairness in working conditions applicable to all school executives.

The Association is very proud of the amendments that will be made to the *Règlement sur les conditions de travail* [Working Conditions Regulations] as a result of its demands, particularly with respect to salary protection, where all executives will be subject to the same mechanism of salary readjustment, without time limits, from April 2019. For the AQCS, this is another victory, which will have required significant efforts at the discussion tables.

### **Remediation of the financial situation of the PPMP: the changes bear fruit**

It should be remembered that management associations had to agree to make changes to the provisions of the Pension Plan for Management Personnel (PPMP) in order to ensure its sustainability, due to a \$1.8G deficit in the Pension Fund and a contribution rate of approximately 20% in recent years.

In consideration of the adoption of new provisions for plan members and a temporary annuity indexation freeze for retired executives, the government has agreed to invest significant amounts in the Pension Fund and to limit the possible increase in the contribution rate until 2022.

The changes are already having their effects, while the contribution rate has been reduced to 12.82% for the years 2018 and 2019. In addition, the Pension Fund now has a surplus of nearly \$700 million.

While the improvement in the financial position of the PPMP is to be welcomed, another challenge is facing management associations and the government, which have not yet reached an agreement on the issue of RREGOP-RRPE transfer costs. As this issue is likely to weaken the current consolidation of the PPMP, the parties have agreed to create a working committee to explore solutions.

Lastly, with respect to the coming into force of new provisions as of July 1, 2019, the AQCS set up a PPER pension estimation service that enabled more than 200 members to assess the financial impacts of changes to their pension, and thus shed light on their decision to retire.

### **Group insurance coverage for retirees**

Despite the desire expressed by the members of the AQCS (and other management associations) for the termination of the group insurance plan for retirees of management staff in the public and parapublic sectors, the government has still not acted to put an end to this insurance plan.

Faced with the reluctance of retired executives over the age of 65 who wish to maintain the regime, the government preferred to favor the status quo and give itself more time to try to find a consensus solution among the different groups involved: active executives, executive retirees under 65 and retired executives over 65 years of age.

It should be noted that the problem lies in the large difference between the amount of premiums payable by retirees under the age of 65 and those who have reached that age. In fact, the premiums to be paid annually are in the order of \$5,600 (family status) for the executive who has not yet reached age 65, compared to just over \$1,200 for the executive 65 years and older, because they can subscribe to the public drug insurance plan.



These costs are increasing because of medical and pharmacological developments. This is why the AQCS cannot accept the status quo to persist in this file.

Also, strong from their grouping within the RACAR, last June executive associations asked and obtained from the Treasury Board Secretariat the establishment of a working committee whose mandate is to explore potential solutions developed by associations with the concern to reconcile the interests of active and retired executives.

#### **Number of personalized support cases from July 1 to June 30, 2018**

- **165** responses to information requests about working conditions
- **267** responses to requests for advice about work-related problems
- **37** cases of member support requiring **264** requests for assistance from Conrad Berry and Anne-Marie Dussault, of the labour relations service

#### **Work done by the Professional Relations Committee**

The Professional Relations Committee (PRC) includes members who are appointed annually at the General Assembly meeting in June. Among other things, the PRC has the mandate to identify, validate and prioritize collective labor relations issues.

During the past year, the PRC met on November 16, 2017, January 25, 2018 (conference call), June 14, 2018, and June 26, 2018 (conference call). The main topics of discussion of the committee were:

- Regulation governing the working conditions of school executives and works:
  - New salary proposal
  - Regulatory amendments
- Classification and compensation issues
- Issues with regard to the Pension Plan of Management Personnel (PPMP)
- Group insurance for active and retired executives
- Return to work for retirees





## 2017-2018 SECTION VISITS

The sections\* are the foundation of the representative strength of the AQCS. By participating in local activities, members help guide the services and vision of the AQCS. The administrative team is happy to be invited to these meetings.

*\* Our 56 sections represent members of the same geographical area (school board or region).  
Sections are responsible for recruiting, informing and providing a membership support network.*

Date	Contact	Section	Subjects discussed
2017-09-15	Jean-François Parent	Marguerite-Bourgeoys	Presentation of AQCS services and ongoing affairs
2017-09-19	Jean-François Parent et Martin Caron	Pointe-de-l'Île	Presentation of the CPFGE, AQCS services and ongoing affairs
2017-09-21	Conrad Berry	Rives-du-Saguenay	Group insurance, salary increases and retirement plan
2017-09-21	Conrad Berry	De La Jonquière	Group insurance, salary increases and retirement plan
2017-09-28	Jean-François Parent	English-Montréal	Presentation of AQCS services and ongoing affairs
2017-10-16	Jean-François Parent	Patriotes-Riverside	Meeting of Section Council
2017-10-16	Jean-François Parent	Montréal	Presentation of AQCS services and ongoing affairs
2017-10-26	Conrad Berry	Lester-B.-Pearson	Group insurance, salary increases and retirement plan
2017-11-02	Conrad Berry et Jean-François Parent	Appalaches	Presentation of AQCS services and ongoing affairs
2017-11-09	Jean-François Parent	Patriotes-Riverside	Presentation of AQCS services and ongoing affairs
2017-12-05	Conrad Berry	Louis-Hémon	Group insurance, salary increases, wage scale adjustments, retirement plan and other related matters
2017-12-07	Conrad Berry	Portneuf	Group insurance, salary increases, wage scale adjustments, retirement plan and other related matters
2017-12-14	Jean-François Parent	Kamouraska-Rivière-du-Loup	Presentation of AQCS services and ongoing affairs
2017-12-20	Conrad Berry	Lanaudière	Group insurance, salary increases, wage scale adjustments, retirement plan and other related matters
2018-01-17	Conrad Berry	Seigneurie-des-Mille-Îles	Changes to PPMP: possible impacts for members and compensation changes
2018-02-27	Conrad Berry	Capitale	Salary issues
2018-04-13	Jean-François Parent	Montréal	Presentation of AQCS services and ongoing affairs
2018-05-02	Jean-François Parent	Estrie	Presentation of AQCS services and ongoing affairs
2018-05-03	Conrad Berry	Pierre-Neveu	Salary adjustments, pay equity, pension plan and group insurance
2018-05-10	Conrad Berry	Lac-Saint-Jean	Salary issues, pension plan and group insurance
2018-05-11	Jean-François Parent	Rivière-du-Nord	Presentation of AQCS services and ongoing affairs

Date	Contact	Section	Subjects discussed
2018-05-16	Jean-François Parent	Lanaudière	Presentation of AQCS services and ongoing affairs
2018-05-17	Jean-François Parent	Outaouais	Presentation of AQCS services and ongoing affairs
2018-05-24	Conrad Berry	Marie-Victorin	Pension plan, group insurance, salary protection and salary adjustments
2018-06-07	Jean-François Parent et Anne-Marie Dussault	Côte-du-Sud	Salary adjustments, evolution of executives staff in school boards, RACAR, and ongoing affairs
2018-06-07	Conrad Berry	Sir-Wilfrid-Laurier	Salary adjustments and pension plan
2018-06-08	Conrad Berry	Outaouais	Salary adjustments, pension plan and group insurance



*Conrad Berry, Labour Relations Director, Jean-François Parent, Executive Director and Anne-Marie Dussault, Labour Relations Advisor*

# PROFESSIONAL DEVELOPMENT

## Convention – Agility, the Linchpin of Leadership!

The biennial AQCS convention is an excellent opportunity for our members to discuss their role and the challenges of the education network. Under the unifying theme of agility, this congress gathered 375 participants on February 7, 8 and 9, 2018, at the Hilton Hotel in Quebec City.

The quality of the content and the networking opportunities of this convention allowed our members to refine their skills.

### THREE RENOWNED SPEAKERS

- Alexandre Taillefer — *Le meilleur placement d'une société*
- Mathieu Bélisle — *Innover : l'expérience des usagers*
- Serge Marquis — *L'art de la reconnaissance*

### PBs THAT HELD THEIR TRAINING SESSIONS SIMULTANEOUSLY

- Transportation
- Human Resources
- Educational Services
- School Organization
- Anglophone members

20 WORKSHOPS

3 INFORMATION CLINICS  
OF OUR PARTNERS

### TRADE SHOW

26 stands facilitated networking  
among participants



## School Executive Emeritus Award

During the conference, the three winners of the new School Executive Emeritus Award were unveiled. This award was created to highlight the achievements, professionalism and innovative practices of school executives. Recipients will be chosen each year by the directorates-general, members of ADIGECS and ADGCSAQ.



### 2018 Selection Committee

- Luc Galvani, Executive Director of the Portneuf SB
- Esther Lemieux, Executive Director of the Des Navigateurs SB
- Rémi Asselin, President of the Association québécoise des cadres scolaires
- Jean-François Parent, Executive Director of the Association québécoise des cadres scolaires
- Martine Sirois, President of the PB of Human Resources Services
- Lorraine Normand-Charbonneau, President of the Fédération québécoise des directions d'établissement d'enseignement

### Winners

#### Gilles Cavanagh

*Director of Material Resources Services and School Transportation and Secretary General – René-Lévesque SB*



Mr. Cavanagh distinguished himself by proactive building management and excellence in school transportation management for which he has received, on 5 occasions, provincial awards from the Bus Carriers Federation. His strategic leadership is recognized on the municipal level, due to the fact that he has developed infrastructure sharing protocols, to benefit students. Mr. Cavanagh established a regional collective internet fiber network, and developed different policies, particularly for sustainable development.

#### Josée Duquette

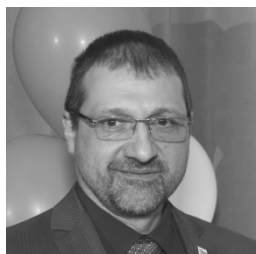
*Director of Educational Resource Service - Marguerite-Bourgeoys SB*



Ms. Duquette has been an educational leader for over 30 years. Her team has won prestigious awards, including an OCTAS for the excellence of FabLab, digital fabrication at school, and the CNESST Grand Prize in Occupational Health and Safety for a guide on management support measures in schools related to complex or emergency situations. Among other things, Ms. Duquette has deployed the Center for Professional Expertise in Psychology and Speech-Language Pathology and a specialized school for high school students with behavioral problems. She developed and implemented the first ever Quebec public school program for the gifted and created a dozen repositories for complementary service staff.

#### Michel Savard

*Director of Professional Development – De l'Estuaire SB*



Mr. Savard has dedicated himself to creating bridges between general adult education and vocational training, in addition to getting involved in a family-school-community approach to support parenting skills. In the regional context of the forestry crisis, he used the expertise of his team to develop complementary training profiles related, among others, to the mining sector. His leadership led to the major renovation of a PD Pavilion and the establishment of a day-care center to help young parents return to school. He is working on a transportation network project giving local youth access to all of his school board's Professional development programs.

## Recognition Award



The AQCS also awarded a Recognition Award to **Ms. Julie Larouche**, manager of the school transportation service of the Pointe-de-l'Île SB. The Recognition Award has been awarded since 2004, to highlight the contributions of a member for the outreach of the AQCS. Ms. Larouche is involved in various bodies of the organization: at the time of receiving her award, she was President of the PB of Transportation Services and Vice-President of the Pointe-de-l'Île Section. She has been active in the College of Professional Boards and the General Council of the Association, and has distinguished herself in the organization of the Convention and the professional development sessions for members.

## Custom training offered for school executives

During 2017-2018, the Association des gestionnaires des établissements de santé et de services sociaux joined our inter-association partners, allowing us to expand our training offer and to communicate with a new network of 12,000 people. This pool of participants greatly facilitates the startup of different courses.

The AQCS professional development service calendar also included several webinars, to increase access to member development training in the regions. It can be viewed on the following page.



## CUSTOM TRAINING OFFERED FOR SCHOOL EXECUTIVES

Dates	Clients	Subjects	Participants
<b>Management Training</b>			
October 17, 2017 November 7, 2017 November 28, 2017 March 9, 2018 April 17, 2018 June 5, 2018	AQCS-ACCQ-ACE	<i>Retraite : possibilités et réalité</i>	5 8 5 14 11 5
October 25, 2017 November 30, 2017 February 15, 2018 April 26, 2018	AQCS-ACCQ-ACE	<i>La délégation : un acte de leadership</i>	56 59 21 38
November 1, 2017 November 21, 2017 February 21, 2018	AQCS-ACCQ-ACE	<i>Intégration dans de nouvelles fonctions</i>	25 21 16
November 24, 2107	AQCS-ACCQ-ACE	<i>L'utilisation des réseaux sociaux au travail : quelles sont les balises ?</i>	44
December 1, 2017	AQCS-ACCQ-ACE	<i>L'innovation collective à portée de main</i>	25
April 20, 2018	AQCS-ACCQ-ACE	<i>Les pratiques gagnantes</i>	18
May 25, 2018	AQCS-ACCQ-ACE	<i>Leadership et pratique de direction</i>	24
<b>Co-development Groups</b>			
January 19, 2018 January 30, 2018 March 22, 2018 April 30, 2018	Communications co-development group		5
November 17, 2017 March 2, 2018 April 13, 2018	Inter-association group (AQCS- ACCQ) for management executives (Rimouski)		6
<b>Development Sessions</b>			
7 to 10 November, 2017	PB of Material Resources Services PB of School Administration Services PB of Procurement	<i>Engagés vers la réussite !</i>	Total: 207 Members: 173 Non-members: 34
7 to 9 February, 2018	AQCS Convention PB of Transportation Services PB of Human Resources Services PB of School Organization PB of Educational Services	<i>L'agilité, pivot du leadership !</i>	Total: 372 Members: 345 Non-members: 27
21 to 23 March, 2018	PB of Financial Resources Services	<i>Le partage collectif, un investissement au travail collaboratif</i>	Total: 137 Members: 101 Non-members: 36
11 to 13 April, 2018	PB of Information Technologies	<i>Les TI au cœur du virage numérique en éducation</i>	Total: 77 Members: 67 Non-members: 10
18 to 20 April, 2018	PB of General Secretariat and Communications Services	<i>Savoir agir ensemble</i>	Total: 70 Members: 65 Non-members: 5
31 May to June 1, 2018	PB of General, Vocational and Business Training and TRÉAQFP	<i>De la classe à une société qualifiée</i>	Total: 361
May 4, 2018	Annual Procurement Day		Total: 68 Members: 40 Non-members: 28

ACCQ: Association des cadres des collèges du Québec

ACE: Alliance des cadres de l'État



## Postgraduate microprogram in public administration with ENAP

Following a survey conducted among members of the AQCS, the Alliance des cadres de l'État and the Association des cadres des collèges du Québec, ENAP developed a postgraduate microprogram in public administration. A cohort was formed in Montreal in the spring and two more were planned for the fall of 2018 in Montreal and Quebec City. Course selection was made according to the interests of the members surveyed. This microprogram will allow those who wish to continue their postgraduate studies at the ENAP in the short program, the DESS or the master's degree, to have three courses recognized.

## A concern for the next generation

On May 30, 2018, the AQCS and the Association des cadres des collèges du Québec held a professional development day especially formulated for future managers. Professionals, teachers and support staff aspiring to a management position in a school board or college were particularly targeted. Thanks to the expertise of the managers of each network, participants were able to better understand the role of the manager, to reflect on their management career path and to interact with experienced executives. The 35 participants greatly appreciated the activity, which will be repeated in 2018-2019 in an enhanced formula.

## Co-development, an interesting alternative

### Inter-association group (AQCS-ACCQ) for managers

The six managers in this group found that, despite their different workplaces, the situations experienced bear great similarities. During their three days of co-development, participants witnessed a change in their professional identity and improved their professional effectiveness.

### Group for communications managers

Since the co-development experience of 2016-2017 was conclusive, the AQCS re-proposed the establishment of a group with the PB of the General Secretariat and Communications Services. The five participants exchanged on different themes reflecting their professional reality and enriched their practices.

### A working committee for secretariat executives and administration officers

Always anxious to meet the needs of all its members and in the pursuit of work initiated, the AQCS set up a committee to develop a training offer for secretariat executives and administration officers. It had been observed that the approximately 300 members holding such functions were distributed in almost all the professional boards and that these individuals participated little in the training sessions. The evolution and reflections of this committee will be most interesting.



## Works of the Collège des commissions professionnelles (CCP)

Under the chairmanship of Mr. Benoit LeBel, the Collège des commissions professionnelles met twice, on October 16, 2017 and May 10, 2018. The members of the Collège discussed the professional development of the members and possible collaborations between the PBs. At the end of the meeting of May 10, 2018, the CCP members were very satisfied with the work accomplished and adopted the 2018-2019 Action Plan.

### Some topics discussed

- Tools to list our members' expertise
- Office 365 to support PBs in organizing their activities
- Training for new managers and secretariat executives
- Initiatives to enhance sharing of winning practices

We would like to acknowledge the involvement of all members of the CCP and we especially thank those whose terms ended in 2017-2018:

- Ms. Chantal Beausoleil of the PB of Financial Resources Services
- Ms. Martine Sirois of the PB of Human Resources Services
- Ms. Anik Gagnon of the PB of the General Secretariat and Communications Services
- Mr. Joël Thériault of the PB of Procurement Services

## Works of the Professional Boards

The professional boards (PBs) regroup members of the same sector of activity. Their role is to promote the professional interests of members, to foster exchanges, to participate in the drafting of notices and briefs and to serve on various committees.

Here are some achievements for the PBs in 2017-2018. Their respective action plans can be consulted at [www.aqcs.ca](http://www.aqcs.ca).

- **PB of School Organisation:** Contribution to the drafting of the AQCS brief in the context of the special consultations on Bill 144 (free educational services and compulsory school attendance).
- **PB of School Administration Services:** Publication of articles about inspirational members and the distribution of three video vignettes on the following themes: the structure of the AQCS, the work of the PB and the benefits of participating in the PB Development Session.
- **PB of Procurement Services:** In collaboration with HEC Montréal, the beginning of an analysis of supply management practices with selected school boards to identify performance drivers.
- **PB of Financial Resources Services:** Contribution to the drafting of several AQCS notices on fiscal rules, and a notice on Bill 166 (Reform of the School Taxation System).
- **PB of Human Resources Services:** Contribution to AQCS notice on budget rules and conducting a survey on the evolution of recruitment of new resources (professional, teaching and support staff).



- **PB of Material Resources Services:** Preparation of an argument demonstrating that underfunding contributes to the building maintenance deficit (inventory of budget data related to human resources assigned to the management of material resources in SBs).
- **PB of Educational Services:** Participation in the drafting of AQCS notices (creation of the National Institute for Excellence in Education, home-schooling) and a survey of school principals to know their professional development needs.
- **PB of Transportation Services:** Creation of a committee to identify the main areas of improvement of Géobus and contribution to the notices on budgetary rules.
- **PB of Information Technologies:** Preparation of a report concerning the strategic positioning of IT departments in school boards and steps taken with the MEES to create awareness of IT needs of the network.
- **PB of General, Vocational and Business Training:** Drafting of two notices on professional development (PD) and holding of the 2nd joint TRÉAQFP and CPFGPE symposium on May 31 and June 1, 2018, at the Lévis Convention and Exhibition Center. Out of 361 registrations, 213 people were managers. During the conference, Ms. Élise Lacroix, Director of the Service régional de la FP en Outaouais (des Draveurs SB), received the Award of Merit. Her commitment to professional development has been recognized by her peers.
- **PB of General Secretariat and Communications Services:** Support for the drafting of two AQCS notices (Bill 144 and on the management of complaints in schools). During its annual session, the CPSSGC presented a Distinguished Manager Award to Ms. Cathy-Maude Croft, General Secretary and Deputy Director of the Human Resources Services of the Des Phares SB. The selection committee recognized Ms. Croft's rigour and continued commitment to the school system.

### **Committee for the Professional Development of Executives and Managers (CPCG)**

After a more difficult year in 2016-2017 with regards to financing, we can say that the MESS has stabilized the situation in 2017-2018. In fact, the sums were paid according to schedule and we were able to ensure the financing of the various training activities within the prescribed deadlines. The balance sheet as at June 30, 2018 shows a balance of \$35,275.48. At the last meeting, the members of the CPCG agreed, with the authorization of the MESS, to allocate this sum to Phase 1 of the development of a Web tool called *Clic Gestion* [Click Management], which will allow school executives to take stock of their professional development. We thank the members of the College of Professional Boards for their dedication and time in achieving the goals of the CPCG.

### **The CPCG in numbers**

**Amount reimbursed: \$218 359.20**

- **Custom Training: \$15 000**
- **Seminars and conventions: \$81 800**
- **Credited Training: \$121, 595.20**

**Number of training courses: 69**

**Total number of people eligible: 2 261**

## 2017-2018 TRAINING SESSIONS FOR SECTIONS

Date	Section	Title of the Activity
2018-06-30	Chic-Chocs	Leadership bienveillant
2018-05-02	Premières-Seigneuries	Le langage non verbal dans la communication
2017-10-19	Deux-Rives	Sortie de zone
2017-08-18	English-Montréal	Lighten up and live out loud!
2018-05-02	Estrie	Comment briller sous pression tandis que d'autres s'effondrent
2018-01-30	Grandes-Seigneuries	Rallier les différentes générations
2018-02-16	Kamouraska–Rivière-du-Loup	Maîtrisez votre temps avec Outlook
2018-02-19	Lanaudière Nord	Communication et collaboration : mode d'emploi
2018-05-29	Louis-Hémon	La communication au travail Mieux gérer son temps
2017-08-16	Marguerite-Bourgeoys	Le leadership efficace
2018-01-31	Marie-Victorin	Choc des générations
2018-04-13	Montréal	Bien-être et équilibre personnel dans le contexte du travail
2017-10-19	Outaouais	Le stress ou comment chasser le mammoth sans y laisser sa peau
2017-08-17	Patriotes-Riverside	Efficacité de l'enseignement des écoles et de la commission scolaire
2018-01-17	Pierre-Neveu	Maîtrisez votre temps avec Outlook
2018-05-11	Rives-du-Saguenay	Obligation de civilité en milieu de travail
2018-05-11	Rivière-du-Nord	Et si on devenait une équipe gagnante Comment favoriser le travail d'équipe
2018-02-08	Sorel	Influencer autrement et plus efficacement
2018-02-22	Val-des-Cerfs	Dénouer l'impasse et toucher le fantôme pour le faire disparaître

## PUBLIC AND GOVERNMENT AFFAIRS

2017-2018 has been one of the richest in terms of tabling bills and policies. The AQCS has acted proactively with the government in a consultative context. Our organization also participated in closed door budget discussions, which allowed us to respond to various issues, including transportation, labor shortages, professional development, building maintenance and IT.

### MEES-Partner Committee

This committee includes the presidency of the AQCS and representatives from the different actors of the network (FCSQ, FCPO, ADIGECS, etc.) and discusses issues related to education. Five sectoral sub-working groups helped to increase the AQCS' outreach:

- **Budgetary rules**  
Mr. Rémi Lupien (CPSRF) and Ms. Chantal Beausoleil (substitute, CPST, CPSRF)
- **Financial Regime**  
Ms. Chantal Beausoleil (CPST, CPSRF) and Mr. Rémi Lupien (substitute, CPSRF)
- **School Infrastructures**  
Mr. Denis Riopel (CPSRM), M. François Bergeron (substitute, CPSRM) and Ms. Sylvie Rainville (substitute, CPSRM, CPSA, CPSRF, CPTI)
- **Informational Resources**  
Mr. Stéphane Bilodeau (CPTI et CPST) and Mr. Rémi Asselin (substitute, CPTI)
- **Support for the implementation of legislative provisions**  
Mr. Jean-François Parent, Executive Director and Mr. Érick Parent (substitute, CPSSGC)



## PUBLICATIONS

Date	Professional board that contributed to the content	Brief or notice	Press release or other
2017-09-05	Members' group : <ul style="list-style-type: none"> <li>• Richard Coulombe, PB of General, Vocational and Business Training</li> <li>• Patrice Filiatreault, PB of Educational Services</li> <li>• Josiane Landry, PB of General Secretariat and Communications Services</li> <li>• Roch-André Malo, PB School Organization</li> <li>• Marie-France Martinoli, PB of Educational Services</li> </ul>	Brief - Equality of opportunity at the heart of educational success (presented in consultations of the Committee on Culture and Education on Bill 144)	Press release – same title (at the presentation of the brief at the National Assembly on Thursday, September 7, 2017)
2017-10-02			Press release – Public School Week – School Executives: generators of quality and achievement
2017-10-16			Press release – Quebec School Management Week: a singular destination – success
2017-10-26	PB of Financial Resources Services	Notice on the proposed amended budget rules for 2017-2018	
2017-10-26			Press release – School construction mandate: more pedagogical than it appears
2017-11-15	PB of Educational Services	Notice — Consultation on the establishment of the National Institute of Excellence in Education	
2018-01-25	PB of Financial Resources Services	Notice – Bill 166 on the reform of the school taxation system	
2018-01-26	PB of General Secretariat and Communications Services	Notice – Report of the Québec Ombudsman on complaints in schools.	
2018-02-13			Press release – School executives honored for their exceptional dedication to students' achievement (School Executive Emeritus Awards and Recognition Award)
2018-02-15	PB of General, Vocational and Business Training (CPFGPE)	Recommendations — Funding of general, vocational and business training in the school board network	
2018-03-19	PB of Information Technologies		Letter to the Assistant Deputy Minister of the MEES, François Bérubé: potential solutions to support the IT needs of the education network



Date	Professional board that contributed to the content	Brief or notice	Press release or other
2018-03-26	Co-signed by AQCS (CPFGPE), ADIGECS, FCSQ, TRÉAQFP and FOR	Brief – Building 21st century professional training together: because Quebec needs all its talent!	
	PB of Financial Resources Services		Press release – Education: in anticipation of further clarification, AQCS favourably acknowledges the 2018-2019 Quebec budget
2018-04-27	PB of Financial Resources Services	Notice – Budgetary rules project for 2018-2019	
2018-05-14	PB of Educational Services		Comments to the MEES — Draft regulation on home schooling (draft Bill 144)
2018-05-16			Press release – Role of the Student Ombudsman: the AQCS doubts that draft Bill 183 will make treatment of complaints more efficient
2018-06-07	PB of Financial Resources Services	Notice of the AQCS regarding budgetary rules projects amended for 2018-2019	
2018-06-26			Press release – Death of Paul Gérin-Lajoie: the AQCS pays tribute to the father of public education

#### HIGHLIGHTS OF OUR WEB PRESENCE

- [www.aqcs.ca](http://www.aqcs.ca) website: close to 18 000 individual visits
- 17 publications of the InformAQCS newsletter
- 84 Facebook publications, with an average reach of 600 people
- Average reach of 300 people per publication on Twitter and LinkedIn
- Uploading of several videos on our platforms: Quebec School Management Week, convention, labour relations consultations, etc.

## COMITTEES

Representing the many committees \* that allow the AQCS to achieve its mission: committed members, proud to share their expertise. We wish here to warmly thank each and every one of them.

\* Data as of June 3, 2018

MEES Committees	Representatives
Comité consultatif des administrateurs (CCA)	Conrad Berry
Comité consultatif sur l'éducation à la sexualité	Michel Enright
Comité consultatif sur l'orientation en milieu scolaire	Michel Enright
Comité de gouvernance ÉA-FP	Denis Ménard
- (Sous-comité) Éducation des adultes — ÉA	Daniel Boudrias, Diane Laberge
- (Sous-comité) Formation professionnelle — FP	Louise Lacoste, Denis Ménard, Dominique Pratte, Maude Plourde
- (Sous-comité) Services complémentaires	Josée Lepitre, Isabelle Beaudin
Comité de recherche et de développement sur les outils technopédagogiques	Rémi Asselin
Comité de suivi de la Politique-cadre <i>Pour un virage santé à l'école</i>	Lise Babin
Comité du personnel de direction d'école (CPDE)	Conrad Berry
Comité du personnel de direction de centre (CPDC)	Conrad Berry, Stéphan Laurence
Comité externe sur la bureaucratie	Jean-François Parent
Comité MEES — Réseau sur les ressources financières et matérielles	Rémi Lupien
- (Sous-comité) Allocation des ressources financières de fonctionnement	Germen Brière, Louise Lacoste, Solange Langlois
- (Sous-comité) Mise à jour du régime financier applicable aux commissions scolaires	Chantal Beausoleil, Julie Boivin, Rémi Lupien
- (Sous-comité) sur la gouvernance des infrastructures	François Bergeron
Consultation sur les modifications des règles budgétaires	Chantal Beausoleil, Rémi Asselin
Comité de gestion des infrastructures scolaires (GICS)	Patrick Allard, Michel Gagnon
Comité de suivi — documentation du nombre de dépassements et croisements illégaux des autobus scolaires	Jonathan Leggitt
Comité de vigie mise en œuvre des nouveaux programmes d'études FGA	Sylvie Ménard
Comité MEES Partenaires et groupe de travail	Rémi Asselin, Jean-François Parent
Comité MEES-Réseau — Table Éducation	Aline Boulanger
Comité MTQ/MEES — Sécurité et équipements	Jonathan Leggitt

MEES Committees	Representatives
Comité national de pilotage (CNP) de la <i>Stratégie d'intervention Agir autrement (SIAA)</i>	Michel Turcotte
Journée pédagogique nationale de la formation professionnelle	Chantal Bérubé
Comité sur la maternelle 4 ans à temps plein (en milieux défavorisés)	Marie-France Martinoli
Conseil pédagogique interdisciplinaire du Québec (CPIQ)	André Lachapelle
Formation Québec en réseau (services aux entreprises)	Denis Ménard
Groupe de concertation en adaptation scolaire (GCAS)	Marie-France Martinoli
Groupe de travail Action 2.3.1 — Comité national pour la formation à la prévention des risques professionnels	Alain Boucher
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
Table de concertation nationale en matière d'enseignement à la maison	Michel Turcotte



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 des gérants (CPCG)	Martin Caron, Cathy Garceau, André Lachapelle, Jean-François Parent
Comité de pilotage sur les équipements	Jonathan Leggett
Comité des partenaires de la campagne de sécurité en transport scolaire (ATEQ)	Julie Larouche
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	Lise Babin, Marie-France Martinoli
Comité de pilotage sur l'élaboration du profil de compétences des conseillers pédagogiques	Nicole Labrecque
Comité national pour la formation à la prévention des risques professionnels	Éric Louis-Seize
Comité stratégique pour l'acquisition des TNI	Guy Bégin
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, diversité ethnoculturelle, linguistique et religieuse milieu scolaire	Michel Turcotte
Table nationale de lutte contre l'homophobie du réseau scolaire	Maxime Mongeon
Table provinciale de concertation sur la violence, les jeunes et le milieu scolaire	Marie-Josée Villeneuve

## PROFESSIONAL BOARD AND SECTION PRESIDENTS

We salute the valuable involvement of these individuals, who contribute to the dynamism of our entire Association.

*\* Data as of June 30 2018*

Professional Boards	
PB of School Organization	Roch-André Malo
PB of General, Vocational and Business Training	Denis Ménard
PB of School Administrative Services	Francine Lamontagne
PB of Procurement Services	Joël Thériault
PB of Financial Resources Services	Chantal Beausoleil
PB of Human Resources Services	Martine Sirois
PB of Material Resources Services	Denis Riopel
PB of Secretariat General and Communications Services	Anik Gagnon
PB of Transportation Services	Julie Larouche
PB of Educational Services	Marie-France Martinoli
PB of Information Technologies	Stéphane Bilodeau

Sections	
Affluents	Johanne Prud'homme
Appalaches	André Dallaire
Baie-des-Chaleurs	Denis Gauthier
Baie-James	Normand Larouche
Beauce-Etchemin	Christian Buteau
Capitale	Diane Laberge
Central Québec	Benoît Sévigny
Centre-du-Québec	Mario Bélisle
Charlevoix	Jérémi Forgues
Chemin-du-Roy	Sébastien Lemay
Chic-Chocs	André Hughes
Comité de gestion de la taxe scolaire de l'Île de Montréal	Pierre Venne
Côte-du-Sud	Louis Fillion
De La Jonquière	Francine Lamontagne
Découvreurs	Guillaume Métivier
Deux-Rives	Guy Coutlée
English-Montréal	Nathalie Lauzière
Etrie	Eric Arsenault
Estuaire	Patrice Deschênes
Fleuve-et-des-Lacs	Christiane Séguin

Sections	
Golfe	Annie Fillion
Grandes-Seigneuries	Jason Trevis
Harricana	Réal Nolet
Hautes-Rivières	Denis Ménard
Îles	Martine Bourgeois
Kamouraska–Rivière-du-Loup	Ghislain Lizotte
La Vérendrye	Patrick Lortie
Lac Saint-Jean	Louis Cyr
Lac-Abitibi	Yves Dubé
Lac-Témiscamingue	Nicole Lavoie
Lanaudière	Michel Brien
Laurentides	André Portugais
Laval	Christian Robert
Lester-B.-Pearson	Jeffrey Wood
Louis-Hémon	Chantale Simard
Marguerite-Bourgeoys	Marie-Josée Villeneuve
Marie-Victorin	Johanne Caron
Mauricie	Richard Boyer
Montréal	Sylvain Lachaine
Monts-et-Marées	Marie-Claude Raymond-Lemieux
Navigateurs	René Caron
Outaouais	Leeza Caron
Patriotes-Riverside	Iris Montini
Phares	Johnny Tardif
Pierre-Neveu	Hugo Charbonneau
Pointe-de-l'Île	Nathalie Labelle
Portneuf	Mario Vincent
Premières-Seigneuries	Eddy Vallières
Rives-du-Saguenay	Francis Maltais
Rivière-du-Nord	Stéphan Laurence
Rouyn-Noranda	Éric Rousseau
Seigneurie-des-Mille-Îles	Linda Laforest
Sir-Wilfrid-Laurier	Karen Moore
Sorel-Tracy	Sylvain Cloutier
Val-des-Cerfs	Lise Trottier
Yamaska	Gaétan Dion



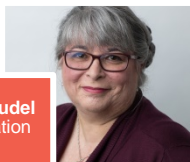
## HEAD OFFICE TEAM

### Executive management

**Jean-François Parent**  
Executive Director



**Louyse Trudel**  
Administration  
Officer



**Danielle Fortier**  
Administrative  
Technician  
(accounting)



### Labour relations

**Conrad Berry**  
CIRC, Director



**Anne-Marie Dussault**  
CRHA, Advisor



**Maude Caron**  
Administrative  
Technician (labour  
relations and  
membership)



### Professional Development

#### Communications

**Josée St-Hilaire**  
Advisor



**Lyne Lagacé**  
Administrative  
Technician



**Martin Caron**  
Coordinator



**Isabelle Rathé**  
Steward  
(development  
sessions)



**Sarah Delisle \***  
Steward  
(development  
sessions)



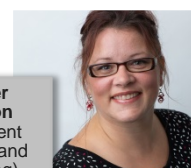
**Elaine Laberge**  
Administrative  
Technician



**Sandra Melançon**  
Office Agent  
(sessions and reception)



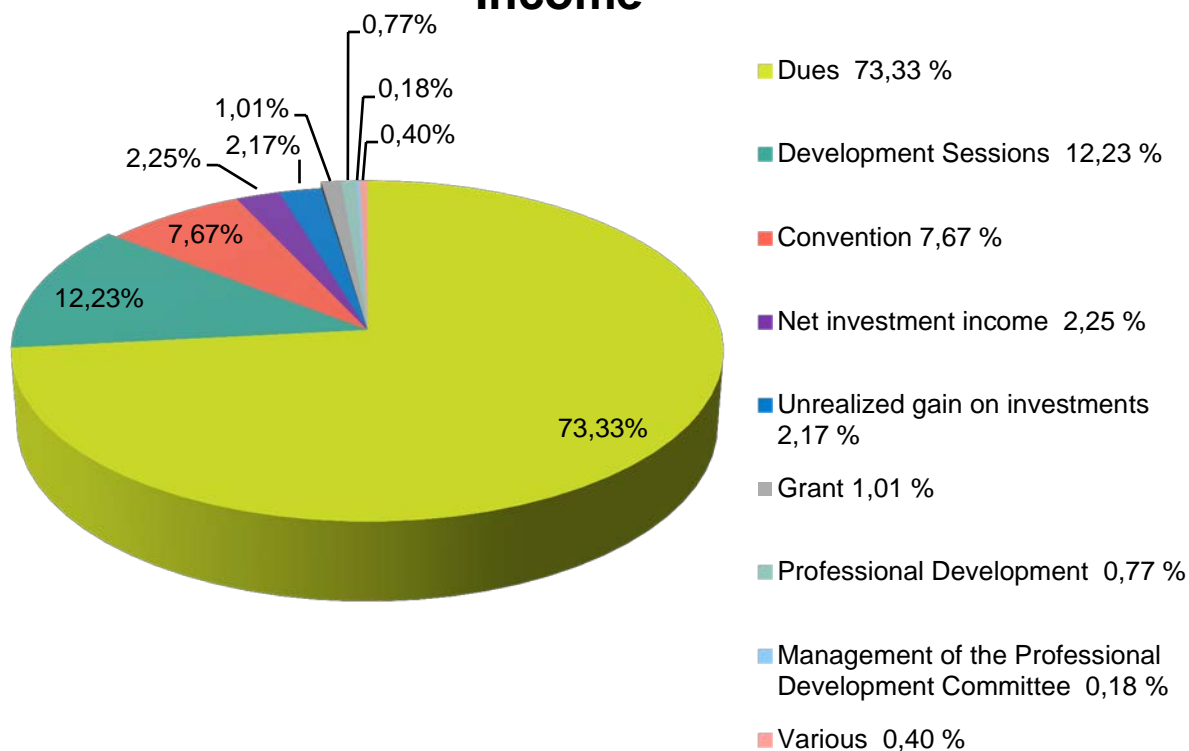
**Jennyfer Robinson**  
Office Agent  
(sessions and  
accounting)



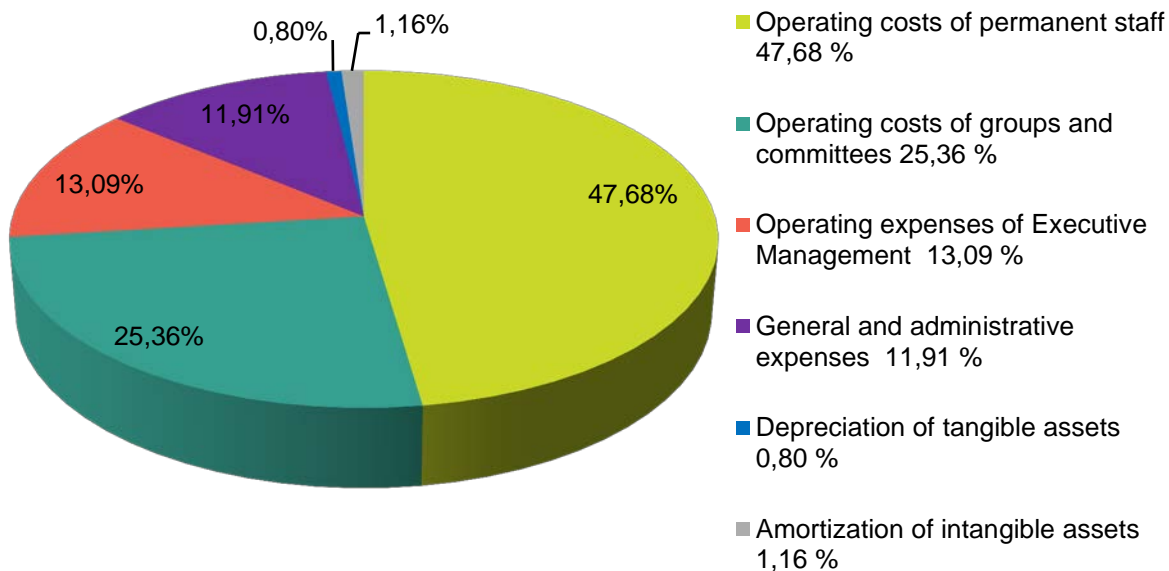
\* Maternity leave replacement of Isabelle Rathé

## INCOME AND EXPENSE DISTRIBUTION

### Income



### Expenses



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