



# **2013-2014**

# **ANNUAL REPORT**

**Submitted at the 45<sup>st</sup> General Assembly**  
**Thursday, June 12, 2014**

# School executives are a key component of Quebec's education system

## Mission

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

## An association that serves its members

The AQCS has the best people to accompany school executives in the various aspects of their work, offer high-quality skills development sessions, inform and advise them on labour relations matters and inform and represent them before the education system's decision makers.

## Active members

As of April 30th, 2014, the AQCS had 2,123 members, including 961 men and 1,162 women. During the year, we welcomed 172 new members, including 77 men and 95 women.

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This annual report covers the period from May 1st, 2013 to April 30th, 2014.

- The 2013-2014 financial statements are presented in a separate document that is available for consultation at the ACSQ.
- The integral version of the 2013-2014 annual report is available in French on the ACSQ website at [www.acsq.qc.ca](http://www.acsq.qc.ca) under Publications.

# INTRODUCTION

## 2013-2014 Board of Directors



**ANDRÉ LACHAPELLE**  
**President**  
Director of School  
Organization and  
Transportation  
Des Affluents SB



**RÉMI ASSELIN**  
**Vice-President,**  
**Sections**  
Director of Information  
Technologies  
Marguerite-Bourgeys  
SB



**JEAN-FRANÇOIS**  
**LUSSIER**  
**Secretary-Treasurer**  
Director of Financial  
and Material Resources  
and School  
Transportation  
Portneuf SB



**LYNE ROBICHAUD**  
**Administrator**  
School Principal  
Montreal SB



**ANNE LEDOUX**  
**Senior Vice-President**  
Director of School  
Organization  
Des Patriotes SB



**YVES TRUDEAU**  
**Administrator**  
School Administrative  
Manager  
Des Patriotes SB



**ANDRÉ BARRETTE**  
**Vice-President, Labour**  
**Relations**  
Director of the General  
Secretariat and  
Communications  
Des Trois-Lacs SB



**LUCIE GODBOUT**  
**General Manager**  
Association québécoise  
des cadres scolaires

We would like to thank administrators Jean-François Parent and Mario Vachon and Past President, Lucie Demers, for their involvement with the BOD in 2013-2014.

## Word from the Presidency

At the end of every year we look back and examine the work that has been accomplished and its related impacts. The education world is constantly evolving and last year was no exception.

We experienced major events: a change in government, discussions regarding the future of school boards... Each time, we made it a duty to be in the heart of the action, present to make the voice of school executives, essential actors in the education system, heard. This year, the President's torch was also passed on. The expression was purposive; we continue working together to pursue our actions. Many actions have been undertaken, and we are now collecting the fruits of our labour.

For example, we put a great deal of effort into asserting the leadership of the *Association québécoise des cadres scolaires* (AQCS) in the education system, among our partners and political bodies. These efforts are yielding results as our expertise is increasingly solicited, and we do not plan on reversing this trend! We always want to ensure that our actions are more and more visible and that the population is aware of our unique expertise. The AQCS will take up more and more media space. For example, we asked questions to the political parties during the last electoral campaign in Quebec. And they answered. We also want to generate dialogue with the operating political forces.

There are numerous challenges up ahead and everyone's efforts will be needed. Let us consider for a moment the cuts that have been imposed on the system over the last few years. We are feeling the concrete effects, and this reduces our already limited flexibility. We will have to face the facts: to meet the needs of the system, we need to achieve greater budgetary flexibility and not the opposite. The goal stays the same: meet the students' needs. This constant concern is what motivates us.

As a current issue, many past and future discussions concern the pension plans. Contributions were increased in 2014, but we are still very conscious of the work to be done to ensure the sustainability of the Management Pension Plan. The value of our pension plan is intact, and we will spare no effort in bringing long-lasting solutions to consolidate its foundations.

The school tax was at the heart of many discussions over the last year and will continue as such for the next few months. It still seems just as important to re-examine outdated systems. The school tax deserves to be reconsidered in its entirety to eliminate inequities. This is the message we continue to carry.

Let us never doubt the value and importance of our work. We, the school executives, who often work in the shadows, can smile with content. Yes, our contribution is indispensable. And we will make it our duty to say it and repeat it, every chance we get.

**Lucie Demers**  
Past President

**André Lachapelle**  
President

## Word from the General Manager

It is time to make an assessment and we should be proud. Last year was a busy one and the AQCS team dedicated itself to it with its usual passion.

I will not try listing all the accomplishments; instead, I will mainly focus on the work accomplished by everyone that is a part of our wonderful association. Know that I truly appreciate what each and every one of you does on a daily basis.

I would like to thank the BOD that has supported me over the last five years and with whom I had an opportunity to work this year, on the dynamics of governance and the value creation chain. This reflection will lead to better services and representational capacity for our members.

I refer, in particular, to our professional boards whose work is essential. It deserves to be known and acknowledged. Besides the meetings and skills development sessions, these boards namely contribute to writing notices and briefs that not only shed light on the AQCS' positions, but also attract media attention. I would also like to acknowledge the work accomplished within the 55 sections both in terms of labour relations and networking. The representatives allow the AQCS to better understand what its members are feeling and living. This helps to strengthen the leadership that we are actually trying to develop.

As you probably know, I will be leaving my post soon. I leave just as our association is benefitting from strong forward momentum. Indeed, we mandated a firm to re-examine our image and redefine our brand strategy. In this regard, many of our members have been consulted to know their thoughts and opinions, in order to design a strategy that suits us perfectly.

This exercise was conclusive. New colours were adopted; a new inspiring brand image and logo were implemented. Even the name of our association was changed, a concrete sign of our openness and very clear willingness to do what is best. Our association is now called the Association québécoise des cadres scolaires. The logo, colourful and modern, will coif all of our future communications. The ACSQ becomes the AQCS. This change makes sense and is quite refreshing. I have always adopted it.

Finally, as I will be retiring soon, I would like to express the pride that I have felt and will always feel. School executives are amazing colleagues, whose exemplary commitment and passion toward the school system are extremely contagious. People are only starting to realize just how meaningful their contribution is to the education system. The staff is dedicated, competent, efficient and eager to serve its members properly. All in all, given the will that motivates those who decide the destiny of our association, we can be convinced that glorious days lie ahead.

**Lucie Godbout**  
General Manager

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# MAIN CHIEVEMENTS

## Proactive on the political front and impacts

The AQCS wants to be proactive in all of its actions. This global strategy has positive impacts on numerous fronts: leadership, staff, image, communications and achievements.

### Asserting leadership

- Our expertise is increasingly solicited by the government (departmental committees), partners and media (media interviews);
- Invitation to participate in the Champoux-Lesage Committee set up by the government to evaluate the management of school boards;
- Numerous meetings with the MELS and Treasury Board.

### Greater presence

Communications mainly serve to act as a bridge between the Association and its members. Moreover, media relations are an important part of the work accomplished in the field of communications. To obtain greater media presence and increase awareness among our members and the public, we namely:

- implemented a communication strategy;
- intensified media relations;
- increased the use of our website and social networks;
- drafted monthly information sheets describing the work of our members;
- published a series of questions for political parties during the recent electoral campaign in Quebec (April 2014).

### High-value determination

The AQCS takes part in various meetings to ensure the progression of issues that are near and dear to its members.

- Requests by the MELS to participate in major committees such as *Agir autrement* and the *Focus Group on the Management and Organization of Support Services to Students of Immigrant Backgrounds*
- We finally won in the case of pay equity

## Value-added chain

### Our service-developing tool

We worked on the value-added chain to better listen to members, improve service delivery, stimulate their sense of belonging and show the advantages of being a member of our Association.

The creation of values for members will be most efficient if information is disseminated in a very lively manner within the organization through its structure and geographical and expertise groups.

Qualities of the AQCS	Role of the members and groups	Role of the AQCS
<ul style="list-style-type: none"> <li>• Keen understanding of the diversity of the issues linked to the roles of school executives in the public education system</li> <li>• Master various interpretations of laws, regulations and other documents determining the work conditions of school executives</li> <li>• Capable of identifying current changes and meeting the related knowledge acquisition needs</li> <li>• Close relationship with executives through attentive listening and transparent and dynamic communication</li> <li>• Ability to show school executives the value generated by the AQCS, thus ensuring efficient retention and recruitment</li> </ul>	<ul style="list-style-type: none"> <li>• Inform the AQCS of emerging needs and current changes</li> <li>• Identify and inform on labour relations problems in his/her environment</li> <li>• Monitor, document the files and use logistic services to organize events and present opinion pieces</li> <li>• Identify opportunities to improve the education system</li> <li>• Share knowledge and practice advancements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support school executives in labour relations issues</li> <li>▪ Meet the customized training and knowledge transfer needs of school executives</li> <li>▪ Support the groups in the development of their mobilizing capacity</li> <li>▪ Represent school executives before decision-making bodies and the general public</li> </ul>
In partnership with its partners: the government and organizations (MELS, SCT and CPCG), the FCSQ and ACSAQ, the RACAR, other associations working in the education sector, the experts, financial partners, suppliers and philanthropical organizations.		



## Exposure of members

This year, we definitely focused on the exposure of executives. Many activities and actions were undertaken to shed light on the work of school executives, promote it and use this information, when the time came, with parents, reporters and governmental decision makers.

- Six major articles to shed light on the services provided within the school boards:
    - Transportation Service
    - Challenges Awaiting General, Vocational and Business Training Managers
    - Implementation of an Innovative Student Ranking Approach for Adult General Education
    - What do Material Resource Managers Do?
    - What do Financial Resource Managers Do?
    - What do Educational Service Managers Do in the Youth Sector?
  - Three short videos to highlight the human side of the services offered by our members in the school boards
    - Financial Resource Services
    - Material Resource Services
    - Services Provided by the Management of Vocational Training Centres
  - Presentation of all services and their significance during the meeting with the Champoux-Lesage Committee in January 2014
  - Presentation of the school executive services at the congress of the *Fédération des comités de parents du Québec*
  - Solicitation activities to obtain meetings to allow professional board representatives to present their opinions to decision makers and thus obtain opportunities to discuss and participate in debates by serving on committees
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## New brand image

In the context of the evolution of the needs of school executives and the Association's role toward its members, the organization reflected on its mission, values and messages.

### Its objectives:

- Strengthen the members' sense of belonging
- Assert its distinctive features
- Radiate and become the leader of the school system
- Increase the number of members

### Its personality traits

- Uniting
- Active listener
- Reliable
- Rigorous
- Proactive

### Its mission:

The *Association québécoise des cadres scolaires (AQCS)* unites, protects, supports, informs and represents Quebec's school executives.

### Its new brand image

In order to be consistent with its new mission statement, it reflected on its brand image. The Association is pleased to present itself under:

- a new name: the *Association québécoise des cadres scolaires*
- a new signature
- a new logo

### Its position:

The united voice of school executives, credible, powerful

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# Our promise

Make sure we have the best resources to support school executives in the various aspects of their work, provide them with quality services and ensure their well-being.

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## Labour Relations

### Pay equity

After many years and lots of work that had been interrupted because of a dispute between the parties, we finally obtained pay equity for certain school executives in 2013.

The deadlock was broken after AQCS representations before the Treasury Board President. The Association had emphasized its readiness to resume talks with the openness needed to resolve the matter.

This translated into the following:

- Corrective wage payments in November 2013 for nearly 250 retired and employed members, mainly in the administrative agent and chief executive job categories.
- The amounts paid, a few tens of thousands of dollars in some cases, were retroactive to November 21st, 2001.

### Wage gaps

Following joint work with department officials regarding the small wage gaps between school executives and some supervised unionized staff, executive associations were open to discussing the requirement that all school principals be given permanent teaching authorization. In return, the MELS agreed to examine the possibility of wage restructuring, which would have increased job category treatment maximums.

Despite interesting progress in the matter, it was not processed to our satisfaction within the Treasury Board, as after having shown signs of openness, it refused to make the budgetary corrections that had been identified.

Consequence:

- Few professional employees whose wage is comparable to category 4, 5 or 6 executive positions (with fewer hours and responsibilities) are attracted to these positions.

### **Different treatment for establishment executives and administrators**

To end the different treatment of executives, the AQCS continued lobbying to fix the error that led to different salary protection conditions upon reduction of the workforce, depending on whether the person is an establishment executive or school administrator.

Let us recall that:

- The adoption of the Regulation in June 2012 granted school and centre executives salary protection with no deadline while administrators were only given a two-year protection.
- Many political interventions were made to re-examine this ill-founded decision according to the Association. The interest shown during these representations leads us to believe that the situation should eventually be fixed.

### **Pension plan**

The pension plan contribution of school executives increased from 12.36% to 14.38% on January 1st, 2014. That being said, the increase would have been much greater had the executive associations not negotiated an agreement with the government. Despite these contribution increases, the management pension plan situation remains precarious and requires major actions to solve the structural problems plaguing it.

### **Section visits in 2013-2014**

May 9th, 2013 – General Assembly and training (Estrie section)  
June 2013 – Annual General Assembly (Marie-Victorin section)  
August 2012 – Portneuf section  
November 14th, 2013 – Assembly (Chemin-du-Roy section)  
November 20th, 2013 – Assembly (Capitale section)  
November 21st, 2013 – Assembly (Patriotes-Riverside section)  
November 28th, 2013 – English-Montreal section  
December 11th – Marie-Victorin section  
December 12th – Affluents section  
January 14th, 2014 – Montreal section  
February 5th, 2014 – Assembly (Pointe-de-l'Île section)  
March 19th, 2014 – Council (Marie-Victorin section)  
April 1st, 2014 – Sir-Wilfrid-Laurier section  
April 3rd, 2014 – Baie-des-Chaleurs section  
April 8th, 2014 – Navigateurs section  
April 24th, 2014 – Phares section

## Professional Development

The ten professional boards (PBs) represent AQCS members according to their fields of expertise. They ensure the professional development of their members by organizing skills development sessions. They monitor, document files that affect them and issue notices and briefs to inform elected members and public servants on the impact of their decisions in Quebec schools.

### Notices and briefs that matter

The AQCS would like to thank the professional boards (PBs) that produced and tabled seven notices and briefs in 2013-2014.

- 2014-03 Notice by the AQCS on complementary services to adult general and vocational training students with special needs**  
On March 17th, 2014, the PB of general, vocational and business training, the PB of educational services and the PB of financial resources drafted and distributed a notice to the MELS asking it to reserve allocations while taking into account the special needs of adult general and vocational training students.
- 2014-01 Notice by the AQCS regarding the presentation made to the Champoux-Lesage Committee on the administration, management and governance of school boards**  
On January 21st, 2014, an AQCS delegation, presided by André Lachapelle, presented this Committee with a notice on the fact that the services rendered to schools and students by school executives are not only essential, but also often stem from the *Education Act*. The Champoux-Lesage Committee has been mandated to examine the financing, administration, management and governance of school boards.
- 2013-11 Notice regarding the impacts of changes to the budgetary rules on the management and organization of support services to students of immigrant backgrounds**  
The AQCS' PB of educational services (PBES) conducted an analysis of the challenges posed by the integration of immigrant and allophone students in the context of the MELS' changes to the budgetary rules dedicated to their cultural, social and academic integration. This analysis identified the various stakeholders' needs for tools, training and networking.
- 2013-10 Brief presented to the Superior Council of Education regarding the curriculum and program reforms, fifteen years after the Estates General on Education**  
Upon the request of the Superior Council of Education, the PB of educational services gave it a brief.
- 2013-09 Notice by the AQCS regarding the work on the college training offer — position of the AQCS**  
The PB of general, vocational and business training drafted and gave Mr. Guy Demers, President of the work on the college training offer, a notice that included 7 recommendations.

- 2013-05**     **Notice by the AQCS on Bill 23: *An Act to amend the Education Act concerning certain educational services for four-year-old students from underprivileged backgrounds***  
The PB of education services prepared and tabled this notice to the Committee on Culture and Education at the National Assembly. It highlights the importance of the implementation of this bill and shares comments and recommendations to maximize the success impacts.
- 2013-05**     **Notice by the AQCS concerning the budgetary rules project for 2013-2014**  
Each year, the PB of financial resources presents comments and recommendations following the presentation of the government's budget. This notice was meant to improve the education system's financing method. It asks the government to provide school boards with the resources they would need to carry out their main responsibility, which is to ensure the best educational services possible for their clientele.

## Gains in 2013-2014

### ***Measure 50620 — Building Maintenance in 2013-2014***

#### ***The school board can use the amounts granted as part of the Building Maintenance measure to hire staff members***

Our interventions with the MELS were successful! Indeed, in the follow-up to one of the requests we had made last year, the MELS made an addition directly to the explanatory document distributed to the school boards last July. It reads as follows:

Loose translation:

*"As per the applicable accounting principals, the Ministry confirms that the school board can use part (maximum 2%) of the amounts granted as part of the Building Maintenance measure to hire staff members responsible for planning and following up on projects carried out with these amounts. The school board must note, however, that staff members hired as such must be added to the regular material resources staff assigned to property maintenance."*

This encourages us to keep up our efforts and continue our representations before the various bodies as the help needed to accomplish our work properly is finally being acknowledged.

#### ***February 2014, the AQCS is given a seat on the National Steering Committee for the "Agir autrement" Intervention Strategy***

On December 12th, during a conference call, Mrs. Aline Boulanger, Co-President of the PBES, presented the vision of the issues linked to the "Agir autrement" Intervention Strategy to Mr. Normand Pelletier, Assistant Deputy Minister of Pedagogical Development and Student Support, and Mrs. Liette Picard, the MELS' Director of Complementary Educational Services and Intervention in Underprivileged Areas. A request was reiterated so that the AQCS could obtain official representation and thus bring added value to the committee's work and reflections.

***April 2014, the AQCS obtains a seat on the Focus Group on the Management and Organization of Support Services and Students of Immigrant Backgrounds***

The presentation of a notice drafted by the PB of educational services to Mrs. Chantal Beaulieu, the MELS' Assistant Deputy Minister of Services to Anglophones, Aboriginals and Cultural Communities, resulted in the obtainment of a seat on the Focus Group. Collaboration on this work will help to achieve the common goal pursued, that of academic success for all students, including those of immigrant backgrounds.

**Fall 2013, the PB of general, vocational and business training (PBGVBT) will be part of a MELS working committee**

In the fall of 2008, the *ministère de l'Éducation, du Loisir et du Sport* announced plans to remove the production of learning assessment benchmarks for vocational training. Since then, a lot of work and representations were undertaken in cooperation with the TRÉAQFP, in order to influence the Ministry's direction. These efforts yielded results.

In March 2013, during the last meeting of the Steering Committee on the Governance of Adult Education and Vocational Training, the Ministry promised to undertake work on the creation of a centralized service for the measurement and assessment of vocational training, to integrate certain data within the system, in order to maintain common learning assessment benchmarks for the vocational studies certification. This mandate was completed with the help of a working committee that included system representatives. The committee started its work in the fall of 2013.

**JOINT WORK BY THE PROFESSIONAL BOARDS**

**PB of general secretariat services and communications and PB of material resources**

***Public Infrastructure Act — Acquisition and alienation of buildings (rule change)***

The MELS recently informed us that since last November, school boards are governed by the Public Infrastructure Act (I-8.3) for the acquisition and alienation of buildings (section 41). The MELS thus invited some of our members to meet with the Société québécoise des infrastructures (SQI), formerly known as the Société immobilière du Québec, to better understand the impacts of this Act on each of our respective realities.

To do this, the SQI wants to have examples of transactions that would depict our reality. Both professional boards solicited their members to present situations that they encounter on a daily basis (March 2014).

**PB of information technologies (PBIT)**

After careful consideration, the members of the PB of information technologies decided to ask the AQCS to give them a web platform that would allow its members to share their resources and the development of their internal tools.

### **PB of material resources (PBMR)**

#### ***Training on the management of air quality in schools (component 1)***

This free training, developed by representatives of the MELS, AQCS and FCSQ, is offered to those managing the material resources of the school boards, in various areas of Quebec. It is meant to identify certain guidelines that can ease the school boards' implementation of a systematic management system of the air quality in their respective schools. It will also help to deepen the content of the reference document produced by the MELS and its delegates of the professional board of material resources.

A second component of the training, managing the spread of mould, will be offered to school boards in the fall of 2014.

### **PB of procurement services (PBPS)**

#### ***Joint purchasing: web platform and training***

The joint purchasing day was held in Trois-Rivières on April 11th, 2014. It was offered to the members of the following professional boards: PB of procurement services, PB of material resources, PB of general secretariat services and communications, PB of information technologies and PB of school administrative services. It was very successful as there were 62 participants from the various professional boards.

In addition to training on joint purchasing, the participants really enjoyed the presentation on the future web platform that will be inserted on the AQCS site and that will allow for the addition of joint purchases, which will give members an overview of what exists and what is available in the matter.

### **Development in cooperation with the Comité de perfectionnement des cadres et des gérants (CPCG)**

#### ***Open houses for new school executives***

Attempts to set up an open house for new executives had to be cancelled twice because of the lack of participants.

A survey conducted on the topic showed that people are still interested in the open house. We are currently evaluating which format would best suit the needs of new executives. An open house should be held next fall.

#### ***Improvement of the Speakers' Hub: a popular exchange tool***

To respond to the searches made by users more easily and quickly, the tool was enriched with sorting and selection criteria to obtain even more specific results. This database was first created in 2012 to allow the organizers of skills development sessions to consult information on



the speakers and facilitators who have delivered services since 2011. This tool offers the advantage of consulting the assessment of participants who took part in these sessions.

These new features led to greater consultation!

### ***Mentoring program***

In 2013-2014, the PBCE provided financial support for the mentoring program implemented for executives who were part of the second cohort of the English-Montreal School Board.

The PBCE questioned this program however. It does not seem to be meeting the needs of school boards. After evaluation, it has been decided to end the mandate initiated with the English-Montreal School Board, namely cohorts two and three.

School boards that are interested will continue receiving useful information and material available, but no subsidy will be granted.

## **2013-2014 SKILLS DEVELOPMENT SESSIONS**

### **Professional Boards**

Dates	Clienteles	Theme	REGISTRATIONS		
			AQCS MEMBERS	Non-members	TOTAL
October 23rd, 24th and 25th, 2013	PB of general, vocational and business training (PBGVBT)	<i>Réseau, perspectives et résultats – Les défis du gestionnaire de l'avenir</i>	65	10	75
November 6th-8th, 2013	PB of material resources (PBMR) and PB of school administrative services (PBSAS) and PB of procurement services (PBPS)	<i>Sous la loupe... harmonisons nos actions</i>	161	24	185
March 12th-14th, 2014	PB of financial resources (PBFR)	<i>À la croisée des chemins!</i>	139	37	176
April 9th, 10th and 11th, 2014	PB of general secretariat services and communications (PBGSSC)	<i>Tous pour un et un pour tous</i>	60	10	70
April 23rd-25th, 2014	PB of information technologies (PBIT)	<i>Gérer au 7<sup>e</sup> ciel... L'enfer de la médaille</i>	58	3	61

## Sections

Date of the activity	Name of the organization	Title of the activity
May 6th, 2013	<b>Appalaches section</b>	La synergologie
May 9th, 2013	<b>Outaouais section</b>	Le pouvoir de la crédibilité
May 9th, 2013	<b>Estrie section</b>	Persévérance et confiance en soi; la route de la réussite
May 16th, 2013	<b>Rives-du-Saguenay section</b>	Psychologie de la performance et intelligence émotionnelle
May 17th, 2013	<b>Rivière-du-Nord section</b>	Rôles et responsabilités d'un gestionnaire
May 17th, 2013	<b>HR Committee of the Montérégie-Estrie area</b>	Les indicateurs de gestion sur l'absentéisme
August 15th, 2013	<b>Patriotes-Riverside section</b>	Créer des WOW autour de vous
October 1st, 2013	<b>Golfe section</b>	L'éthique au niveau des cadres scolaires
October 3rd, 2013	<b>Phares section</b>	Gestion des invalidités - Formation pour première ligne
October 3rd, 2013	<b>Découvreurs-Central Québec section</b>	Aborder et gérer les conflits au sein des équipes de travail
October 10th, 2013	<b>Laurentides section</b>	Gestion axée sur les résultats
November 22nd, 2013	<b>Yamaska section</b>	Gestionnaire inspirant, communicateur efficace
November 26th, 2013	<b>Deux-Rives section</b>	Diriger sans s'excuser
December 4th, 2013	<b>Patriotes-Riverside section</b>	Le stress et le gestionnaire
December 5th, 2013	<b>Des Sommets SB</b>	Réseautage et communication efficace dans un contexte de changements de la présentation des états financiers
December 11th, 2013	<b>Marie-Victorin section</b>	Diriger sans s'excuser
January 23rd, 2014	<b>Beauce-Etchemin section</b>	Activité annuelle des membres - développement des liens professionnels et personnels par le perfectionnement
January 24th, 2014	<b>Val-des-Cerfs section</b>	Développer le courage
January 31st, 2014	<b>Laval section</b>	Comprendre le financement de la formation professionnelle, c'est rentable
February 1st, 2014	<b>De La Jonquière section</b>	Le désir de réussir, le feu sacré du succès
February 12th, 2014	<b>Kamouraska-Rivière-du-Loup section</b>	Collaborer pour mieux d'entraider
February 28th, 2014	<b>Centre-du-Québec section</b>	Interagir de façon efficace au sein des équipes de gestion
March 14th, 2014	<b>Montérégie-Estrie section</b>	Groupe de codéveloppement professionnel. Expliquer ce qu'est un groupe de codéveloppement professionnel et comment la direction des ressources humaines peut implanter ces groupes dans son milieu
March 20th, 2014	<b>AQCS English-Montreal section</b>	Communication et diversité en équipe
April 1st, 2014	<b>AQCS Seigneurie-des-Mille-îles section</b>	Maximisez le potentiel de votre équipe et suscitez l'engagement dans un climat de travail agréable
April 10th, 2014	<b>AQCS Laval section</b>	Comprendre le financement de la formation générale adulte
April 25th, 2014	<b>AQCS Yamaska section</b>	L'intelligence émotionnelle

# Communications

The Association québécoise des cadres scolaires prioritizes regular communication with its members. Electronic correspondence has helped the Association to develop ways to better listen to its members and inform them on the issues that concern them.

## **InformAQCS – New information strategy for members linking the information newsletter, website and social media**

Distributed weekly this year, *InformAQCS* presents concise information that informs members on the progress made in terms of government relations, labour relations and professional development. With just a glance, the last issue of the month presents a summary of the monthly activities. With a simple click, members can access the latest news that has added to the website during the month.

- 28 publications of *InformACSQ*
- 47 news published on the website
- 12 major articles on a field of expertise of executives in the AQCS blog
- 100 Facebook and Twitter publications
- 3 videos posted on YouTube

### **Result: statistics showing an increase in interest**

- A lot more people are reading our material (increased from 33.5% of people who opened our messages in May 2013 to 45% in April 2014)
- This strategy also increased the website's success (increased from 2,612 visits in May 2013 to 4,645 in April 2014).

## **Proactive press relations**

Considerable effort was put towards the development of our relations with the media. The President worked hard to establish a relation with the press, among other things:

- Definition of the key message: highlighting the excellent services offered by school executives
- Training on press relations
- Interviews with journalists and radio and television reporters
- Questions to political parties during the campaign
- Issuing of 6 press releases during the year

### **Result: some reporters/journalists call us to know what our point of view is**

# Social and Professional Commitments

In good times and bad, the AQCS supports organizations committed to student retention, the defence of public schools, the promotion of literacy, the excellence of students in the school boards, entrepreneurship contests and support for youth with learning difficulties.

The ACSQ participated in the creation of the *Fondation Réussite Jeunesse*, which decided to fund the three following organizations until 2017 last year:

- **Allô prof Program** for a WEB platform for homework assistance
- **Toujours ensemble** for the implementation of a program aiming to increase student retention
- **Réseau québécois des centres de formation en entreprise et récupération (CFER)** for the Réussite Jeunesse Olympiad

## Committees

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

### Many thanks to the members participating in committees

MELS committees	Representatives
Comité consultatif des administrateurs (CCA)	Conrad Berry
Comité consultatif sur l'orientation en milieu scolaire	Carole Souchereau
Comité de coordination des bancs d'essai	Rémi Asselin
Comité de gouvernance ÉA-FP	Daniel Drouin
- (Sous-comité) Éducation des adultes - ÉA	Diane Laberge, Louise Lacoste
- (Sous-comité) Évaluation des apprentissages et des programmes d'études FP	Guy Sauvageau, Denise Tremblay
- (Sous-comité) Formation professionnelle - FP	Maude Plourde, Benoit LeBel
- (Sous-comité) Francisation	Louise Lacoste
- (Sous-comité) Régime pédagogique et instruction FP + éducation des adultes	Hélène Boucher
- (Sous-comité) Services complémentaires	Élaine Brunette, Benoît Rousseau
- (Sous-comité) Suites au Plan de rapprochement en matière de formation professionnelle et technique + Promotion et valorisation de la FT	Guy Sauvageau
- (Sous-comité) sur l'accès, la promotion et la valorisation de la formation professionnelle	Alain Maynard, Dominique Pagé
- Table de concertation en agriculture	Colombe Leblanc
Comité de gouvernance pour la mise en place de la loi 133, volet commissions scolaires - comité de gouverne des ressources informationnelles	Rémi Asselin
- Bénéfices et gestion de ces bénéfices	Richard Lampron
- Comité technique CSPQ-MELS	Stéphane Bilodeau, Carole Dallaire
- Création des gabarits pour la reddition de comptes demandée	Serge Tremblay
- Migration des postes de travail	Jocelyn Thibodeau
- Visioconférence et infonuagique	Line Desgroseilliers, Michèle Laberge
Comité de recherche et de développement sur les outils technopédagogiques	Rémi Asselin
Comité de suivi de la Politique-cadre <i>Pour un virage santé à l'école</i>	Aline Boulanger
Comité de suivi sur l'enseignement de l'anglais intensif	Aline Boulanger

Comité du personnel de direction d'école (CPDE)	Conrad Berry
Comité du personnel de direction de centre (CPDC)	Conrad Berry
Comité MELS - Réseau sur les ressources financières et matérielles	Louis Dandurand
- (Sous-comité) Allocation des ressources financières de fonctionnement	Germen Brière, André Cormier, Dominique Sylvain
- (Sous-comité) Mise à jour du régime financier applicable aux commissions scolaires	Chantal Beausoleil, Louis Dandurand, Rémi Lupien, Serge Trudel
- (Sous-comité) Mode d'allocation du transport scolaire	Julie Larouche, Sylvio Parent
- (Sous-comité) Parc immobilier	François Bergeron
Comité MELS sur SIMACS (Systèmes informatisés du maintien des actifs des commissions scolaires)	Patrick Allard, Sandra Sheehy, Michel Gagnon
Comité MTQ/MELS – Sécurité et équipements	Éric Roy
Comité national de pilotage (CNP) de la <i>Stratégie d'intervention Agir autrement (SIAA)</i>	Aline Boulanger
Comité organisateur des journées nationales de la formation professionnelle	Louise Vaillancourt
Comité stratégique MELS-CSPQ-CCSR	Rémi Asselin
Comité sur le projet de loi n° 56	Marc Soucie
Comité sur l'implantation de la maternelle 4 ans TP dans les milieux défavorisés	Aline Boulanger
Comité technique sur les bonnes pratiques en matière de prévention, de détection et de correction des problèmes liés aux moisissures en milieu scolaire	Sandra Sheehy
Comité-conseil de l'évaluation des ressources didactiques	Aline Boulanger
Commission des partenaires du marché du travail	Daniel Drouin
Conseil pédagogique interdisciplinaire du Québec (CPIQ)	André Lachapelle
Formation Québec en réseau (services aux entreprises)	Luc Galvani
Groupe de concertation en adaptation scolaire (GCAS) - sous-comité Organisation des services aux EHDA	Marie-France Martinoli
Groupe de travail Action 2.3.1 - Comité national pour la formation à la prévention des risques professionnels	Alain Boucher (représentant CPFGE)
Groupe de travail Action 2.3.2 - 3.1.1 - Comité national de formation pour les enseignants et pour les autres acteurs de l'enseignement	Alain Pagé (représentant CPSRH)
Groupe de travail en suivi au rapport du VGQ sur la qualité de l'air dans les écoles primaires	François Bergeron
Groupe de travail sur les rendez-vous ICÉA 2013 « Québec apprenant »	Marc Côté, Benoît LeBel
Impacts des changements aux règles budgétaires sur la gestion et l'organisation des services de soutien et aux élèves issus de l'immigration	André Lachapelle
Proposition de l'Office des professions - Projet de loi n° 21	Marie-France Martinoli

Other committees	Representatives
Allô Prof	André Lachapelle
Assemblée générale annuelle des membres du CTREQ	Anne Ledoux
Comité concertation transfert des connaissances en éducation	Conrad Berry
Comité de perfectionnement des cadres et gérants (CPCG)	Anne Ledoux, Fernand Lessard, Claudette Pépin
Comité de pilotage sur les équipements	Éric Roy
Comité des partenaires de la campagne de sécurité en transport scolaire (ATEQ)	Julie Larouche
Comité éditorial de la Revue Le Point en administration de l'éducation	Conrad Berry
Comité national de suivi à l'implantation de l'entente de complémentarité des services entre le MELS et le MSSS	Suzanne Côté
Comité national pour la formation à la prévention des risques professionnels	Bernard Boulé
Comité stratégique pour l'acquisition des TNI	Guy Bégin
Comité sur l'équité salariale	Conrad Berry, Lucie Godbout
Conseil d'administration - Association des transports collectifs ruraux du Québec	Claude Ménard
FCSQ – TRÉAQFP - DGPD — Dossier des agents de liaison	Luc Galvani
Fondation Réussite-Jeunesse	Lucie Godbout
Journée des acquisitions	Huguette St-Hilaire
Regroupement des associations de cadres en matière d'assurance et de retraite (RACAR)	Conrad Berry, Lucie Godbout
Round Table of key representatives of the English educational community	Heather Joy Halman
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	Claudette Pépin, Isabelle Rathé

# Presidents of the professional boards and sections

**Many thanks to the presidents of the Association's various groups**

## **Presidents of the professional boards\***

François Bergeron, Aline Boulanger, Brigitte Bouchard, Carole Dallaire, Louis Dandurand, Daniel Drouin, Francine Lamontagne, Sylvio Parent, Marc Soucie, Joël Thériault, Suzanne Tremblay

## **Section presidents\***

Rémi Asselin, Monique Beaudry, Jacques Bernard, Nataly Blondin, Bernard Boulé, Michel Brien, André Cauchy, Louis Cyr, Patrice Deschênes, Yves Dubé, Claude Dufour, Joël Fleury, Pierre Gagnon, Denis Gauthier, Sébastien Gauthier, Doris Girard, Guy Godbout, Martine Gohier, Jules Goulet, Catherine Guay, Marie-Pierre Guénette, Jean-François Houle, André Hughes, Nathalie Labelle, Pierre Laliberté, Sylvie Lalonde, Francine Lamontagne, Jean-Marc Laporte, Yvan Laquerre, Normand Larouche, Benoit LeBel, Hélène Lemieux, Claude Lepage, John MacMillan, Charles Millar, Marie-Josée Noël, Réal Nolet, André Paradis, Sylvain Pellerin, André Portugais, Richard Pundzius, Marc Rebeyrol, Mario Richard, Lyne Robichaud, Gilbert Roy, Yvonne Scott, Louise Sylvestre, Johnny Tardif, Luc Tremblay, Serge Trudel, Eddy Vallières, Pierre Venne, Marc Vigeant, Mario Vincent, Pierre Vocino, Jeffrey Wood

\*April 30th, 2014

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# PERSONNEL

## CHANGES AMONG PERMANENT EMPLOYEES

We would like to welcome **Anne-Marie Dussault**, Labour Relations Advisor, who joined the AQCS team in April 2014.

We would also like to mark the retirement of quality resources:

**Monique Bernard**, Communications Coordinator

**Marie Domingue**, Administrative Assistance (senior management)

### Head Office Team



From left to right (from back to front)

**Lyne Lagacé**, Administrative Technician (Communications), **Danielle Fortier**, Administrative Technician (Accounting), **Isabelle Rathé**, Stage Manager (responsible for the skills development sessions), **Maude Caron**, Administrative Technician (Labour Relations and Personnel), **Sandra Melançon**, Office Agent (Professional Development and Reception); **Louyse Trudel**, Administrative Assistant (senior management), **Claudette Pépin**, Stage Manager (responsible for the skills development sessions), **Conrad Berry**, Director, Labour Relations and Professional Development, **Élaine Laberge**, Administrative Technician (Professional Development), **Suzanne-Lily Roy**, Communications Coordinator; **Jennyfer Robinson**, Office Agent (Professional Development and Accounting), **Lucie Godbout**, CRIA, ASC, General Manager, **Anne-Marie Dussault**, Labour Relations Advisor

## **AQCS**

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