



National Plan for the Professional Development of School Managers

2020-2021

Avec l'appui de

Québec 

Table of contents

General Information	1
1. CPCG's mandate.....	1
2. CPCG member organizations and their representatives	1, 2
3. Role of the CPCG Manager	3
4. Objectives of CPCG professional development activities.....	3
5. School managers eligible for a grant	3
6. Types of training subsidized by the CPCG.....	4
6.1. Greeting day for new school managers.....	4, 5
6.2. Recognized credited training	6, 7
6.3. Customized professional development activity	8, 9, 10, 11, 12
6.4. Seminar or conference.....	13, 14, 15, 16, 17
7. Carrefour des formateurs database	18
Forms	
Recognized credited training	7
Customized professional development activity	11, 12
Seminar or conference	16, 17
Appendices	
1 - List of school boards	19, 20
2 - Attendance list template	21

General Information

1. CPCG's MANDATE

The decentralization of management of professional development for school managers, in application since April 1, 1992, gives the Comité de perfectionnement des cadres et des gérants (CPCG - [Professional Development Committee for School Executives and Managers]) the mandate to define the directions and objectives of professional development for school managers based on financial resources available. The CPCG also oversees the annual financial planning of professional development activities and ensures compliance with the development guidelines in the *Référentiel de compétences des gestionnaires scolaires / Guide to Managerial Skills for School Executives*, allocating financial resources for planning the training, staying aware of the situation and evolution of school managers' professional development and assessing results.

The CPCG continues to contribute its financial support to training days that facilitate the appropriation by eligible school managers of new roles, new tasks, a new management mode or their integration into new positions. Also accounting for the upgrade of academic requirements necessary to hold certain positions, the CPCG intends to encourage managers already in office to acquire the minimum new requirements related to their position by taking credited college or university training, leading to a recognized diploma.

2. CPCG MEMBER ORGANIZATIONS AND THEIR REPRESENTATIVES

Association of Administrators of English Schools of Quebec (AAESQ)

Mr. Stéphane Lagacé

Commission scolaire Central Québec / Central Québec School Board

2046 Chemin Saint-Louis

Québec, Québec G1T 1P4

Tel.: 418-688-8730, extension 3010

Email: stephane.lagace@cqsbc.qc.ca

Association des cadres de Montréal (ACM)

Mr. Fabien Gagnon

Commission scolaire de Montréal

110, boul. Crémazie Ouest

Montréal, Québec H2P 1B9

Tel.: 514-596-2003, extension 7652

Email: gagnon.fa@cscdm.qc.ca

Association québécoise des cadres scolaires (AQCS)

Mr. Jean-François Parent
Association québécoise des cadres scolaires (AQCS)
1195, avenue Lavigerie, bureau 170
Québec, Québec G1V 4N3
Tel.: 418 654-0014, extension 230
Email: direction.generale@aqcs.ca

Ms. Cathy Garceau
Commission scolaire de l'Énergie
2072 Gignac
Shawinigan, Québec G9N 6V7
Tel.: 819-539-6971, extension 2297
Email: cgarceau@csenergie.qc.ca

Quebec English School Boards Association (QESBA)

Ms. Christine Denommée
Commission scolaire English Montréal
6000 avenue Fielding
Montréal, Québec H3X 1T4
Tel. : 514 483-7200
Email : christine.denommee@education.gouv.qc.ca

Fédération des commissions scolaires du Québec (FCSQ)

Ms. Johanne Chenard
1001 avenue Bégon
Québec, Québec G1X 3M4
Tel.: 418-651-3220
Email: jchenard@fcsq.qc.ca

Ministère de l'Éducation, de l'Enseignement supérieur et de la Recherche (MEES)

Ms. Valérie Lepire
Direction de la formation et de la titularisation du personnel scolaire
1035 rue De La Chevrotière, 28th floor
Québec, Québec G1R 5A5
Tel.: 418-643-2948
Email: valerie.lepire@education.gouv.qc.ca

Coordination

Mr. Martin Caron
Association québécoise des cadres scolaires (AQCS)
1195 avenue Lavigerie, Suite 170
Québec, Québec G1V 4N3
Tel.: 418-654-0014, extension 237
Email: mcarondp@aqcs.ca

3. ROLE OF THE CPCG MANAGER

The Association québécoise des cadres scolaires (AQCS) has been designated as manager of the CPCG. The manager is responsible, namely, for current management of the CPCG budget and coordination of the committee's work. As part of its mandate, the manager performs the following activities:

- Development of training of school executives in Québec
- Information to managers
- Preparation and presentation of the reports required by the CPCG and the MEES
- Promotion of the *Référentiel de compétences des gestionnaires scolaires / Guide to Managerial Skills for School Executives*
- Receipt, process, presentation to the CPCG and follow up of grant applications
- Update of the *Carrefour des formateurs* database and control of the access codes
- Any other task requested by the CPCQ.

4. OBJECTIVES OF CPCG PROFESSIONAL DEVELOPMENT ACTIVITIES

The professional development activities offered as part of this National Plan allow school board managerial and executive personnel to:

- Acquire knowledge and competencies relating to the new administrative and pedagogical management approaches and the changes generated by education laws, regulations, approaches or policies and be directly linked to the position held.
- Develop the required skills in the everyday practice of school management.

5. SCHOOL MANAGERS ELIGIBLE FOR A GRANT

Only executives and managers of the school board network may have access to a CPCG grant. This includes all **senior managers, directors and assistant directors of adult education (AE), vocational training (VT) and basic adult education (BAE) centres, regardless of their associative membership.**

The following are not eligible:

- School directors and assistant directors, as they have access to grants from the Comité de perfectionnement des directions d'établissement (CPD).
- Non managers (executive directors and assistant executive directors), as they have access to the Comité de perfectionnement des directeurs généraux (CPDG)'s budget.

* Because the AQCS has some members who are directors of institutions, discussions will be needed in this respect to ensure they can be funded.

6. TYPES OF TRAINING SUBSIDIZED BY THE CPCG

The CPCG intends to award the funds at its disposal annually to accomplish the following training:

- Greeting day for new school managers
- Recognized credited training
- Customized professional development activity
- Seminar or conference
- The *Référentiel de compétences des gestionnaires scolaires / Guide to Managerial Skills for School Executives*.

In the following pages, you will find a description of the types of subsidized trainings.

6.1. GREETING DAY FOR NEW SCHOOL MANAGERS

6.1.1. Clientèle

This training day is intended for all persons who obtain an executive or manager position for the first time in a service or a school.

6.1.2. Training Objectives

The objective of the Greeting Day is to enable new school managers to:

- Familiarize themselves with their new environment
- Know the key players in education (government departments, federations and associations)
- Clarify the sharing of responsibilities between the Ministère de l'Éducation, de l'Enseignement supérieur (MEES), the school boards and the educational institutions (Education Act)
- Be informed of the training resources made available to them and the contents of the *Référentiel de compétences des gestionnaires scolaires / Guide to Managerial Skills for School Executives*
- Receive information on their conditions of employment
- Create relationships with other managers of the school board network.

6.1.3. Training Content

- The legal environment of a school board (the sharing of powers and responsibilities among the MEESR, the school boards and the educational institutions)
- The services offered by the Fédération des commissions scolaires du Québec (FCSQ) and the AQCS
- The conditions of employment of school managers and executives: group insurance, pension, classification, etc.
- The available training resources supported by the Plan and the *Référentiel de compétences des gestionnaires scolaires / Guide to Managerial Skills for School Executives*
- The National Plan of the CPCG.

6.1.4. Greeting Day location

The greeting day is organized either in the Québec City or Montréal region, as needed. Notification of the date is given about two months in advance.

6.1.5. Grant conditions

The CPCG grant covers the following expenses:

- Coordination
- Fees, living and travel expenses of the resource persons
- Cost of meals and breaks
- Room rentals
- Preparation and reproduction of promotion documents and documentation distributed to the participants.

6.1.6. Costs and funding

The AQCS plans and hosts the Greeting Day for eligible new school managers on behalf of the CPCG. There are no registration fees for participants in the training. However, persons who register and do not show up for the training day must have notified the AQCS 30 days before the training day is held, or they will be billed for the costs already incurred.

6.1.7. Registration Form (Online)

As soon as the date and location of the Greeting Day are fixed, the AQCS will send the invitation to all new managers who are members of the Association and in office for less than two years, as well as the link to the online registration form to participate in this training.

For the members of the other associations, their representatives on the CPCG and the executive directors of the school board receive information on the AQCS and distribute it to all new managers.

6.1.8. Information

For any additional information, contact Elaine Laberge at 418-654-0014, extension 229, or by email (cpcg@aqcs.ca).

6.2. RECOGNIZED CREDITED TRAINING

6.2.1. Clientèle

This measure is intended for all eligible school managers employed at the different school boards.

6.2.2. General objective

These courses enable the achievement of the minimum academic requirements necessary to hold a manager position, including the general training program for management of a centre.

6.2.3. Conditions of the CPCG grant

In order to facilitate the acquisition of the minimum qualification for their position, the CPCG provides eligible school managers with financial support.

At the college and university levels, the CPCG grants 50% of the credits needed to achieve the minimum academic requirements needed for the performance of the duties of the position held by the school manager.

The applicant needs to fill out the form and return it at the beginning of the training. It should include a description of his/her program and a list of courses.

The amount of the grant for a recognized credited training corresponds to \$100 per credit, for a total of 15 credits.

6.2.4. Reimbursement conditions

For reimbursement, fill out part 2 of the grant application form, and submit it, including proof of successful completion of the courses, within **30 days of completing each course**.

PART 1 - GRANT APPLICATION (it is important to submit the program and courses with the application)	
Your professional association:	<input type="checkbox"/> AQCS <input type="checkbox"/> AAESQ <input type="checkbox"/> ACM
Last name: _____	First name: _____
Position: _____	Commencement date in the position: _____
Address: _____	
City: _____	Postal code: _____
Tel: _____	Cell : _____
Email: _____	
Program - specify: _____	
Program	Institution
Program start date: _____	
School board: _____	
Name of person responsible: _____	
Address: _____	
City: _____	Postal code: _____
Office tel.: _____	Email: _____
_____	_____
<i>Date</i>	<i>Signature of the immediate superiore</i>

To obtain a reimbursement, fill out PART 2 of the grant application form, and submit it, including proof of successful completion of the courses, WITHIN 30 DAYS OF COMPLETING EACH COURSE.

PART 2: REIMBURSEMENT REQUEST	
Program - specify: _____	
Program	Institution
IMPORTANT: The amount of the grant is \$100 per credit (first 15 credits) for recognized training.	
➔ <input type="checkbox"/> I hereby declare that I have not received any other reimbursement for school fees.	
THE REIMBURSEMENT MUST BE PAID: <input type="checkbox"/> to the individual <input type="checkbox"/> to the school board	
_____	_____
<i>Name in block letters</i>	<i>Signature of person responsible</i>
_____	_____
<i>Date</i>	<i>Candidate's signature</i>

Send this form to Elaine Laberge (cpcg@aqcs.ca) no later than November 15, 2020

6.3. CUSTOMIZED PROFESSIONAL DEVELOPMENT ACTIVITY

6.3.1. Clientèle

This measure is also intended for all eligible school managers employed at the different school boards.

6.3.2. General objective

The funded training must allow acquisition of knowledge and competencies regarding the new administrative and pedagogical management approaches and the changes generated by education laws, regulations, approaches or policies and be directly linked to the position.

Furthermore, these activities are organized by associations representing school executives and managers, AQCS sections and school boards. They bring 50 or less people together and take the form of a half-day or full-day workshop. (maximum of one day)

6.3.3. Grant allocation

As part of the customized professional development activities, the maximum amount of the grant is calculated based on the duration and number of eligible managers in attendance. As presented in the table below. This method of calculation is used more particularly for groups of 38 or more people.

One day of training: \$80 per eligible manager
A half a day of training: \$40 per eligible manager

In addition, for groups of less than 38 people, a maximum grant of \$ 3,000 for one day of training or \$ 1,500 for half a day of training may be paid. This is so that the professional fees and travel expenses of the trainer can be partially covered.

Finally, under special circumstances, the file shall be analyzed by the CPCG with regard to grant applications for a small group. Furthermore, the application shall **include proof**.

The CPCG also grants special funding for managers from school boards considered to be in a remote region (see appendix 1). This financial assistance aims to increase the grant, adding a maximum of \$1,000 to defray a portion of the resource persons' transportation and lodging.

Relevant vouchers are necessary for receiving this additional grant.

It shall be granted to the extent that the necessary funds are available.

To benefit from this additional assistance, please check the appropriate box on the grant application form.

6.3.4. Grant application

Grant applications must be **submitted no later than November 15, 2020, on condition that all complete information is submitted no later than January 15, 2021.** To make an application, please fill out the application form for requesting a grant for a custom professional development activity. In the event that the applicant does not meet these requirements, the CPCG shall have no other choice than to deny the request.

A **complete** application must include the following information:

- Draft schedule
- Theme
- Name of contact person
- Contact information of the distributing organization.

N.B. Incomplete requests will be rejected.

6.3.5. Eligible expenses

The subsidy granted by the CPCG is used exclusively for the following expenses:

- The resource persons (fees¹, living and travel expenses)
- Room rentals
- Audiovisual equipment
- Printing or recording on USB keys and distribution of the documents necessary for professional development
- Secretarial expenses
- Travel expenses of the members of the organizing committee

N.B. The amount granted as part of a customized professional development activity may be lower than the amount requested, based on the financial resources available.

¹ * *It is clearly understood that, generally, these fees are not applicable to personnel from school boards, associations and government departments.*

6.3.6. Claiming the grant

In the 30 days following completion of the activity, the applicant submits a request for payment to the manager (AQCS), completing part 2 of the grant application and submitting it along with the requested vouchers. The AQCS must therefore be notified of any changes pertaining to the completion of the activity in order to adjust the claim deadline accordingly.

Payment of the actual amount of the grant will be sent within 60 days of receipt of all documents, depending on receipt of the payment from the Department.

In the event of failure to notify the AQCS of a change or to provide the required vouchers on time, the grant will not be paid. The amount recovered by the CPCG as a result will be used on other requests.

6.3.7. List of documents to include with the grant claim

- Detailed schedule of the activity, **including the hours**
- **Attendance list signed** by the eligible school managers, **indicating the position held and the service at the school board**
- The vouchers corresponding to the eligible expenses incurred
 - The resource persons (fees², living and travel expenses)
 - Room rentals
 - Audiovisual equipment
 - Printing or recording on USB keys and distribution of the documents necessary for professional development
 - Secretarial expenses
 - Travel expenses of the members of the organizing committee

6.3.8. Activity cancellation

If, however, the activity is cancelled, the applicant must immediately notify Ms. Elaine Laberge at 418-654-0014, extension 229, or by email (cpcg@aqcs.ca), so that this amount can be reallocated to another application.

The amounts allocated for a professional development activity may not be transferred to another professional development activity without the approval of the CPCG.

² * *The fees are not applicable to personnel from school boards, associations and government departments.*

PART 1 - GRANT APPLICATION	CPCG no.: _____
APPLICANT ORGANIZATION :	
<input type="checkbox"/> AQCS section <input type="checkbox"/> School board <input type="checkbox"/> Professional commission <input type="checkbox"/> Other (please specify)	
Name of the organization: _____	
Name of person responsible: _____ First name: _____	
Address: _____	
City: _____ Postal code: _____	
Telephone: _____ Extension: _____ Email: _____	
Date of delivery: _____ Number of managers expected: _____	
Duration of session: <input type="checkbox"/> Half a day <input type="checkbox"/> One day Location of session: _____	
FOR A REQUEST TO BE COMPLETE, YOU MUST INCLUDE THE INFORMATION BELOW INCOMPLETE REQUESTS WILL BE REJECTED.	
Name of the distributing organization : _____	
Address: _____	
Resource person : _____	
Program theme: _____	
Description of the activity: _____ (Attach the draft schedule)	
_____	_____
<i>Date</i>	<i>Signature of person responsible</i>
_____	_____
<i>Executive Director's signature</i>	

COMPETENCY AREAS - Indicate the competencies and skills of the *Référentiel* / Guide covered by the activity.
Refer to "www.aqcs.ca/aqcs/publications/referentiel-competences/Référentiel de compétences des gestionnaires scolaires" / Guide to Managerial Skills for School Executives" for the behaviour indicators.

Strategic Leadership	Management	Team Mobilization	Expertise and Advice
<input type="checkbox"/> 1. Generate a systemic vision of the issues	<input type="checkbox"/> 4. Adopt proactive/effective management	<input type="checkbox"/> 7. Mobilize individuals/groups around the mission and its related challenges	<input type="checkbox"/> 9. Apply knowledge/competencies
<input type="checkbox"/> 2. Position yourself strategically	<input type="checkbox"/> 5. Support/supervise personnel in performing their roles	<input type="checkbox"/> 8. Encourage cooperation/exchange among school principals/centre directors/service managers	<input type="checkbox"/> 10. Share expertise/play advisory role in problem solving approach
<input type="checkbox"/> 3. Create alliances/partnerships	<input type="checkbox"/> 6. Favour a conflict resolution approach based on effective solutions		

Skills

<input type="checkbox"/> Method/Approach Structuring	<input type="checkbox"/> Communication Processing and dissemination of information	<input type="checkbox"/> Interaction-Cooperation Relationship	<input type="checkbox"/> Evaluation-Regulation Analytical/synthetic	<input type="checkbox"/> Ethics Based on moral sense
----------------------------------------------------------------	----------------------------------------------------------------------------------------------	-------------------------------------------------------------------------	-------------------------------------------------------------------------------	----------------------------------------------------------------

See the detailed definitions on p. 11 of "www.aqcs.ca/aqcs/publications/referentiel-competences/Référentiel de compétences des gestionnaires scolaires" / Guide to Managerial Skills for School Executives."

AMOUNT FOR SMALL GROUPS	
The amount requested, according to the CPCG scales, does not cover the fees and travel expenses of the chosen speaker, to facilitate the holding of our event, we are requesting an amount for a small group (less than 38 eligible school managers)	
<input type="checkbox"/> \$1,500 for half a day	<input type="checkbox"/> \$3,000 for one day

AMOUNT FOR REGIONS CONSIDERED TO BE REMOTE	
We request additional assistance* to defray a portion of the resource persons' transportation and lodging. * <i>It should be noted that this additional amount will be granted to the extent the necessary funds are available.</i>	
<input type="checkbox"/> Application for assistance for remote regions \$1,000 [see Appendix 1]	

The grant is awarded according to the actual number of eligible school managers present and the budget.

PART 2 – REQUEST FOR PAYMENT	
Attach the vouchers (mandatory):	
<input type="checkbox"/> The detailed schedule of the activity (including the hours) <input type="checkbox"/> The attendance list signed by the eligible school managers, indicating the position held and the service at the school board. <input type="checkbox"/> The vouchers corresponding to the eligible expenses incurred. <ul style="list-style-type: none"> • <i>The resource persons (fees*, living and travel expenses)</i> • <i>Room rentals</i> • <i>Audiovisual equipment</i> • <i>Printing or recording on USB keys and distribution of the documents necessary for professional development</i> • <i>Secretarial expenses</i> • <i>Travel expenses of the members of the organizing committee.</i> <p><i>* The fees are not applicable to personnel from school boards, associations and government departments.</i></p>	
Did participants' satisfaction level meet your expectations? Yes <input type="checkbox"/> No <input type="checkbox"/>	
<p><u>Unless the AQCS is notified of a change or unless vouchers are submitted within 30 DAYS of performance of the activity, the grant will be released and recovered to respond to other applications.</u></p>	
THE PAYMENT MUST BE MADE OUT TO: _____	
Name of addressee: _____	Position: _____
_____ <i>Date</i>	_____ <i>Applicant's signature</i>

Send this form to Elaine Laberge (cpcg@aqcs.ca) no later than November 15, 2020.

6.4. SEMINAR OR CONFERENCE

6.4.1. Clientèle

This measure is intended for all eligible school managers employed at the different school boards.

6.4.2. General objective

The training must allow acquisition of knowledge and competencies regarding the new administrative and pedagogical management approaches and the changes generated by education laws, regulations, approaches or policies and be directly linked to the position held.

These professional development sessions are organized by associations representing school executives and managers, AQCS sections and school boards. They bring 50 or more people together and consist of various workshops.

6.4.3. Grant allocation

With regard to holding a seminar or conference, the subsidy amount is calculated based on the number of participants registered for the event according to the scales presented below:

<p style="text-align: center;">\$100 for the first 100 eligible managers \$50 for any subsequent eligible managers</p>

6.4.4. Grant Application

Grant applications must be **submitted no later than November 15, 2020, on condition that all complete information is submitted no later than January 15, 2021**. To make an application, please fill out the application form for requesting a grant for a seminar or conference. In the event that the applicant does not meet these requirements, the CPCG shall have no other choice than to deny the request.

A **complete** application must include the following information:

- Draft schedule
- Theme
- Name of contact person
- Contact information of the distributing organization.

N.B. Incomplete requests will be rejected.

6.4.5. Eligible expenses

The subsidy granted by the CPCG is used exclusively for the following expenses:

- Resource persons (fees*, living and travel expenses)
- Room rentals
- Audiovisual equipment
- Printing or recording on USB keys and distribution of the documents necessary for professional development
- Secretarial expenses
- Travel expenses of the members of the organizing committee

** It is clearly understood that, generally, these fees are not applicable to personnel from school boards, associations and government departments.*

N.B.: The amount granted as part of a seminar may be lower than the amount requested, based on the financial resources available.

6.4.6. Claiming the grant

In the 30 days following completion of the activity, the applicant submits a request for payment to the manager (AQCS), completing part 2 of the grant application and submitting it along with the requested vouchers. **The AQCS must therefore be notified of any changes pertaining to the completion of the activity** in order to adjust the claim deadline accordingly.

Payment of the actual amount of the grant will be sent within 60 days of receipt of all documents.

In the event of failure to notify the AQCS of a change or to provide the required vouchers on time, the grant will not be paid. The amount recovered by the CPCG as a result will be used on other requests.

6.4.7. List of documents to include with the grant claim

- Detailed schedule of the activity, **including the hours**
- **Attendance list** by the eligible school managers, **indicating the position held and the service at the school board**
- The vouchers corresponding to the eligible expenses incurred
 - Resource persons (fees*, living and travel expenses)
 - Room rentals
 - Audiovisual equipment
 - Printing or recording on USB keys and distribution of the documents necessary for professional development
 - Secretarial expenses
 - Travel expenses of the members of the organizing committee

** The fees are not applicable to personnel from school boards, associations and government departments.*

6.4.8. Activity cancellation

If, however, the activity is cancelled, the applicant must immediately notify Ms. Elaine Laberge at 418-654-0014, extension 229, or by email (cpcg@aqcs.ca), so that this amount can be reallocated to another application.

The amounts allocated for a professional development activity may not be transferred to another professional development activity without the approval of the CPCG.

PART 1 - GRANT APPLICATION	CPCG no.: _____	
APPLICANT ORGANIZATION :		
<input type="checkbox"/> AQCS section <input type="checkbox"/> School board <input type="checkbox"/> Professional commission <input type="checkbox"/> Other (please specify)		
Name of the organization: _____		
Name of person responsible: _____ First name: _____		
Address: _____		
City: _____ Postal code: _____		
Telephone: _____ Extension: _____ Email: _____		
Date of delivery: _____ Number of managers expected: _____		
Duration of session: <input type="checkbox"/> Half a day <input type="checkbox"/> One day		
FOR A REQUEST TO BE COMPLETE, YOU MUST INCLUDE THE INFORMATION BELOW INCOMPLETE REQUESTS WILL BE REJECTED.		
Name of the distributing organization : _____		
Address: _____		
Resource person : _____		
Program theme: _____		
Description of the activity: _____ <i>(Attach the draft schedule)</i>		
_____	_____	_____
<i>Date</i>	<i>Signature of person responsible</i>	<i>Executive Director's signature</i>

COMPETENCY AREAS - Indicate the competencies and skills of the <i>Référentiel</i> / Guide covered by the activity. <i>Refer to "Référentiel de compétences des gestionnaires scolaires" / Guide to Managerial Skills for School Executives</i> for the behaviour indicators.			
Strategic Leadership <input type="checkbox"/> 1. Generate a systemic vision of the issues <input type="checkbox"/> 2. Position yourself strategically <input type="checkbox"/> 3. Create alliances/partnerships	Management <input type="checkbox"/> 4. Adopt proactive/effective management <input type="checkbox"/> 5. Support/supervise personnel in performing their roles <input type="checkbox"/> 6. Favour a conflict resolution approach based on effective solutions	Team Mobilization <input type="checkbox"/> 7. Mobilize individuals/groups around the mission and its related challenges <input type="checkbox"/> 8. Encourage cooperation/exchange among school principals/centre directors/service managers	Expertise and Advice <input type="checkbox"/> 9. Apply knowledge/competencies <input type="checkbox"/> 10. Share expertise/play advisory role in problem solving approach
Skills <input type="checkbox"/> Method/Approach Structuring <input type="checkbox"/> Communication Processing and dissemination of information <input type="checkbox"/> Interaction-Cooperation Relationship <input type="checkbox"/> Evaluation-Regulation Analytical/synthetic <input type="checkbox"/> Ethics Based on moral sense			
<i>See the detailed definitions on p. 11 of "https://www.aqcs.ca/aqcs/publications/referentiel-competences/Référentiel de compétences des gestionnaires scolaires"/Guide to Managerial Skills for School Executives."</i>			

7. CARREFOUR DES FORMATEURS DATABASE

In a constant effort to meet the needs of the organizers of the professional development training day and diversify the trainings offered, the CPCG has created a trainer database called *Carrefour des formateurs*.

The CPCG gives the organizers of professional development activities for school managers access to this database in order to facilitate the search for trainers or resource persons who meet the stated needs.

The data contained in *Carrefour des formateurs* comes from information provided by the organizers of the professional development activities, particularly based on the grant claim documents submitted to the CPCG.

Organizers of this training who wish to have access to *Carrefour des formateurs* are invited to send their request by email to cpcg@aqcs.ca.

APPENDICES

List of school boards

Central point: CS des Chênes

The school boards highlighted in yellow are considered to be in "remote" regions, i.e. those more than 500 km from the central point of the province determined by the CPCG (Drummondville).

School board	Postal code	Region	School board code	Distance in km
Affluents	J6A 6C5	14	AFFL1	116.4
Appalaches	G6G 7P1	12	APPA1	119.2
Baie-James	G8P 1S3	10	BAIJ1	629.3
Beauce-Etchemin	G5Y 7R7	12	BEAU1	191.6
Bois-Francis	G6P 6S5	17	CENT1	53.2
Capitale	G1N 3Y5	3	CAP11	147.8
Central Québec	G1T 1P4	3	DECO2	145.1
Charlevoix	G5A 1T5	3	CHAR1	291.7
Chemin-du-Roy	G9A 5E7	4	CHEM1	66.4
Chênes	J2B 6X1	17	CENT2	
Chic-Chocs	G4X 2S9	11	CHIH1	817.8
Cœur-des-Vallées	J8L 2W2	7	OUTA9	268.3
Côte-du-Sud	G5V 4N3	12	COTE1	204.3
De La Jonquière	G7X 7X4	2	DELJ5	364.4
Découvreurs	G1V 4E2	3	DECO1	144.2
Draveurs	J8P 1K3	7	OUTA7	287.6
Eastern Shores	G0C 1Z0	11	BAIC3	766.8
Eastern Townships	J1X 6H8	5	ESTE4	94.4
Énergie	G9N 6V7	4	MAUR1	97.8
English-Montréal	H3X 1T4	6	ENGL1	111.6
Estuaire	G5C 1P3	9	ESTU1	556.0
Fer	G4R 4N2	9	GOLF4	914.5
Fleuve-et-des-Lacs	G0L 1E0	1	FLEU1	389.5
Grandes-Seigneuries	J5R 4V3	16	GRAS1	103.8
Harricana	J9T 2L8	8	HARI3	689.6
Hautes-Rivières	J3B 6N3	16	HAUR1	105.2
Hauts-Bois-de-l'Outaouais	J9E 1H5	7	OUTA4	388.2
Hauts-Cantons	J0B 1R0	5	ESTE1	93.7
Ile de Montréal	H2P 1E7	6	CONS2	108.9
Iles	G4T 3B9	11	ILES1	1 189.7
Kamouraska-Rivière-du-Loup	G5R 3Z5	1	KAMO1	329.7
Kativik	H4M 2V9	6	MARG2	117.3
Lac-Abitibi	J9Z 2A2	8	LACA1	784.7
Lac-Saint-Jean	G8B 5W2	2	LACJ4	374.0
Lac-Témiscamingue	J9V 1V4	8	LACT1	753.4
Laurentides	J8C 2C3	15	LAUR1	188.1
Laval	H7S 1M5	13	LAVA1	116.2

School board	Postal code	Region	School board code	Distance in km
Lester-B. Pearson	H9P 2Y7	6	LEST1	119.8
Littoral	G4R 1P8	9	GOLF5	790.6
Marguerite-Bourgeoys	H4L 4V1	6	MARG1	114.8
Marie-Victorin	J4H 4B7	16	MARI1	96.8
Montréal	H1X 3B3	6	MONR1	101.9
Monts-et-Marées	G5J 2L8	1	PHAR1	540.8
Moyenne-Côte-Nord	G0G 1P0	9	GOLF7	1 110.3
Navigateurs	G6W 5M6	12	NAVI1	147.0
New Frontiers	J6J 2H4	16	GRAS2	134.0
Or-et-des-Bois	J9P 2L4	8	LAVE3	621.0
Patriotes	J3V 3R3	16	PATR1	93.6
Pays-des-Bleuets	G8H 2L5	2	LOUH1	377.0
Phares	G5L 8V4	1	PHAR2	440.0
Pierre-Neveu	J9L 1S4	15	PIER3	333.0
Pointe-de-l'Île	H1A 2T7	6	POIN1	109.0
Portages-de-l'Outaouais	J8X 2T3	7	OUTA1	303.0
Portneuf	G3M 1Z8	3	PORT1	157.0
Premières-Seigneuries	G1E 1B3	3	PREM1	166.0
Région-de-Sherbrooke	J1K 2Y3	5	ESTE3	78.5
René-Lévesque	G0C 1E0	11	BAIC2	758.0
Riveraine	J3T 1Y6	17	CENT3	69.5
Riverside	J4R 2V7	16	PATR2	102.0
Rives-du-Saguenay	G7H 1W2	2	RIVG1	362.0
Rivière-du-Nord	J7Z 5N7	15	RIVN1	157.0
Rouyn-Noranda	J9X 5C9	8	ROUY1	727.0
Saint-Hyacinthe	J2S 5H7	16	YAMA5	52.5
Samars	J0K 2M0	14	LANO4	149.0
Seigneurie-des-Milles-Iles	J7R 6V6	15	SEIG1	139.0
Sir-Wilfrid-Laurier	J7A 4Y6	13	SIRW1	143.0
Sommets	J1X 1B5	5	ESTE2	97.4
Sorel-Tracy	J3P 1L1	16	SORE1	64.8
Trois-Lacs	J7V 6B1	16	DEUR1	147.0
Val-des-Cerfs	J2G 9H7	16	VALC1	83.9
Vallée-des-Tisserands	J6N 3S1	16	DEUR4	144.0
Western Québec	J9J 0E9	7	OUTA8	315.0

72 school boards

