

2018-2019 ANNUAL REPORT

aqcs.ca



AQCS

ASSOCIATION QUÉBÉCOISE
DES CADRES SCOLAIRES

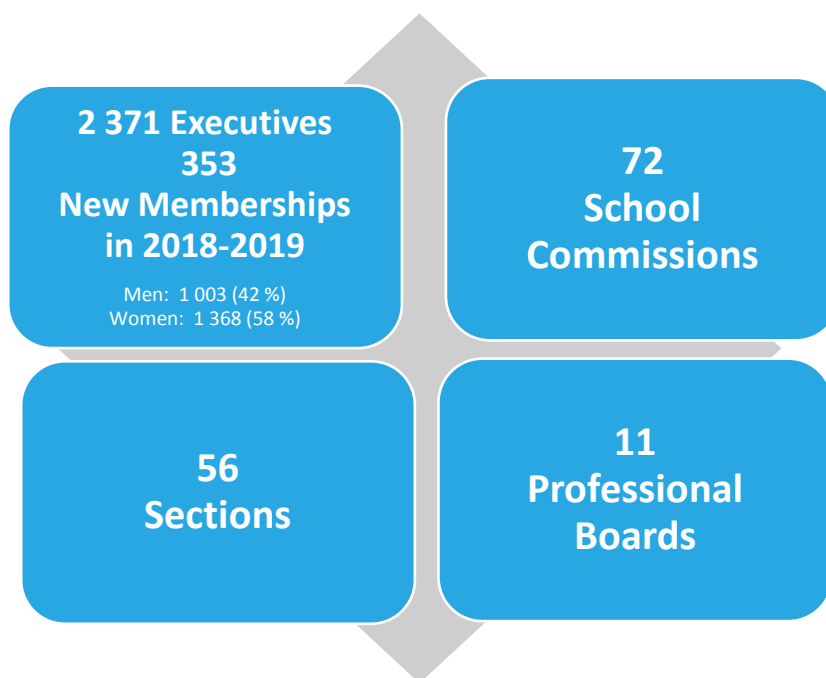
Les cadres scolaires,
EXPERTS DE LA RÉUSSITE



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PORTRAIT AS OF JUNE 30, 2019



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 PLAN OBJECTIVES

- Improve professional development services.
- 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 the 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 support.

2018-2019 BOARD OF DIRECTORS



Rémi Asselin
Chairman

Director of Information Technologies
Marguerite-Bourgeoys SB



Rémi Lupien
Treasurer

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



Julie Larouche
Manager of the College of
Professional Boards

School Transportation Manager
Pointe-de-l'Île SB



Chantal Giguère
Director

Secretary General and Director of
Transportation Services
de l'Estuaire SB



Benoît LeBel
Vice-President

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



Érick Gaboury
Manager of the Professional
Relations Committee

Director of Human Resources
Premières-Seigneuries SB



Sophie Dubé
Director

Director of Educational Services
Marie-Victorin SB



Jean-François Parent
President and CEO

Association québécoise
des cadres scolaires

Compensation for directors

	Responsibility Premium	Representational Costs ¹
Chairman	\$6 000	\$4 000
Directors	\$2 820	\$1 880

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

WORD FROM THE PRESIDENT AND THE CHAIRMAN OF THE BOARD

Being a member of AQCS made sense in October 2018, when the Quebec population brought to power a new government, in a hurry to transform school boards. In the aftermath of the election, your Association was proactive, forwarding your concerns to the Minister of Education and Higher Education, Jean François Roberge. The AQCS Professional Boards have enabled us to build solid arguments, particularly with regard to the optimal management of educational services as well as school construction and renovation projects.

Beyond the provisions that will guide the future school service centers and the governance model that will be retained, we already know that these changes will require agility. The AQCS will be on the front line to make your voice heard, and to equip you for these changes.

Our 2018-2019 Association Calendar has been busy: in addition to public affairs, we have been working on the upcoming talks on the **renewal of our terms of employment**, as well as on the issues raised by our classification plan. We also adopted **new general regulations** for the AQCS, including a governance model where Mr. Jean-François Parent became President and Chief Executive Officer. Not to mention an increased offer of **development sessions and management training**, through inter-associative partnerships.

During the recent election period, the AQCS positioned school executives as “experts for success”. Let’s not stop cultivating this conviction. Let us be proud to convey our vision and our field experience, which contribute, beyond any doubt, to the educational success of students.



A handwritten signature in blue ink, appearing to read 'Rémi Asselin'.

Rémi Asselin
Chairman of the Board



A handwritten signature in black ink, appearing to read 'Jean-François Parent'.

Jean-François Parent
President and CEO

AQCS achievements for 2018-2019 in brief:

- Ongoing support to members in labour relations
- Monitoring and concerted actions on the right to collective bargaining for managers
- Development of a Web application for executive skills development
- First collaboration between PB of Information Technologies and PB of General Secretariat and Communications Services to develop a joint workshop
- On the website: Section Activities and Expertise Directory
- 7 opinions: free tuition, renovation and construction of schools, management of educational services, school taxes, relaxation periods, etc.

CHANGES IN GOUVERNANCE

On May 3, 2019, at an Extraordinary General Meeting, our members adopted a new version of the general regulations of the AQCS. This important project, anchored in our 2017-2020 Strategic Plan, came to fruition after several stages of work and consultation.

Objectives of the revision of general regulations

- Review our governance (including changing the role of Board, the Chairman of the Board and the CEO)
- Consolidate the mandate of the General Council and the General Assembly
- Increase the efficiency of the Board, including the creation of three dedicated committees: Finance, Governance and Strategy (with new procedures for the election of directors)
- Adapt the general regulations to contemporary developments in our associative life

Adoption Stages

- Year 2017-2018: Board reflects on the revision of general regulations
- March 15, 2019: Proposed amendments made to the General Council
- March 27 to April 12, 2019: On-line consultation of members, including an explanatory video
- April 16, 2019: On-line question and answer session for members
- April 18, 2019: Last modified version sent to members
- May 3, 2019: Extraordinary General Meeting, in simultaneous webinar, with adoption of general regulations

Summary of changes made:

- Jean-François Parent, Executive Director, becomes President and Chief Executive Officer. His role in representation and public affairs is growing, as he is now the spokesperson for the AQCS. Mr. Parent will also have greater accountability to the Board.
- Rémi Asselin, Chairman, retains his position with respect to the Board of Directors.
- The General Assembly will be asked to vote, on the recommendation of the Board, on the renewal of the members' national working conditions and to set the AQCS contribution rate.
- The General Council should be consulted by the Board before the adoption of AQCS policies and on the main orientations when renewing the national working conditions of the members.
- Three committees were set up to support the Board: Finance, Governance and Strategy.
- New election procedures for directors were rolled out for the June 2019 elections. The Governance Committee submitted suggestions for nominations received.



LABOUR RELATIONS

Section presidencies: much appreciated initiatives

Welcome day for new Section presidents

On November 1, 2018, during AQCS proceedings, the Labour Relations Department held a welcome day for the new Section presidents. They were able to learn more about the services of the AQCS, their responsibilities as presidents, the administrative and legal frameworks applicable to their role as well as the working conditions of executives. In addition, role-play exercises allowed them to test their knowledge. The update of a practical guide on the roles and responsibilities of Section Presidents was presented on this occasion.



Training on amendments to the QPP

Section presidents were invited to a half-day training session on the changes to the Quebec Pension Plan (QPP), which came into effect on January 1, 2019. Ms. Nadyne Daigle, Executive Director of the *Regroupement des associations de cadres en matière d'assurance et de retraite* (RACAR), presented the various applicable

amendments and their implications for coordination with the Pension Plan for Management Personnel (PPMP)



Outreach of Sections on the Web

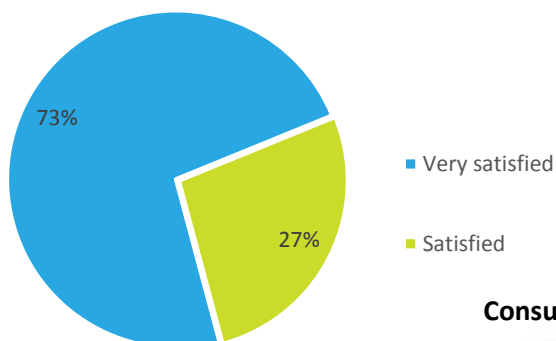
The "Section Activities" page on www.aqcs.ca was launched in November 2018, to allow Section councils share articles on achievements or events related to their associative life. In just a few months, 30 Sections have produced inspiring texts. The presidents have also been able to share proven online communication models for members.



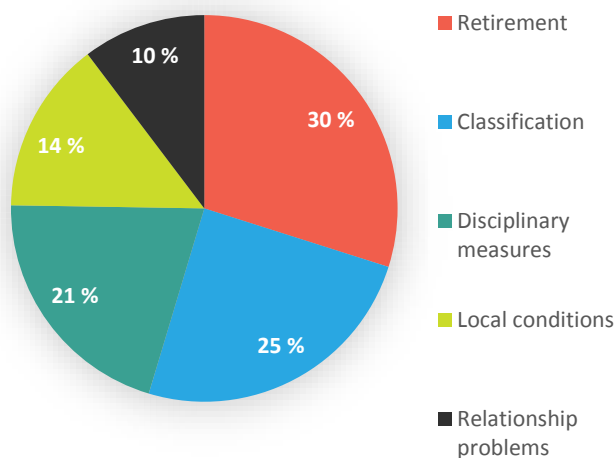
Assessment of the quality of support services for labour relations

In the interest of continuous improvement, a short survey was prepared for members who had dealings with the Labour Relations Department to gather feedback on their experience. The 103 members who contacted the department team between January and April 2019 were invited to respond to the survey. Of these, 51 members participated in the survey.

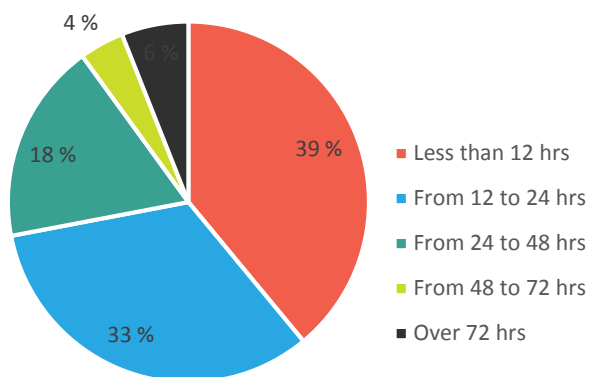
Satisfaction level



Consultation subjects



Call back delay - Percentage of respondents



Evolution of group insurance and pension plan files

In the area of group insurance and pension plans, several files have remained pending development by the Treasury Board Secretariat (TBS):

- **Group insurance plan for retirees**

Recall that discussions about the future of the group insurance plan for retirees began in October 2016. As a result of consultations conducted, more than 80% of the association's executives voted in favor of abolishing the plan because of the exorbitant cost of annual premiums. Unfortunately, subsequent discussions with retirees did not lead to a consensus, the latter opposing the termination of the regime.

- **Return-to-work of retired executives**

Through RACAR, since June 2018, the AQCS has been asking for a review of the return-to-work rules for retired executives to allow some flexibility without putting the pension plan at risk. It was only in the spring that discussions began on this subject, which continued during the summer. An outcome in this file is expected in autumn 2019

- **Working committee on the issue of RREGOP-PPMP transfers**

Several amendments have been made in recent years to the provisions of the Pension Plan for Management Personnel (PPMP) to ensure financial health.

Despite the positive effects of these changes on the executive pension fund, the issue of RREGOP-PPMP transfers has not been resolved. Also, in the longer term, the future of the plan remains compromised because of the costs and the maturity effect generated by RREGOP-PPMP transfers.

A joint working committee, comprising representatives of the management associations and the TBS, was set up with the mandate to explore viable and sustainable solutions for the PPMP. The work of the committee is expected to continue over the next year. To be continued!

Number of personalized support cases

- 165 responses to information requests about working conditions
- 193 responses to requests for advice about work-related problems
- 41 cases of member requiring the assistance from Conrad Berry and Anne-Marie Dussault, of the labour relations service (for a total of 282 interventions)

Work of the Labour Relations Committee

The Labour Relations Committee brings together members appointed annually at the June meeting of the General Council. The mandate of the committee is to identify, validate and prioritize collective labour relations files. During 2017-2018, the committee met on March 14, 2019 and June 13, 2019. The committee's main topics of discussion were as follows:

- Update of the classification plan
- Challenges of the Pension Plan of Management Personnel (PPMP)
- Group insurance for active managers and retirees
- Return-to-work of retired executives

2018-2019 Section Visits

Date	Resource person	Section	Subjects discussed
2018-09-06	Conrad Berry	Pointe-de-l'Île	Media positioning of the AQCS, regulatory amendments adopted by the Treasury Board, RREGOP: Subjects for upcoming talks, group insurance for retired executives
2018-09-21	Jean-François Parent	Marguerite-Bourgeoys	AQCS services and ongoing affairs
2018-11-14	Jean-François Parent	Patriotes-Riverside	AQCS services and ongoing affairs
2018-11-15	Jean-François Parent	Capitale	AQCS services and ongoing affairs
2018-12-06	Conrad Berry	Val-des-Cerfs	AQCS services and ongoing affairs
2018-12-12	Conrad Berry	Chemin-du-Roy	Changes to regulations, salary protection, pension plan, SSQ insurance
2019-01-30	Josée St-Hilaire	Lanaudière	Communications services and AQCS website
2019-02-07	Conrad Berry	Navigateurs	Retirement, group insurance and classification plan
2019-03-18	Jean-François Parent	Charlevoix	AQCS services and ongoing affairs
2019-05-02	Conrad Berry	Estuaire	Ongoing labour relations files
2019-05-15	Conrad Berry	Outaouais	Working conditions and role of the Labour Relations Committee
2019-05-16	Anne-Marie Dussault	Patriotes-Riverside	2016-2020 Compensation Agreement and ongoing labour relations files
2019-05-16	Conrad Berry	Montréal	Meeting with members of the Section
2019-05-28	Jean-François Parent	Premières-Seigneuries	AQCS services and ongoing affairs
2019-05-28	Jean-François Parent	Lanaudière	AQCS services and ongoing affairs
2019-06-03	Conrad Berry	Fleuve-et-des-Lacs	2016-2020 Compensation Agreement and ongoing labour relations files
2019-06-04	Jean-François Parent	Pointe-de-l'Île	AQCS services and ongoing affairs
2019-06-05	Conrad Berry	Kamouraska-Rivière-du-Loup	2016-2020 Compensation Agreement and ongoing labour relations files

PROFESSIONAL DEVELOPMENT

New Web Application

The Professional Development Department of the AQCS has set up a new Web application allowing school executives to assess their skills on a continuous basis and to be advised on the training or resources most suited to their needs. An official launch was organised in Quebec City and Montreal in September 2019.



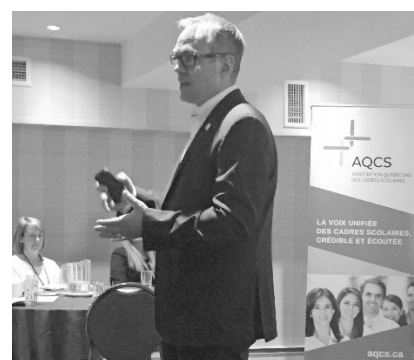
Customized training offer

Several management courses were on the AQCS Calendar in 2018-2019. Thanks to our inter-associative partnerships, and always keen to meet the needs of our members, we have organized diverse activities, either by webinar or in the classroom.

Results obtained during the various evaluations showed a very high degree of satisfaction on the part of the participants. In fact, these activities not only promote the development of new skills but also contribute to sharing expertise and practices. By co-organizing these training sessions with our partners, we generate savings, can hold activities in the regions and present a greater number of distance learning courses.

Management Training			
Dates	Clients	Subjects	Participants
October 4, 2018	AQCS	La délégation : un acte de leadership	27
October 17, 2018		Retraite : possibilités et réalité	11
October 18, 2018	Association des cadres des collèges du Québec	Intégration dans de nouvelles fonctions	40
October 25, 2018		La civilité au travail	19
November 20, 2018		L'approche appréciative en contexte de changement	26
November 21, 2018		La délégation : un acte de leadership	20
November 28, 2018	Alliance des cadres de l'État	Retraite : possibilités et réalité	16
December 6, 2018		Rétention performante employabilité durable : comprendre pour mieux gérer	21
January 18, 2019	AQCS	Rétroaction et reconnaissance au quotidien	25
January 25, 2019		Gérer les comportements inadéquats en toute légitimité	10
February 8, 2019	Association des cadres des collèges du Québec	L'innovation collective à portée de main	22
February 15, 2019		Leadership et pratiques de direction	27
February 19, 2019		Osez être un gestionnaire de choix	13
February 21, 2019		La délégation : un acte de leadership	16
February 21, 2019	Alliance des cadres de l'État	Retraite : possibilités et réalité	14
February 28, 2019		Gérer les comportements inadéquats en toute légitimité	17
April 10, 2019		Retraite : possibilités et réalité	8
April 11, 2019	Association des gestionnaires des établissements de santé et de services sociaux	La délégation : un acte de leadership	16
April 17, 2019		Intégration dans de nouvelles fonctions	21
May 3, 2019		Performance Management	14
May 9, 2019		Rétention performante employabilité durable : comprendre pour mieux gérer	12
May 16, 2019		Osez être un gestionnaire de choix	23
May 16, 2019		L'approche appréciative en contexte de changement	19

Training Sessions			
Dates	Clients	Subjects	Participants
November 7 to 9, 2018	PB of Material Resources Services PB of School Administration Services PB of Procurement and Contract Management Services	10 ans ensemble : Acteurs de réussites	Total : 227 Membres : 185 Non-membres : 42
February 7 and 8, 2019	PB of Human Resources Services	Conquérir et fidéliser les talents	Total : 79 Membres : 76 Non-membres : 3
March 20 to 22, 2019	PB of Transportation Services	CollaborAction	Total : 66 Membres : 50 Non-membres : 16
March 27 to 29, 2019	PB of Financial Resources Services	Accueillons le changement	Total : 171 Membres : 130 Non-membres : 41
April 10 to 12, 2019	PB of Information Technologies	La gestion des risques : une action concertée	Total : 81 Membres : 73 Non-membres : 8
April 10 to 12, 2019	PB of General Secretariat and Communications Services	Le travail collaboratif en action	Total : 80 Membres : 64 Non-membres : 16
May 9 and 10, 2019	PB of Procurement and Contract Management Services	Colloque annuel sur l'approvisionnement et la gestion contractuelle dans le réseau de l'éducation	Total : 155 Membres : 43 Non-membres : 112
May 17, 2019	PB of Educational Services	Vers l'émergence d'une culture de collaboration : un enjeu de structure ou une question de posture ?	Total : 34 Membres : 31 Non-membres : 3
May 23 and 24, 2019	PB of School Organisation	Gestion d'influence	Total : 33 Membres : 29 Non-membres : 4
June 6 and 7, 2019	TREAO — CPGPE Symposium <i>Table des responsables de l'éducation des adultes du Québec</i> (TREAO) PB of General, Vocational and Business Training	Et si l'on s'en parlait...	Total : 467 Membres : 211 Non-membres : 256



A day for future managers

In collaboration with the *Association des cadres des collèges du Québec*, the AQCS held two days of training for future managers in January and May 2019. These activities brought together some 40 professionals, teachers and support staff aspiring to a management position in a school board or college. Executives from both networks provided testimonials on their professional path.

The practical aspect of this training, the exchanges with experienced managers and the networking opportunities made possible, was greatly appreciated. Participants were able to learn more about the roles and responsibilities assumed by managers and to enhance their reflection process.

Co-development for co-ordination executives

In collaboration with the *Association des cadres des collèges du Québec*, the AQCS organized a co-development group for co-ordinating executives working in school boards and CEGEPs. This activity brought together, during three non-continuous days, eight people who shared various concerns related to management situations, while reflecting on possible solutions. At the end of this activity, the participants noted that this collaborative effort largely contributed to the development of their professional practice.

Executive heads and administration officers

A committee composed of executive heads and administration officers was created in 2017-2018 to structure a relevant training offer. A day of professional development, resulting from these discussions, was structured and planned for March 20 and 21, 2019. Comments expressed by our members led the committee to postpone the training session until the fall of 2019. The content and the formula were revisited, in order to attract the interest of a maximum number of participants.



Works of the *Collège des commissions professionnelles* (College of Professional Boards)

Under the chairmanship of Ms. Julie Larouche, the *Collège des commissions professionnelles* held three meetings in 2018-2019. At the meeting of June 13, 2019, members exchanged views on the presentation and content of the 2019-2020 Action Plan to better reflect the mandates entrusted to the College. A meeting was scheduled to take place in the fall of 2019 to define the objectives that will make up this 2019-2020 Action Plan.

The AQCS head office team thanks the members of the College who, through their expertise and dedication, contribute to the professional development of school executives.

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 opinions and briefs and to serve on various committees.

Here are some achievements for the PBs in 2018-2019. Their respective action plans can be consulted at www.aqcs.ca.



- **PB of School Organisation:** This PB collaborated in the drafting of an opinion tabled by the AQCS in the framework of the parliamentary committee on the Bill no.12 (free education), as well as reflection points designated for Minister Jean François Roberge about school expenses borne by parents and the introduction of two 20-minute relaxation periods in schools.
- **PB of School Administration Services:** The personalized welcome of members is one of the priorities of this PBs Council. Several members have also agreed to join the Expertise Directory project, offering to share their professional experiences with colleagues who reach out to them.
- **PB of Procurement Services:** In order to better reflect the role and responsibilities of the school system's supply chain, the Professional Board of Procurement Services has changed its identity. From now on, it will be named the Professional Board of Procurement and Contract Management Services. In addition, this PB held a symposium on procurement and contract management in May 2019, in collaboration with partners. This first edition brought together 150 managers from the school, college and university networks. This new event replaces the annual Supply Day, which was the responsibility of this PB.
- **PB of Financial Resources Services:** This PB contributed to the drafting of several opinions for the AQCS, on budgetary rules, management of investment projects, Bill no.3 to introduce a single school tax rate and Bill No.12 on free education. For the benefit of its members, this PB updated the Tax Guide. This new tool was developed in collaboration with the Mallette group and takes the reality of school boards more specifically into account.
- **PB of Human Resources Services:** The Council of this PB conducted a survey on the evolution of the recruitment of new resources (professional, teaching and support staff), as well as an extensive consultation on the observations and practices in school boards. The results of this latest study formed the basis for an opinion on staff shortages, tabled in the fall of 2019. This PB also organized the first webinar for its members on copyright rules governing educational material developed by teachers. More than 60 people from the PB of Human Resources Services and the PB of General Secretariat and Communications participated.

- **PB of Material Resources Services:** To support the development of the skills of its members, this PB offered two additional training days as part of its annual refresher session. The members were invited to a presentation of the work related to the Lab-School and a custom training course entitled « *Les relations entre les commissions scolaires et les professionnels de la construction* ». The PB also supported the preparation and presentation to Minister Jean-François Roberge of recommendations aimed at improving the efficiency of school maintenance, the management of investment projects and the addition of spaces, and the AQCS opinion on the 2019-2020 budgetary rules.
- **PB of Educational Services:** This PB carried out a specific project on the census of the organization of pedagogical and complementary services in Quebec school boards. It also participated in the drafting of areas of reflection for Minister Jean-François Roberge about school expenses borne by parents, optimal management of educational services (in terms of a possible transformation of SBs) and Bill No.12 (free education).
- **PB of Transportation Services:** This PB has been invaluable in developing avenues for reflection on the two 20-minute relaxation periods in schools and the AQCS opinion on 2019-2020 budget rules.
- **PB of Information Technologies:** The simultaneous development sessions of the PB of Information Technologies and the PB of General Secretariat and Communications Services led to the organization of a first joint workshop under the theme « *Cyberattaques : simulation de cas et leçons à retenir* ». This proposal was well-received by participants and promoted the pooling of expertise.
- **PB of General, Vocational and Business Training:** The 3rd joint conference of the TRÉAQ and the PB of General, Vocational and Business Training was held on June 6 and 7, 2019, at the Lévis Convention and Exhibition Center. Out of 361 registrations, 213 participants were managers. During the conference, Mr. Serge Lacourcière, Director of the *Centres FP and FGA* of the Hauts-Bois-de-l'Outaouais SB, received this year's award of merit for a manager.
- **PB of General Secretariat and Communications Services:** This PB supported the drafting of the AQCS opinion on Bill no.12 (free education) and began updating the Annotated Education Act, a work in progress. On the occasion of the PB's development session, Mr. Érick Parent, Secretary-General and Director of Communications for the la Capitale SB, received the Emeritus School Executive Award for 2019 highlighting Mr. Parent's leadership and rigor.

Committee for the Professional Development of Executives and Managers

The arrival of a new government has caused significant delays in the payment of the grant. Unfortunately, we were unable to process the refunds quickly, since the grant was paid in June. The financial statement as of June 30, 2019 shows a surplus of approximately \$22,628. Like last year, the members of the committee agreed, after having obtained the authorization of the MEES, to allocate this sum to the further development of the Web *Clic Gestion* application as well as to its annual update. We would like to thank the members of the committee for their contribution to the achievement of the objectives set.

The Committee for Professional Development of Executives and Managers, in numbers:

Amount reimbursed **\$218 359.20**

- Custom training: **\$8 700**
- Symposiums and Congress: **\$87 232.35**
- Accredited training: **\$116 836.43**

Number of training sessions: **67**

Total number of persons permissible: **2 286**

2018-2019 Section Training Sessions

Date	Section	Titre de l'activité
2019-03-14	Beauce-Etchemin	La persévérance
2019-02-28	Centre-du-Québec	La prévention des différends en milieu de travail
2019-05-14	Capitale	Groupe de coaching par les pairs
2019-03-29	Hautes-Rivières	Le climat de travail, la responsabilité et l'obligation de tous
2018-11-30	Deux-Rives	Événement de mobilisation — Gestion financière
2019-02-26	Golfe	Habiletés politiques, soyez un joueur stratégique
2019-05-01	Estrie	Développer le leadership grâce à l'intelligence émotionnelle
2018-08-20	Marguerite-Bourgeoys	Colloque début d'année 2018-2019
2019-02-28	Marie-Victorin	Introspection du gestionnaire en contexte de formation continue
2019-05-16	Montréal	Agilité organisationnelle et rédaction efficace
2018-11-29	Outaouais	L'optimisation de votre plein potentiel
2019-05-03	Rives-du-Saguenay	Le succès, c'est dans la tête et dans le cœur
2019-01-14	Seigneurie-des-Mille-Îles	Les entrevues de sélection
2019-02-21	Val-des-Cerfs	Trouver le bien-être au travail Tirer l'eau du puits



Pays-des-Bleuets Section

M^s Chantale Simard, Section President is with council members: M. Carl Gauthier, Vice-President, M^s Audrey Piquette, Treasurer, M. Patrice Boivin, Director and M^s Jacynthe Rodrigue, Secretary.

PUBLIC AND GOVERNMENT AFFAIRS

New Caquiste government

The theme « *Cadres scolaires : experts de la réussite* » was articulated by our representatives in 2017-2018. The purpose of this message was to make the newly elected government aware of the importance of including executives in all reflections affecting the education network: especially since the project of transforming school boards into school service centers has quickly become an objective of the Minister of Education and Higher Education, Jean François Roberge. Our arguments have largely focused on the provision of direct services to students deployed by managers and the desire of members to share their expertise.



Interventions in the education network

Mr. Jean-François Parent, President and CEO of the AQCS, was a speaker at the ACFAS Congress, May 27, 2019. He moderated a segment of a presentation under the theme « *La pertinence d'une meilleure collaboration nationale sur la recherche en éducation : mieux servir la pratique* ».

Mr. Parent was also invited to comment on manager profiles in the era of 4.0 at the conference of the *Association des cadres des collèges du Québec*, November 8, 2018.

Web presence

- www.aqcs.ca: close to 17 000 single visits
- Increase of close to 200 Facebook subscribers (Total: 643 people)
- 21 *InformAQCS* publications
- Over 100 Facebook, Twitter and LinkedIn publications
- Uploading of several videos on different subjects: back-to-school season, elections, changes to our general regulations, meeting with Minister Jean-François Roberge, Emeritus School Executive Award

Survey about our communications tools

An online assessment survey of the internal and external communication tools of the AQCS was conducted from May 15 to 30, 2019. We obtained 408 responses, from, among others, 31 Section presidents.

- 75% of respondents prefer *InformAQCS* to be informed about AQCS affairs. This newsletter contributes to members' sense of belonging and the assurance that the AQCS team is working in their interests.
- Navigation on our website was rated 4/5.
- Lunchtime webinars, to address different issues, appealed to 82% of respondents.

Expertise Directory

In December 2018, AQCS members, wishing to share experiences or special knowledge, were invited to register in the AQCS *Répertoire des Expertise / Expertise Directory*. This new Web platform, accessible through our website, allows executives facing a professional challenge to find an ally within their AQCS network. Registered members offer support in the form of coaching, telephone interviews and meetings, among others.

21 members quickly registered as available resources. The communication strategy to publicize this tool will continue in 2019-2020.



School Executive Emeritus Award



Three AQCS members who stand out for their accomplishments, their commitment and their expertise received the School Executive Emeritus Award on Friday, June 14, 2019, at our General Assembly. This award was offered in partnership with ADIGECS and ADGCSAQ.



Ms. Nathalie A. Charette

Director of Financial, Material and Transportation Resources
Cœur-des-Vallées School Board

For 15 years, Ms. Charette has been a unifying and inspiring leader. She has established a synergy between the administrative services and the institutions of her school board. Her numerous achievements include the optimization of the financial management of her organization's transportation services and the construction of the synthetic sports field at Hormisdas-Gamelin High School.



Mr. Sylvain Lachaine

Director of the Centre Champagnat — General Adult Training
Montreal School Board

Mr. Lachaine is deeply committed to developing a high-quality educational offer for young adults with multiple disabilities so that they can reach their full potential. He collaborated with the group *Parents-Aidants pour la vie*, in the establishment of a project to maintain the achievements of students from 21 to 35 years. Mr. Lachaine also contributed to the creation of a computerized platform for distance learning.



Ms. Danielle Leblanc

Director of the *Centre de formation du transport routier de Saint-Jérôme*
Rivière-du-Nord School Board

Ms. Leblanc distinguishes herself through her participative management, her entrepreneurial spirit and her desire to make up for the shortage of workers in the transportation sector. She has developed important partnerships, particularly concerning sustainable technologies. She has set up a collaboration with the *Cégep de Saint-Jérôme* so that it becomes the national center of expertise in transportation electrification technology. Ms. Leblanc is also involved in increasing the number of women driving heavy trucks.

2019 Selection Committee

Normand Lessard, General Manager, Beauce-Etchemin School Board

Christian Pleau, General Manager of the des Découvreurs School Board

Rémi Asselin, Chairman of the Board of the *Association québécoise des cadres scolaires*

Jean-François Parent, President and CEO of the *Association québécoise des cadres scolaires*

Sandra Coulombe, President of the Professional Board of Human Resources Services

Lise Madore, President of the *Fédération québécoise des directions d'établissement d'enseignement*

Publications

Date	Professional Boards that collaborated in drafting the content	Brief or Opinion	Press release or other
2018-09-04			Open letter: « <i>Derrière les enseignants, une expertise à découvrir</i> » [Behind teachers, an expertise to discover]
2018-10-02			Press release: « <i>L'AQCS collaborera avec les élus pour le développement du réseau</i> » [The AQCS will collaborate with elected officials to develop the network]
2018-10-04			Press release: <i>Semaine pour l'école publique — « Notre école publique, on l'aime... pour tellement de raisons ! »</i> [Public School Week: We love our public schools for so many reasons]
2018-10-18			Press release: « <i>L'AQCS met l'expertise de ses membres au service du nouveau ministre</i> » [The AQCS puts the expertise of its members at the service of the new minister]
2018-12-18	PB of Educational Services	Elements of reflection concerning school expenses borne by parents	
2019-01-24	PB of Material Resources Services	Recommendations to improve the effectiveness of school maintenance, investment project management and space additions	
2019-01-24	PB of Educational Services	Opinion on optimal management of educational services of school boards	
2019-02-04	PB of Financial Resources Services	Opinion on Bill no.3 to introduce a single school tax rate	
2019-03-19	PB of General Secretariat and Communications Services	Reconciling gratuity and quality - Brief submitted under Bill no.12: An Act to clarify the scope of the right to free education and to allow the regulation of certain financial contributions that may be required	Press release: « <i>Projet de loi n° 12 – L'AQCS souhaite des clarifications</i> » [Bill No.12: The AQCS asks for clarification]
2019-04-02	PB of School Organisation, PB of Transportation Services	Avenues for reflection on the two 20-minute relaxation periods in schools	
2019-04-12	Several PBs: Financial Resources; Material Resources; Information Technologies; General, Vocational and Business Training; Transportation Services	AQCS opinion on proposed budget rules for the year 2019-2020	Press release: « <i>Budget 2019 – L'AQCS salue les investissements mais demeure préoccupée par l'entretien des écoles</i> » ["Budget 2019 - AQCS applauds investments but remains concerned about school maintenance"]
2019-06-18			Press release: « <i>L'AQCS décerne son Prix Cadre scolaire émérite à trois gestionnaires engagés</i> » ["AQCS presents the School Executive Emeritus Award to Three Committed Managers"]

COMMITTEES

In the many committees that allow the AQCS to achieve its mission are committed members, proud to share their expertise. We wish to take this opportunity to warmly thank each and every one of them.

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	Caroline Comeau, Yolande Vanier
- (Sous-comité) Formation professionnelle — FP	Élise Lacroix, Denis Ménard
- (Sous-comité) Services complémentaires	Josée Lepitre, Isabelle Beaudin
Comité de recherche et de développement sur les outils technopédagogiques	Rémi Asselin
Comité du personnel de direction d'école (CPDE)	Conrad Berry
Comité du personnel de direction de centre (CPDC)	Conrad Berry, Stéphan Laurence
Comité du personnel de direction de centre FP	Jules Goulet, Benoit LeBel
Comité du personnel de direction de centre FGA	René Caron, Denis Champagne, Marie Hamel, Patricia Richer
Comité MEES — Réseau sur les ressources financières et matérielles	Francys Robidoux
- (Sous-comité) Mise à jour du régime financier applicable aux commissions scolaires	Chantal Beausoleil, Rémi Lupien
- (Sous-comité) sur la gouvernance des infrastructures	François Bergeron
Consultation sur les modifications des règles budgétaires	Chantal Beausoleil, Rémi Lupien, Francys Robidoux
Comité de gestion des infrastructures scolaires (GICS)	Patrick Allard, Michel Gagnon, Denis Riopel
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
Sous-comité en formation à distance	Guylaine Bourque
Conseil pédagogique interdisciplinaire du Québec (CPIQ)	André Lachapelle
Formation Québec en réseau (services aux entreprises)	Guylaine Bourque
Groupe de concertation en adaptation scolaire (GCAS)	Marie-France Martinoli
Table de concertation nationale en matière d'enseignement à la maison	Michel Turcotte
Table de travail sur l'éducation préscolaire	Lyne Robichaud

Other committees	Representatives
Allô Prof	Rémi Asselin
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, Jean-François Parent
Comité de pilotage sur les équipements	Jonathan Leggitt
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
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	France Chevretils
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-France Dion

PROFESSIONAL BOARD AND SECTION PRESIDENTS

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

Professional Boards	Presidents
PB of School Organisation	Roch-André Malo
PB of General, Vocational and Business Training	Caroline Comeau et Denis Ménard, coprésidences
PB of School Administration Services	Francine Lamontagne
PB of Procurement and Contract Management Services	Michelle Therrien
PB of Financial Resources Services	Francys Robidoux
PB of Human Resources Services	Sandra Coulombe Martine Sirois
PB of Material Resources Services	Denis Riopel
PB of General Secretariat and Communications Services	Marie-France Dion
PB of Transportation Services	Richard Pundzius
PB of Educational Services	Marie-France Martinoli
PB of Information Technologies	Stéphane Bilodeau

Sections	Presidents
Affluents	Éric Lavoie
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	Benoît Gauthier
Charlevoix	Geneviève Turcotte
Chemin-du-Roy	Félix Goudreau
Chic-Chocs	Stéphanie Côté, Richard Steven
Comité gestion taxe scolaire Île de Montréal	Pierre Venne
Côte-du-Sud	Louis Fillion
De La Jonquière	Francine Lamontagne
Découvreurs	Guillaume Métivier
Deux-Rives	Guy Coutlée
English-Montréal	Sylvie Beaudry
English-Montréal	Nathalie Lauzière
Estrie	Éric Arseneault

Sections	Presidents
Estuaire	Patrice Deschênes
Fleuve-et-des-Lacs	Isabelle Bergeron
Golfe	Éric Faguy
Grandes-Seigneuries	Jason Trevis
Harricana	Réal Nolet
Hautes-Rivières	Luc Martin
Îles	Martine Bourgeois
Kamouraska-Rivière-du-Loup	Ghislain Lizotte
La Vérendrye	Isabelle Bergeron
Lac Saint-Jean	Manon Lepage
Lac-Abitibi	Yves Dubé
Lac-Témiscamingue	Nicole Lavoie
Lanaudière	Michel Brien
Laurentides	Samuel Fortin
Laval	Christian Robert
Lester-B.-Pearson	Jeffrey Wood
Marguerite-Bourgeoys	Yolande Vanier
Marie-Victorin	Johanne Caron
Mauricie	Jean-François Gamache
Montréal	Isabelle Forget
Monts-et-Marées	Marie-Claude Raymond-Lemieux
Navigateurs	René Caron
Outaouais	Leeza Caron
Patriotes-Riverside	Patrice Filiatreault
Pays-des-Bleuets	Chantale Simard
Phares	Johnny Tardif
Pierre-Neveu	Hugo Charbonneau
Pointe-de-l'Île	François Lemire
Portneuf	Jean-François Lussier
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

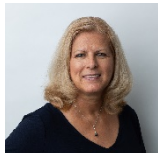
Executive Management



Jean-François Parent
President and CEO



Louyse Trudel
Administration Officer



Danielle Fortier
Administration Technician
(Accounting)

Labour Relations



Conrad Berry
CRIA, Director



Anne-Marie Dussault
CRHA, Advisor



Maude Caron
Administration Technician
(Labour Relations and
Workforce)

Communications



Josée St-Hilaire
Advisor



Lyne Lagacé
Administration Technician

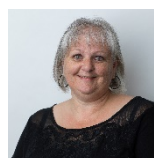
Professionnel Development



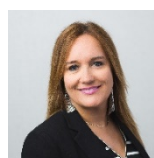
Martin Caron
Coordonnator



Isabelle Rathé
Steward
(Training Sessions)



Elaine Laberge
Administration Technician



Sandra Melançon
Office Agent
(Sessions and Reception)



Jennyfer Robinson
Office Agent
(Sessions and Accounting)



INCOME AND EXPENSE DISTRIBUTION

Operating Income

Membership fees	\$2 167 505
Training sessions	\$490 836
Congress	---
Net investment income	\$104 329
Professional Development	\$41 176
Grant	---
Management of the Executive Development Committee	\$5 000
Entrance fees	\$88
Unrealized gain on investments	---
Various	\$9 045
Appropriation of the surplus	---
	<hr/>
	\$2 817 979

Operating Expenses

Operating costs of permanent staff	\$1 196 963
Operating costs of bodies and committees	\$872 712
Operating costs of the General Directorate	\$239 024
General and administrative expenses	\$295 618
Unrealized loss on investments	\$25 942
Depreciation of capital assets	\$37 141
Amortization of intangible assets	\$23 099
	<hr/>
	\$2 690 499

ASSOCIATION QUÉBÉCOISE DES CADRES SCOLAIRES

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