



2016-2017 ANNUAL REPORT

ASSOCIATION QUÉBÉCOISE
DES CADRES SCOLAIRES
AQCS.CA



2016-2017 ANNUAL REPORT

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AQCS

2,176 executives
(as of June 30, 2017)
Men: 941 (43%)
Women: 1,235 (57%)

72 school boards
– Francophone and Anglophone

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.

VISION*

Through local support, the AQCS fosters the development of executives and encourages their commitment toward sharing and building on their expertise, which is essential to ensure academic success. Through its leadership, it supports the development of a new collective bargaining framework and maintains strategic relations that are likely to increase its influence.

** As defined in the Strategic Plan adopted in June 2017*

2016-2017 BOARD OF ADMINISTRATION



MARIO CHAMPAGNE

President

(October 21, 2016 to June 16, 2017)

Vice-President

(August to October 2016)

Director of the General Secretariat
and Communications Service
Hautes-Rivières SB



ANNE LEDOUX

Acting President

(June 10 to October 21, 2016)

Vice-President

(October 21, 2016 to June 16, 2017)

CPCG President

(January to June 2017)

Director of the School Organization
Service
Patriotes SB



ANDRÉ LACHAPELLE

Acting Vice-President

(June to August 2016)

**Manager of the Professional
Relations Committee**

School Principal
Hauts-Cantons SB



JEAN-FRANÇOIS LUSSIER

Treasurer

(until June 16, 2017)

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



LYNE ROBICHAUD

**Manager of the College of
Professional Boards**

(until June 16, 2017)

School Principal
Montreal SB



ÉRICK GABOURY

Director

Director of the Human Resources
Service
Premières-Seigneuries SB



YVES TRUDEAU

Director and CPCG President

(until December 2016)

School Administration Manager
Patriotes 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 ¹
Presidents	\$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

Significant gains in 2016-2017

Total compensation agreement, adoption of Bill 105, relationships with the MEES and actors of the education system: the AQCS' achievements in 2016-2017 succeeded one another quickly! Our members, BOD and permanent staff can be proud of their accomplishments.

Labour relations

Negotiations with the Treasury Board Secretariat for the renewal of the work conditions of executives (a first, between the State and the different partners representing the executives) led to the signing of an agreement. Beyond this achievement, the AQCS was able to defend the gains of the Pension Plan for Management Personnel, while highlighting the sectoral problems specific to school executives. Salary adjustments were obviously agreed upon immediately thereafter. All in all, our organization initiated a mandate that it defined in its recent Strategic Plan: contribute to a new collective bargaining framework, to improve the work conditions of its members.

Expertise and credibility

We have increased our influence by spending time on monitoring, pooling our expertise, producing structuring notices and briefs (through the active involvement of our members) and representing our members in many forums. Among the concrete results obtained, let us mention the presence of service executives on the school boards' Resource Allocation Committees.

Moreover, our professional boards contributed to key advances regarding home schooling, complementary services to students with special needs in general adult education and vocational training, training-job matching, Quebec's Digital Strategy and the regulation on volunteer construction work in schools.

An associative power

The commitment and work of the members of the BOD, section councils, professional boards, various committees, Executive Director and staff at the head office contributed to our success.

These people helped the AQCS be a well-structured dynamic association that informs quickly and speaks on behalf of its members in a loud and unified voice. We want to thank each and every one of you for playing a part in the power of our association.

Mr. Rémi Asselin, elected President on June 16, takes the helm of a growing association, among actors involved in the continuous improvement of public schools. We are convinced that he will know how to guide the AQCS and lead us even further, with you by its side.



Anne Ledoux,
Acting President
from June 10 to October 21, 2016



Mario Champagne,
President
from October 21, 2016 to June 16, 2017

LABOUR RELATIONS

TOTAL COMPENSATION: AN AGREEMENT FOR EXECUTIVES

In December 2016, the Treasury Board Secretariat and associations representing the 28,000 executives of the public and parapublic sector reached an agreement on the total compensation of executives. In this agreement, the government agreed to give executives the following wage increases.

REVISION OF THE SALARY SCALES AND ADDITIONAL COMPENSATION

From April 1, 2015 to March 31, 2016	1% lump sum
From April 1, 2016 to March 31, 2017	1.5%
From April 1, 2017 to March 31, 2018	1.75%
From April 1, 2018 to March 31, 2019	2%
From April 1, 2019 to March 31, 2020	0.5% lump sum

SECTORAL ALLOCATION

In addition to the wage increases and in order to solve the "sectoral problems documented", an envelope representing 3.5% of the payroll was given to executives. This sum will be distributed as follows: 1.5% during the 2017-2018 fiscal year and 2% during the 2019-2020 fiscal year. For the 2017-2018 fiscal year, the associations presented a wage adjustment proposal aiming to solve the wage gap problem affecting classes 5 and 6 last June. We should get an answer by the fall of 2017.

REVISION OF THE REGULATION ON THE WORK CONDITIONS OF SCHOOL EXECUTIVES

Talks proceeded between labour and management representatives as part of the process to revise the Regulation on the work conditions of school executives. In terms of the budgetary issues regarding the costs linked to the requests made by associations, management representatives informed the associations that these costs would be funded from the sectoral allocation of 3.5% of the total payroll provided to executives. The work will continue throughout 2017-2018 based on the priorities identified by the associations.



CHANGES TO THE PENSION PLAN OF MANAGEMENT PERSONNEL

Regarding the Pension Plan of Management Personnel (PPMP), the associations agreed to make changes to it to ensure its sustainability, namely through the elimination of the \$1.8G deficit of the Pension Fund. To do this, the measures implemented will include a shared fiscal effort on the part of the government, active executives and retired executives. In exchange for the changes to the plan, the PPMP contribution rate for the 2018-2022 period will be equal to the current service cost, or what it costs to finance the retirement benefits to be paid during the year (without taking account the deficit). As an indication, the PPMP contribution rate in effect will change from 15.03% to 12.82% for 2018 and 2019, which translates into a 2.21% cost reduction. The new provisions are presented in the following table.

NEW PPMP PROVISIONS AS OF JULY 2019

	Provisions until June 30, 2019	Provisions applicable as of July 1, 2019
Age of eligibility for a retirement pension without actuarial reduction	60 years old	61 years old
Criterion for retirement eligibility without actuarial reduction (combining age and years of service)	Factor 90 with at least 55 years of age	Factor 90 with at least 58 years of age
Introduction of a new criterion		35 years of service with at least 56 years of age
Actuarial reduction applicable upon early retirement	4% a year	6% a year
Average income used to calculate the pension	Three best years	Five best years

As for the retirees, **as of June 30, 2019**, they will contribute to the restructuring of the plan by having their pension indexation suspended for a period of 6 years, from 2021 to 2025.

To support members in their decision making when retiring, the labour relations team developed a pension estimate service, using a tool prepared by the Regroupement des associations de cadres en matière d'assurances et de retraite (RACAR) of which the AQCS is a member.

GROUP INSURANCE COVERAGE FOR RETIREES

The labour relations team consulted AQCS members last February on the relevance of maintaining the group insurance plan for management staff retirees from the public and parapublic sectors. Note that 82% of the 434 members who responded to the survey were in favour of putting an end to the insurance plan for retirees.

It is important to remember that, contrary to the group insurance plan of active members, the premiums of the contract for retired executives are totally borne by the participants. These premiums have continuously increased over the last few years and this trend should continue according to the forecasts, resulting in today's annual premiums amounting to \$5,500 (family status) or \$2,976 (individual status) until the age of 65. After 65, retired executives can decide to enroll in the public drug insurance plan, while maintaining some coverage with SSQ's complementary private plan (basic or enhanced).

Discussions are still ongoing with the Treasury Board Secretariat regarding the future of this group insurance plan and possible alternatives.



MAINTENANCE OF PAY EQUITY IN 2010 AND 2016

In March 2017, the school boards paid out the amounts owed as part of the 2010 pay equity maintenance process. For the executives concerned, the amounts were payable retroactively to December 31, 2010.

As for the 2016 pay equity maintenance process, it was the subject of joint work between the government and executive associations. For this work, the Committee came to the conclusion that there had not been any "systemic discrimination based on gender" since and that, as such, no salary adjustment was needed.

PAY SCALE RESTRUCTURING AS OF DECEMBER 30, 2016

Previous pay equity and pay equity maintenance processes led to the multiplication of pay scales because of the adjustments granted to certain job categories of school board and cegep executives. Such a multiplication of pay scales induced inconsistencies in the salary structure and classification plan. So, for a same job class, two executives could see a different pay scale applied.

Consequently, the parties agreed to review the pay scales applicable to executives to return to one single pay scale per job class (1-12), while ensuring compliance with the Pay Equity Act.

Enhanced pay scales as of December 30, 2016 apply to all school executives, whether they are targeted by pay equity and maintenance or not. Payments will vary depending on the percentages of salary adjustments applicable and the job categories. The value of these salary adjustments is equivalent to 0.48% of the payroll of school executives. This amount of 2.5 million dollars is added to the salary adjustments negotiated as part of the agreement made in December 2016. Payments retroactive to December 30, 2016, are expected in the fall of 2017.

NEW PAY SCALES AS DECEMBER 30, 2016

Wage class	Minimum	Maximum
12	98,611	131,478
11	93,161	124,212
10	88,012	117,347
9	83,148	110,861
8	78,553	104,735
7	73,227	97,633
6	68,261	91,013
5	63,410	84,544
4	59,054	78,736
3	54,128	72,169
2	49,614	66,150
1	45,477	60,634

2016-2017 SECTION VISITS

These moments of discussion and reflection with the sections shed the necessary light to steer AQCS services. The permanent staff is happy to invite you to these meetings.

Dates	Contact	Sections	Subjects discussed
July 5, 2016	Conrad Berry	Îles	PPMP, group insurance, salary, Regulation governing working conditions
October 4, 2016	Martin Caron	Lanaudière (membres FGPE)	Professional development
October 5, 2016	Jean-François Parent	Montréal	Presentation of AQCS services and the ongoing affairs
October 13, 2016	Conrad Berry	Pointe-de-l'Île	Salary, group insurance of retirees
October 13, 2016	Jean-François Parent	Navigateurs	Presentation of AQCS services and the ongoing affairs
October 26, 2016	Jean-François Parent	Marguerite-Bourgeoys	Presentation of AQCS services and the ongoing affairs
November 21, 2016	Conrad Berry	Affluents	Presentation of the role of a section and the board of this section only
November 17, 2016	Jean-François Parent	Lanaudière	Presentation of AQCS services and the ongoing affairs
December 6, 2016	Mario Champagne	Hautes-Rivières	Presentation of the AQCS' ongoing affairs
December 12, 2016	Mario Champagne Jean-François Parent	Grandes-Seigneuries	Presentation of AQCS services and the ongoing affairs
January 25, 2017	Conrad Berry	Affluents	General Assembly of the section
January 26, 2017	Conrad Berry	Estrie	Presentation on the situation regarding the pension plan, increases and insurance
February 2, 2017	Jean-François Parent	Mauricie	Presentation of AQCS services and the ongoing affairs
February 27, 2017	Conrad Berry	English-Montréal	Presentation on the situation regarding the pension plan, increases and insurance
March 1, 2017	Conrad Berry	Montréal	Presentation on the situation regarding the pension plan, increases and insurance
March 31, 2017	Conrad Berry	Central Québec	Information session on the PPMP changes
April 12, 2017	Jean-François Parent Conrad Berry	Premières-Seigneuries	Presentation of AQCS services and the ongoing affairs
April 18, 2017	Conrad Berry	Découvreurs	General Assembly of the section
April 19, 2017	Conrad Berry	English-Montréal	General Assembly of the section
May 3, 2017	Conrad Berry	Lanaudière	General Assembly of the section
May 4, 2017	Mario Champagne Jean-François Parent	Estrie	Presentation of AQCS services and the ongoing affairs
May 17, 2017	Conrad Berry	Côte-du-Sud	General Assembly of the section
May 17, 2017	Jean-François Parent	Centre-du-Québec	Presentation of AQCS services and the ongoing affairs
May 18, 2017	Anne-Marie Dussault	Deux-Rives	General Assembly of the section
May 18, 2017	Conrad Berry	Patriotes-Riverside	General Assembly of the section
May 18, 2017	Jean-François Parent	Montréal	Presentation of AQCS services and the ongoing affairs
May 25, 2017	Conrad Berry	Outaouais	General Assembly of the section
May 25, 2017	Anne-Marie Dussault	Phares	General Assembly of the section
May 31, 2017	Conrad Berry	Chemin-du-Roy	General Assembly of the section
June 1, 2017	Conrad Berry	Sir-Wilfrid-Laurier	Compensation, retirement, management policy, revision of the Regulation
June 14, 2017	Conrad Berry	Charlevoix	Compensation, retirement, revision of the Regulation

WORK DONE BY THE PROFESSIONAL RELATIONS COMMITTEE

The Professional Relations Committee (PRC) includes members who are assigned yearly during the General Council in June. The PRC namely has the mandate to identify, validate and prioritize collective labour relations cases.

In 2016-2017, the PRC met on October 20, 2016 and March 23, 2017. The Committee mainly discussed the following:

- Issues regarding the Pension Plan for Management Personnel (PPMP)
- Revision of the Regulation governing the working conditions of school executives and work done on the sectoral allocation
- 2015-2019 wage increases
- Classification and compensation problems
- Group insurance for retired executives



PROFESSIONAL DEVELOPMENT

WORK DONE BY THE COLLEGE OF PROFESSIONAL BOARDS (CPB)

CPB members met three times over the last year. Various issues were dealt with, thanks to the involvement of the members.

- Sharing and discussing matters regarding the management of PBs (registration costs, surplus use conditions, implementation of a collaborative platform, consolidation and development of partnerships, professional development of school management, etc.)
- Adoption of the review of the 2016-2017 and 2017-2018 Action Plans

Furthermore, it is important to highlight all the work accomplished by the different sub-committees implemented over the last year to support the professional boards, fostering collaboration and reaching the goals set out in the 2016-2017 Work Plan.



Sub-committee	Members	Accomplishments
Manage the consolidated fund	Stéphane Bilodeau (CPTI and CPST) François Bergeron (CPSRM) Rémi Lupien (CPSRF) Martin Caron	Production of a document presenting the main rules governing a grant application, including the application form.
Ensure the outreach of the professional boards	France David (CPOS) Francine Lamontagne (CPSAÉ) Pierre Ménard (CPSSGC) Martin Caron	Development of a collaborative tool to pool the ideas expressed by members.
Encourage more people to register to skills-building sessions	Stéphane Bilodeau (CPTI and CPST) Julie Larouche (CPST) Isabelle Rathé	Production of a table presenting the registrations to the skills-building sessions by PB over the last few years.
Develop programs and activities tailored to school management	Martine Sirois (CPSRH) Joël Thériault (CPSA) Isabelle Rathé	<ul style="list-style-type: none">• Completion of a survey on professional development needs and preferences by PB.• Two roundtable discussions (Québec and Montreal) to identify the needs of new managers.

TRAINING OFFERED TO SCHOOL EXECUTIVES

- **Inter-association partnerships for development**

A new management development offer was created in partnership with the Association des cadres des collèges du Québec (ACCO) and Alliance des cadres de l'État. Three training sessions were thus offered in the fall of 2016 and winter of 2017, including two in remote areas. The positive response from managers, reflecting the importance granted to the development of their skills, pushes us to pursue this inter-association partnership and extend it to other partners in 2018.

- **Professional co-development groups**

In the fall of 2016, two pilot co-development groups were set up to see if this development method met the needs of members. Co-development is an approach that builds on discussions between participants to improve their comprehension of issues and problems and enhance their strategies.

- **CPSSGC communication executives**

Eight communication managers were steered by a facilitator during the year. Their experience was a positive one: pooling situations and practices was a very interesting aspect according to them. The participants recommended offering this formula again.

- **AQCS-ACCO group on material resources**

This inter-association group composed of eight coordinators or directors (four from the college system and four from the education system) shared solutions regarding concrete work-related problems. Although the participants noticed cultural differences between the school boards and cegeps, they deemed having benefitted from their contact with others, not only in terms of material resources, but also regarding professional skills. The members wished to repeat the experience.

SUMMARY OF THE WORK ACCOMPLISHED BY THE PROFESSIONAL BOARDS (PB)

PBs include members from the same sector. Their role is to promote the professional interests of members, foster exchanges, participate in the drafting of notices and briefs and serve on various committees.

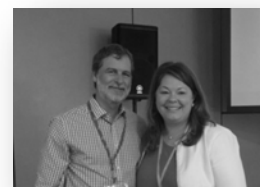
- **Joint seminar with the TRÉAQFP for general adult education, vocational training and business training**

This is a great achievement for the seminar held in May at the Lévis Conference and Exhibit Centre. Record participation and satisfaction levels, both from our members (230 managers) and TRÉAQFP participants, was noted. In addition to the high-quality conferences and workshops, participants appreciated the numerous networking and discussion opportunities. Another seminar was thus planned for the end of May 2018.



- **2017 CPSSGC Emeritus Manager Award**

The PB of General Secretariat and Communications Services gave its Emeritus Manager Award to Mr. Marc Soucie, Director of the School Transportation and General Secretariat Service at the Appalaches SB on April 27, 2017. Mr. Soucie is very committed to the General Secretariat Services' Central and Eastern Quebec Regional Committee. He was also involved with the AQCS CPSSGC for several years, including three as President. He is President of the Eastern Quebec school board consolidation for insurance. Mr. Soucie helped draft notices and briefs and played a major role in the negotiations surrounding the management of copyrights and audiovisual licenses.



EXECUTIVE AND MANAGER DEVELOPMENT COMMITTEE (CPCG)

A late grant

It is only in May 2017, instead of fall 2016, that the MEES paid a grant to the CPCG to train executives. During the wait, CPCG members decided to increase the amounts that can be granted to managers, in order to fully use the forthcoming budgetary envelope. The CPCG deemed that it was impossible to make a second call for grant applications given that the deadline was too tight.

Let us specify that the CPCG management rules are now governed in a financial agreement with the ministry. It includes terms and conditions regarding payment of the grant, use of non-committed amounts, CPCG promotion rules, etc.

Some numbers regarding the CPCG

Amount reimbursed: \$221,345.46

- Custom training: \$109,335
- Organization of seminars and conventions: \$107,360
- Credited training: \$4,650

Number of training courses: 52

Total number of people eligible: 1,853

Open house — sections and PBs

On November 17, some dozen members who were recently elected as presidents of a section or on a Professional Board Council participated in an open house. The purpose of this activity was to better understand the operations and mission of the AQCS and support them as they learned about their new role.



2016-2017 DEVELOPMENT SESSIONS

DATES	CLIENTS	THEMES	REGISTRATIONS		
			AQCS members	Non-members	Total
November 2-4, 2016	PB of Material Resources Services (CPSRM), PB of School Administration Services (CPSAE) and PB of Procurement Services (CPSA)	Dans l'action, valorisons notre expertise !	178	34	212
February 8-10, 2017	PB of Transportation Services (CPST)	La négociation, tout un contrat !	68	21	89
February 16-17, 2017	PB of Human Resources Services (CPSRH)	Le pouvoir de la communication	60	5	65
March 15-17, 2017	PB of Financial Resources Services (CPSRF)	Préparer l'avenir de notre gestion ! Prise 2	123	47	170
April 5-7, 2017	PB of Information Technologies (CPTI)	Sécuri-TI : subir ou prévenir	58	9	67
April 26-28, 2017	PB of General Secretariat and Communications Services (CPSSGC)	C'est le début d'un temps nouveau !	71	15	86
April 28, 2017	PB of School Administration Services (CPSAE)	Journée annuelle sur les achats regroupés en milieu scolaire	48	27	75
May 4-5, 2017	PB of General, Vocational and Business Training (CPFGPE) and TRÉAQFP	Unis, stratégies et créatifs pour relever les défis	N/A	N/A	230
May 19, 2017	PB of Educational Services (CPSE)	Accompagnement et mobilisation des équipes	31	6	37
May 31 and June 1, 2017	PB of School Organization (CPOS)	Du prévisionnel au réel	35	7	42
CODEVELOPMENT					
November 18, 2016 February 3, 2017 April 13, 2017	AQCS — ACCQ Learning group in a community of practice for material resources executives	Améliorer et développer ses compétences de gestionnaire	N/A	N/A	7
November 16, 2017 January 20, 2017 March 21, 2017	Communications co-development group	Approfondir nos stratégies de communication par la communauté de pratique	7	N/A	7
MANAGEMENT TRAINING					
October 25, 2016 November 8, 2016	AQCS — ACCQ - ACÉ	La retraite : aventure ou mésaventure	N/A	N/A	15 16
November 25, 2016 March 31, 2017	AQCS — ACCQ - ACÉ	Les pratiques gagnantes pour réussir un changement organisationnel	N/A	N/A	25 16
December 9, 2016 May 26, 2017	AQCS — ACCQ - ACÉ	Leadership et pratiques de gestion	N/A	N/A	33 29

2016-2017 SECTION ACTIVITIES

Dates	Sections	Title of the activity
July 5, 2016	Grandes-Seigneuries/New Frontiers	Touchez aux plus hauts sommets avec l'intelligence émotionnelle
August 17, 2016	Marguerite-Bourgeoys	Caractéristiques des écoles efficaces
October 19, 2016	Deux-Rives	Êtes-vous primate, automate ou diplomate ?
October 20, 2016	Outaouais	Démystifier la diversité et créer une culture d'inclusion
October 28, 2016	Baie-des-Chaleurs	Bien préparer sa retraite en trois temps
November 29, 2016	Marguerite-Bourgeoys	Gestion efficace du temps des activités et des priorités
November 30, 2016	Patriotes-Riverside	Maîtriser votre temps, gestion et classement avec Outlook
February 27, 2017	Lac-Abitibi	Habiletés politiques : soyez un joueur stratégique
March 23, 2017	Beauce-Etchemin	Régimes de retraite
April 28, 2017	Rivière-du-Nord	Bien questionner : un art et une science
May 11, 2017	Estrie	Apprendre à mieux contrôler les aléas de la vie professionnelle
May 13, 2017	Rives-du-Saguenay	Mieux-être au travail
June 14, 2017	Côte-du-Sud	Développer sa créativité

PUBLIC AND GOVERNMENT AFFAIRS

OUR POSITION

How does the AQCS build its arguments? Through close collaboration with its professional boards, sections and committees. Their recommendations and expertise are at the basis of our association's interventions.

- **MEES-Partner Committee**

Created in February 2017 as part of a collaborative approach by Deputy Minister Sylvie Barcelo, this committee includes the presidency of the AQCS and representatives from the different actors of the network (FCSQ, FCPQ, ADIGECS, etc.) and discusses issues related to education. Five sectoral sub-working groups helped to boost the AQCS' visibility:

- **Budgetary rules**

Mr. Rémi Lupien (CPSRF) and Mrs. Chantal Beausoleil (substitute, CPST, CPSRF)

- **Financial regime**

Mrs. Chantal Beausoleil (CPST, CPSRF) and Mr. Rémi Lupien (substitute, CPSRF)

- **School infrastructures**

Mr. Denis Riopel (CPSRM), Mr. François Bergeron (substitute, CPSRM) and Mrs. Sylvie Rainville (substitute, CPSRM, CPSA, CPSRF, CPTI)

- **Informational resources**

Mr. Stéphane Bilodeau (CPTI and CPST) and Mr. Rémi Asselin (substitute, CPTI)

- **Support in the implementation of legislative provisions**

Mr. Jean-François Parent, Executive Director and Mr. Érick Parent (substitute, CPSSGC)



- **Parliamentary Committee on Bill 105**

On a proposal from the AQCS, the mandatory participation of school executives on the school boards' Resource Allocation Committees was included in Bill 105 amending the Education Act, sanctioned on November 23, 2016.

- **Academic Success Policy**

The AQCS played an active role in various components of the Minister Sébastien Proulx' public consultation on this project. A committee prepared a substantive brief, presented by the President and Executive Director during the National Academic Success Days, in December 2016. The Academic Success Policy was launched on June 21, 2017.

- **Budget lock-up**

For the first time, the AQCS was invited to participate in this exercise, allowing it to read the budget before its public filing. Our five representatives discussed with the office of the Minister of Education and Higher Education, Mr. Sébastien Proulx, the deputy ministers and actors of the education system. They formulated requests regarding the relaxation of the budgetary rules and more flexibility in the use of dedicated envelopes.

- **Fédération des commissions scolaires du Québec**

The executive management and presidency led consultation meetings with the FCSQ on different issues including development and Quebec's budget. Representatives from our professional boards also joined committees created by the FCSQ: one regarding the National Labour Get-Together (two CPFGPE members) and the other to draft a brief on Quebec's Digital Strategy (two CPTI members).

- **Media**

Numerous interviews were given over the last few months, to support the view of the AQCS on major educational issues. The solution proposed by our association on correction biases was namely the subject of an article.



PUBLICATIONS

Date	Professional board that collaborated to the content	Brief or notice	Press release or other
September 9, 2016	Several PBs	Brief — School executives: an essential part of academic success (as part of Bill 105)	<ul style="list-style-type: none"> • Press release — September 21, 2016 — Bill 105 — The expertise of school executives must be used in terms of resource allocation • Press release — November 18, 2016 — Adoption of Bill 105, for improved school organization
			Press release — October 17, 2016 — School management: key element of success (School Management Week)
			Press release — October 24, 2016 — Mario Champagne elected AQCS President
October 25, 2016	PB of Educational Services	Notice — Exemption from school attendance — Home schooling (linked to the intervention of the YPSs in a clandestine school)	
November 3, 2016	PB of General, Vocational and Business Training	Notice — Complementary services to special needs students in general adult education and vocational training	
November 11, 2016	Various PBs	Brief — For an Academic Success Policy — Let's discuss education and future	Press release — December 1, 2016 — The AQCS encourages the mobilization and collaboration of all actors for an efficient Academic Success Policy
January 31, 2017	PB of General, Vocational and Business Training	Notice — National Labour Get-Together — What if matching first started with vocational training?	Press release — February 16, 2017 — National Labour Get-Together — What if matching first started with vocational training?
February 27, 2017	PB of Information Technologies	Brief — Teaching in a digital era (as part of Quebec's Digital Strategy)	Press release — February 15, 2017 — Quebec's Digital Strategy — For a more competitive and forward-looking school system
March 17, 2017			Open letter by the AQCS President, Mario Champagne – Did you say educational reinvestments?

Date	Professional board that collaborated to the content	Brief or notice	Press release or other
March 28, 2017			Press release — 2017-2018 Quebec budget — The reinvestment promised is finally obtained
May 1, 2017			Press release — Inflated school grades? The AQCS proposes a solution to reduce correction biases
May 8, 2017	PB of Financial Resources Services	Notice regarding the budgetary rule project for 2017-2018	
June 7, 2017	PB of Material Resources Services		Letter to the Minister of Labour Dominique Vien — Draft regulation on volunteer renovation work in schools: recommendations and observations
June 16, 2017			Press release — Rémi Asselin elected AQCS President
June 21, 2017			Press release — Academic Success Policy: from ambition to destination



WEB PROJECTS COMPLETED THROUGHOUT THE YEAR

- AQCS website: 25% speed increase and creation of new useful sections: site plan, FAQs, “Work Conditions” and “Clic Gestion”
- Development of a microsite project for the professional board sessions, to avoid the production of printed programs
- Restructuring of the online registration module

Website:
20,000 visitors
in 2016-2017

SUPPORT TO VARIOUS BODIES

The Communications Service supported the committees and professional boards to highlight their activities and promote their messages. Let us note three specific projects:

- CPSSGC: implementation of a pilot communications codevelopment project
- CPSAÉ: drafting and publication of three inspiring member portraits: Mrs. Danielle Doré, Mrs. Karine Belzile and Mr. Denis Valiquette
- CPSA: improvement of the group purchasing portal, namely to modify the alert system and automate the transfer of files from large purchasing groups

InformAQCS
Newsletter:
26 publications
sent to members

COMMITTEES

Within the numerous committees* that help the AQCS to accomplish its mission: committed members who are proud to share their expertise. We would like to thank each and every one of them.

* Data from June 30, 2017

MEES committees	Representatives
Comité consultatif des administrateurs (CCA)	Conrad Berry
Comité consultatif sur l'éducation à la sexualité	Nicole Labrecque
Comité consultatif sur l'orientation en milieu scolaire	Charles Vendette
Comité de gouvernance ÉA-FP	Benoit LeBel
- (Sous-comité) Éducation des adultes — ÉA	Caroline Comeau, Diane Laberge
- (Sous-comité) Formation professionnelle — FP	Louise Lacoste, Maude Plourde
- (Sous-comité) Services complémentaires	Élaine Brunette, Maude Plourde
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 du personnel de direction de centre (CPDC) FP	Jules Goulet, Benoit Lebel
Comité du personnel de direction de centre (CPDC) FP FGA	René Caron
Comité du personnel de direction de centre (CPDC) FGA	Denis Champagne, Marie Hamel, Patricia Richer
Comité MEES — Réseau sur les ressources financières et matérielles	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, Carl Duchesne, Rémi Lupien
- (Sous-comité) Gouvernance des infrastructures	Denis Riopel
Consultation sur les modifications des règles budgétaires 2016-2017	Rémi Lupien
Comité de gestion des infrastructures scolaires (GICS)	Patrick Allard, Michel Gagnon
Comité MTQ/MEES — Sécurité et équipements	Jonathan Leggitt
Comité national de pilotage (CNP) de la <i>Stratégie d'intervention Agir autrement (SIAA)</i>	Aline Boulanger
Journée pédagogique nationale de la formation professionnelle	Chantal Bérubé

MEES committees	Representatives
Comité Maternelle 4 ans à temps plein (en milieux défavorisés)	Aline Boulanger
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

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, Anne Ledoux, 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	Annie Sansoucy
Comité national pour la formation à la prévention des risques professionnels	Éric Louis-Seize
Comité stratégique pour l'acquisition des TNI	Guy Bégin
Comité technique pour l'acquisition des TNI	Luc Blanchard, François Dupuis
Comité technique pour l'acquisition des micro-ordinateurs et des portables	Luc Blanchard, François Dupuis
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	Isabelle Rathé
Table provinciale de concertation sur la violence, les jeunes et le milieu scolaire	Marie-Josée Villeneuve

PROFESSIONAL BOARD AND SECTION PRESIDENTS

We salute the hard work accomplished by these people who contribute to the drive of our entire association.

** Data from June 30, 2017*

PROFESSIONAL BOARDS

PB of School Organization	Roch-André Malo
PB of General, Vocational and Business Training	Maude Plourde
PB of School Administration Services	Francine Lamontagne
PB of Procurement Services	Joël Thériault
PB of Financial Resources Services	Rémi Lupien
PB of Human Resources Services	Martine Sirois
PB of Material Resources Services	Denis Riopel
PB of General Secretariat and Communications Services	Anik Gagnon
PB of Transportation Services	Julie Larouche
PB of Educational Services	Aline Boulanger
PB of Information Technologies	Stéphane Bilodeau

SECTIONS

Affluents	Johanne Prud'homme
Appalaches	Yvan Laquerre
Baie-des-Chaleurs	Denis Gauthier
Baie-James	Normand Larouche
Beauce-Etchemin	Christian Buteau
Capitale	Diane Laberge
Central Québec	François Pelletier
Centre-du-Québec	Mario Bélisle
Charlevoix	Jérémi Forgues
Chemin-du-Roy	Malik Hammadouche
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	Frank Burns
English-Montréal	Nathalie Lauzière

Estrie	Gilbert Roy
Estuaire	Patrice Deschênes
Fleuve-et-des-Lacs	Christiane Séguin
Golfe	Manon Maltais
Grandes-Seigneuries	Jason Trevis
Harricana	Réal Nolet
Hautes-Rivières	Denis Ménard
Îles	Martine Bourgeois
Kamouraska–Rivière-du-Loup	Serge Pelletier
La Vérendrye	Louise Sylvestre
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	Claude Boudrias
Pointe-de-l'Île	Nathalie Labelle
Portneuf	Mario Vincent
Premières-Seigneuries	Eddy Vallières
Rives-du-Saguenay	Monique Beaudry
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	Sébastien Gauthier
Yamaska	Sylvie Ménard

HEAD OFFICE TEAM

Executive management

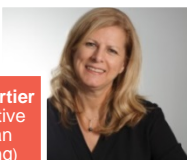
Jean-François Parent
Executive Director



Louyse Trudel
Administration
Officer



Danielle Fortier
Administrative
Technician
(accounting)



Labour relations

Conrad Berry
CIRC, Director



Anne-Marie Dussault
CHRP, Advisor



Maude Caron
Administrative
Technician (labour
relations and staff)



Communications

The history and image of the AQCS went through a turning point with the arrival of Mrs. Suzanne-Lily Roy, Communications Coordinator, who retired in the summer of 2017 after five years on the team. Mrs. Roy did an outstanding job remodeling the position of the Association and giving it a distinctive signature. The expertise, charisma and enthusiasm of Mrs. Roy will remain engraved in the spirit of the permanent staff and members who got to develop projects with her.

Suzanne-Lily Roy
Coordinator



Lyne Lagacé
Administrative
Technician



Professional development

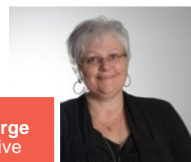
Martin Caron
Coordinator



Isabelle Rathé
Steward
(development
sessions)



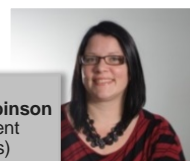
Elaine Laberge
Administrative
Technician



Sandra Melançon
Office Agent
(sessions and reception)

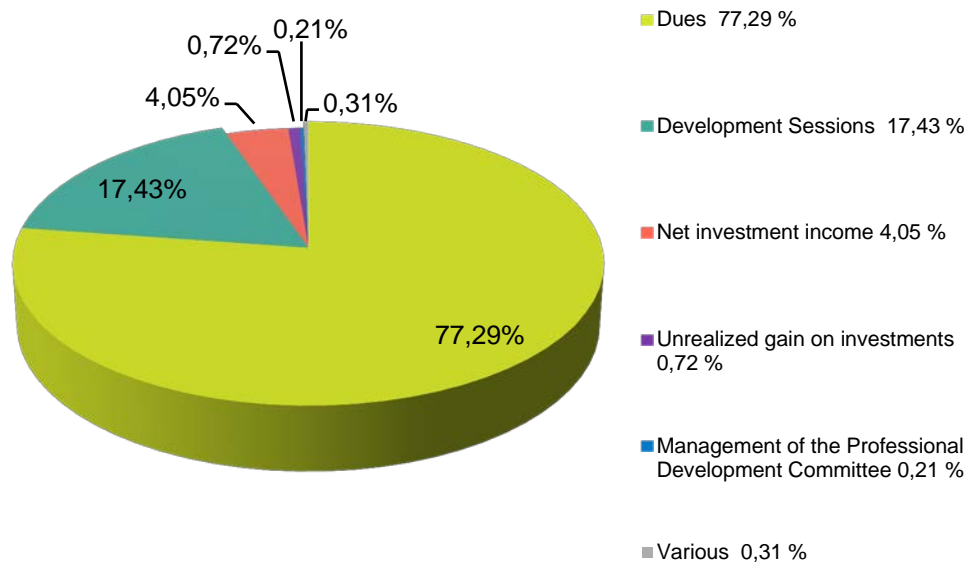


Jennyfer Robinson
Office Agent
(sessions)

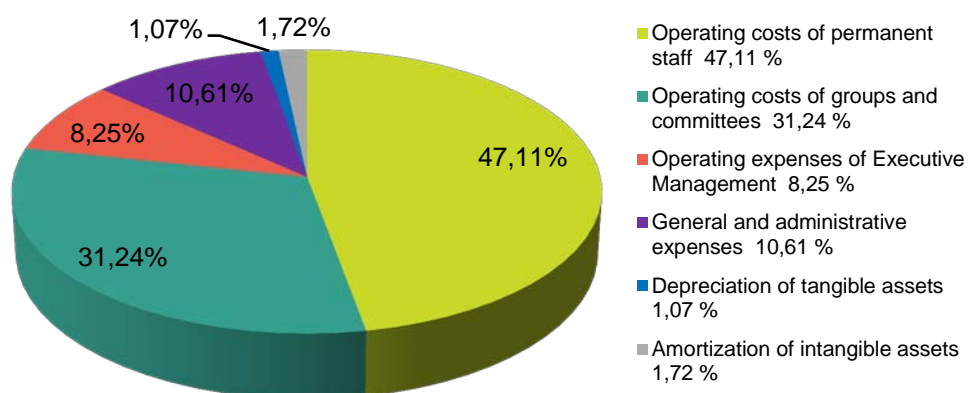


INCOME AND EXPENSE DISTRIBUTION

Income



Expenses



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