

Annuel Report

2019-2020



Là pour nos membres.
Là pour le réseau.

aqcs.ca

PORTRAIT AS OF JUNE 30, 2020

Our statement of revenues and expenses is available upon request.

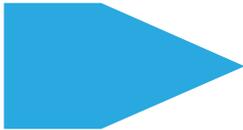
Mission

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

2017-2020 Strategic Objectives

- Improve services in professional development.
- Improve the strategic positioning and outreach of the AQCS.
- Ensure the vitality and sustainability of the Professional Boards and Sections through planned and organized support.
- Modernize our governance model by building on advances in this area.
- Obtain better recognition of members' executive status and improvement of working conditions while continuing to offer individual support.





BOARD OF DIRECTORS 2019–2020



Rémi Asselin
President and CEO
 July 2019 to January 2020

 Director of Information Technologies
 CSS Marguerite-Bourgeoys



Benoit LeBel
Vice-President - until January 2020
Interim President– January to November 2020

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



Rémi Lupien
Treasurer
 July to November 2019

 Director of Financial Services
 CSS Portages-de-l'Outaouais



Nathalie Paré
Treasurer
 As of November 2019

 Director of Financial Services
 CSS Val-des-Cerfs



Érick Gaboury
Director of the Labour Relations Committee

 Directeur of Human Resources
 CSS Premières-Seigneuries



Julie Larouche
Director of the College of Professional Boards

 School Transportation and Food Services Coordinator
 CSS Pointe-de-l'Île



Sophie Dubé
Director

 Director of Educational Services
 CSS Marie-Victorin



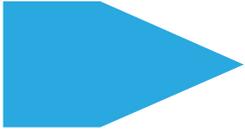
Chantal Giguère
Director

 General Secretary and Director of Transportation Services
 CSS Estuaire



Jean-François Parent
President and CEO
 Association québécoise des cadres scolaires

Compensation for directors	Responsibility premium
President	\$8 000
Directors with responsibilities (Vice-President, Treasurer, managers of CPB and LRC)	\$4 500
Directors	\$4 000



WORD FROM THE PRESIDENT AND CEO

Who would have thought a year ago that a pandemic would turn the world upside down? As school executives, you had already drafted a crisis management plan for your organization - but by March 2020, the strategy to be deployed exceeded all projections. Your agility was put to the test to reorganize student services during lockdown, and to plan not one, but two back-to-school periods. All of this, within a framework of stringent health measures, changing deadlines and instructions.

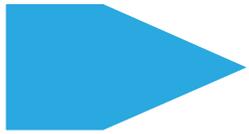
At the AQCS, our determination to support you during this period has increased tenfold. Our head office team has continued its support through a teleworking model. Although several activities were cancelled in the spring, we continued our conversations on TEAMS and ZOOM. The members of the College of Professional Boards offered their field expertise so that the AQCS could submit recommendations to Minister Jean-François Roberge. Our influence has radiated, and we have strengthened our ties.

I feel it is important to highlight our "pre-COVID-19" achievements, which this annual report focuses on: the planning of a congress, productive representations (which will have allowed us to carve out a place for school executives at the heart of the new governance of school service centers!) and important reflections on labour relations issues. We also moved into new offices.

The year 2019-2020 is not all turmoil. Our associative advances demonstrate this. I would like to take this opportunity to thank you and congratulate you on your resilience, professionalism and generosity.



Jean-François Parent
President and CEO

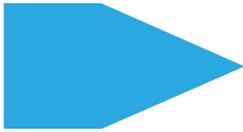


AQCS 2019-2020 ACHIEVEMENTS IN BRIEF

- Increasing the AQCS's strategic presence with the MEQ and the ministerial cabinet
- Valuing member leadership (COVID-19 context)
- Resumption of the activities of the MEQ's labour relations advisory committees following our representations
- Section presidents: creation of the "Dans le mire" newsletter
- Congress
- Launch of Clic Gestion
- Relaxation of return-to-work rules for retired executives
- First training session for executive heads and administrative staff

Head Office Move

The impending end of the AQCS head office lease, combined with various accessibility issues and professional development needs, was discussed by the board of directors. It was decided to move the head office to new premises on Boulevard des Galeries in Quebec City. The team has been occupying these premises since December 16, 2019.



WORK WITH THE GENERAL DIRECTORATE OF LABOUR RELATIONS (DGRT) OF THE MEQ

Resumption of the work of advisory committees

2018-2019 was marked by a high turnover of staff within the DGRT, which made it difficult to continue joint work with departmental representatives, to the point of causing concern with executive associations.

Together with its associative partners, the AQCS has multiplied its efforts to raise awareness among the authorities concerned. These authorities have confirmed their desire to maintain harmonious and collaborative relationships with executive associations and have committed to act in this regard. In October 2019, we were informed that, following the addition of resources, the DGRT was now in a position to ensure the effective operation of the advisory committees, i.e.:

- Le comité consultatif des administrateurs (*The Directors' Advisory Committee*);
- Le comité du personnel de direction d'école (*The School Management Staff Committee*);
- Le comité du personnel de direction de centre. (*The Centre Management Staff Committee*).

It should be noted that, under the Regulation, it is through these three committees that management representatives participate, along with representatives of the Minister and employers' federations, in the development and modification of national working conditions for executives.

Modernization of the classification plan

Over the past few years, the AQCS has intervened on several occasions with departmental representatives

to request that joint work be undertaken to review the job classification plan.

It should be noted that member dissatisfaction with the classification plan and its associated compensation structure is high and has been increasing in recent years as the complexity of work in school service centers and institutions has increased.

Until recently, there has been little openness by the authorities concerned to the considerations expressed by executive associations regarding job classification. The situation seems to be evolving favourably, however, as the Department has shown a willingness to discuss the issue on an exploratory basis. With this in mind, in the spring of 2020, the Association solicited some of its members to update detailed job descriptions.

For the AQCS, the start of work on the classification plan is excellent news, as it will help to promote the necessary salary catch-up among school executives. It is high time that they receive fair recognition for their contribution to the network and are therefore compensated accordingly. The AQCS will redouble its efforts in the coming year to demonstrate to its counterparts the obsolescence of the job classification plan in the network and, ultimately, to convince the Treasury Board Secretariat of the importance of allocating the budget needed to overhaul the classification plan.

PLAN AND GROUP INSURANCE

Lower PPMP contribution rate

Other good news: the high returns of our pension fund have made it possible to lower the contribution rate for executives to the PPMP until 2022. As of January 1, 2020, the rate was reduced from 12.82% to 12.29%. According to the "Update as at December 31, 2019 of the December 31, 2017 actuarial valuation of the PPMP", the plan has a surplus of \$664 million (7.9% of actuarial liabilities).

Nevertheless, it should be remembered that the PPMP still has a major structural problem, namely that of transfers from RREGOP to the PPMP, which periodically threatens the plan's financial health. It is this structural problem that explains, to a large extent, the restructuring of the PPMP in recent years, which has resulted in less and less generous retirement provisions for executives. To the point where the PPMP and RREGOP are now two pension plans that are increasingly comparable.

The AQCS is of the opinion that if the employing government wishes to remain attractive in hiring its management staff, it must be concerned about these reductions in benefits for the PPMP and compensate for the losses incurred by executives by improving other aspects of their overall compensation, such as salaries.

Working committee - transfers from RREGOP to PPMP

As part of the "Entente sur certains éléments de la rémunération globale (déc. 2019)" (*Agreement on Certain Elements of Total Compensation*), the parties had agreed to set up a joint working committee with a mandate to explore viable and sustainable solutions for the PPMP.

Despite the efforts invested by the associations, the problem of transfers to the PPMP has still not been resolved. In fact, the government has rejected the exploratory proposal submitted by the associations. Moreover, the government has not made any counterproposal to the ideas put forward by association groups, preferring to postpone discussions on this issue until a later date.

Nevertheless, the associations have not abandoned their reflections on the issue and have retained consulting actuaries to examine various scenarios and be ready to resume discussions with government officials when the time comes.

Relaxation of return-to-work rules for retired executives

Following work carried out jointly by management and government representatives, the rules governing the return-to-work of retired executives were relaxed on March 1 to allow for the payment of a salary without an equivalent reduction in the retirement pension.

It should be recalled that under the previously applicable rules, a retired executive who once again held a position subject to the RREGOP or the PPMP, and who chose not to contribute to their pension plan as executives most often do, had their pension suspended in proportion to the time worked.

Several factors prompted the parties to review the existing rules: the context of labour scarcity, the improvement of the financial health of the PPMP, the non-application of the rules for executives hired as consultants or on contract, the willingness of retired executives to continue to provide a certain level of work and the different rules applicable to retired unionized personnel.

To consult the newly applicable rules, we invite you to read the [Info-RACAR bulletin](#).

Work of the Professional Relations Committee

The Professional Relations Committee (PRC) is composed of members appointed annually at the June meeting of the General Council. The members appointed in 2019-2020 are Linda Laforest, Michel Brien, Guy Coutlée, Patrice Deschênes, Johnny Tardif and Christian Robert. Under the General By-laws, the PRC's mandate is to assist the AQCS labour relations department by identifying, documenting, validating and prioritizing collective labour relations files. As such, it reports to the General Council on its work.

During the year 2019-2020, the PRC held a conference call on August 20, 2019 and met on November 28, 2019. The committee's main topics of discussion were as follows:

- Relaxation of the rules governing the return-to-work for retired executives
- Modernization of the classification plan
- Issues in the Pension Plan for Management Personnel (PPMP)
- Group insurance for active and retired executives

Number of personalized support cases

- 98 responses to requests for information on working conditions
- 199 responses to requests for advice on work-related issues
- 40 cases that required the assistance of Conrad Berry and Anne-Marie Dussault of the Labour Relations Department (for a total of 175 interventions)

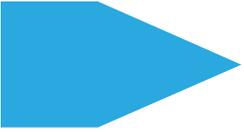
Newsletter « Dans la mire » for section presidents

In September 2019, the section presidents, all of whom are ambassadors of our Association, were introduced to the first issue of a newsletter created specifically for them. This tool will allow us to convey privileged information on certain issues (particularly regarding labour relations) and to provide inspiration to section presidents in carrying out their role. In 2019-2020, four "Dans le mire" newsletters were published, with an average reading rate of 74% - an excellent result.

2019-2020 SECTION VISITS

The pandemic has hampered head office representations at section meetings. The use of TEAMS and Zoom will provide an effective alternative for the next few months, to keep up these privileged interactions.

Date	Resource person	Section	Subjects discussed
October 4, 2019	Jean-François Parent	Marguerite-Bourgeoys	Key issues for 2019-2020
October 28, 2019	Conrad Berry	Rives-du-Saguenay	Public statement to the Council in favour of mediation as a process for resolving the conflict between the RSSB and the former Director General.
November 5, 2019	Jean-François Parent	Pays-des-Bleuets	AQCS services, major changes to the General By-Laws adopted in May 2019, Section activities, Bill 40
November 7, 2019	Jean-François Parent	Montreal	Key issues for 2019-2020
November 21, 2019	Conrad Berry	Capitale	Current affairs in RLT
November 27, 2019	Conrad Berry Martin Caron	Hautes-Rivières	Active files in labour relations, Clic Gestion
February 17, 2020	Jean-François Parent	Mauricie	AQCS services, major changes to the General By-Laws adopted in May 2019, Section activities, Bill 40
February 19, 2020	Jean-François Parent	Affluents	AQCS services, major changes to the General By-Laws adopted in May 2019, Section activities, Bill 40



PROFESSIONAL DEVELOPMENT

Big launch of Clic Gestion

In the fall of 2019, the AQCS Professional Development Department organized luncheon launches, in Quebec City (Premières-Seigneuries Section) and Montreal (Patriotes Section) to unveil its new Clic Gestion web application. Two presentation webinars were also offered in October to help members become familiar with and use the platform.



By the summer of 2020, nearly 250 members had used the application to assess their management skills or to consult the virtual library, which includes classroom training, webinars and suggested readings. Proud of this participation, we intend to continue promoting Clic Gestion so that other members can use it effectively and appreciate its true value.

Customized training offer for school executives

The Fall 2019 calendar presented a wide variety of training opportunities for our members (23 workshops and webinars). We were obliged to cancel 11 of these, as the congresses of some of the partner associations were taking place during this period. Furthermore, this year, we decided to offer several dates for the same training and this decision resulted in a staggering of registrations, with the result that we were unable to offer training among the two or three proposed dates.

The results obtained in the fall allowed us to plan a winter calendar that would be more suitable for all members of the four associations. The offer was limited to 11 training sessions on specific dates. This was a successful strategy, as registrations continued steadily... until the pandemic necessitated the cancellation of these activities.

It should be noted that the AQCS will continue to develop interesting training calendars. We believe that these professional development activities not only allow our members to enhance their skills, but also to network with members of partner associations.

MANAGEMENT TRAINING

Association des cadres des collèges du Québec

Alliance des cadres de l'État

Association des gestionnaires des établissements de santé et de services sociaux

Date	Topic	Participants
October 16, 2019	Techniques for integrating a new job	19
October 17, 2019	Legitimate management of inappropriate behaviour: a preventive and empowering approach	17
October 29, 2019	Management rights and diversity	6
October 30, 2019	Design Thinking: the art of creating value for clients through collaboration	8
November 13, 2019	Retirement: possibility and reality	6
November 15, 2019	Refine your political acumen to act strategically and increase your influence (Quebec)	33
November 18, 2019	Prevent psychological distress	13
November 19, 2019	Techniques for integrating a new job	18
November 21, 2019	Delegation: an act of leadership	18
November 22, 2019	Prepare and manage a difficult meeting at work	17
2 and 3 December 2019	Acting as a leader coach	15
December 12, 2019	Retirement preparation session exclusively for managers	6
January 31, 2020	Refine your political acumen to act strategically and increase your influence (Montreal)	37
February 28, 2020	Legitimate management of inappropriate behaviour	14

TRAINING SESSIONS

Date	Professional Board and Topics	Participants
November 6 - 8, 2019	PB of Material Resources Services PB of School Administration Services PB of Procurement Services and Contract Management <i>On s'occupe de nos écoles (We take care of our schools)</i>	Total: 244 Members: 182 Non-members: 62
November 14, 2019	Executive heads and administrative staff <i>Développer votre crédibilité et votre influence grâce à votre leadership authentique (Develop your credibility and influence through authentic leadership)</i>	Total: 23 Members: 20 Non-members: 3
January 16, 2020	PB of General Secretariat and Communications Services <i>La gestion du changement et les bonnes pratiques (Change management and best practices)</i>	Total: 76 Members: 63 Non-members: 13
March 11 – 13, 2020	AQCS Congress 2020 PB of Transportation Services PB of School Organisation PB of Financial Resources Services PB of Information Technologies PB of Educational Services PB of Human Resources Services Anglophone members' group <i>Leaders en éducation</i> <i>Innovater – Influencer – Réussir</i> <i>(Leaders in education: Innovate-Influence-Succeed)</i>	Total: 594 Members: 536 Non-members: 58
April 30 – May 1, 2020	Annual Conference on Procurement and Contract Management in the Education System PB of Procurement Services and Contract Management	Conference cancelled COVID-19
May 12 – 14, 2020	PB of General Secretariat and Communications Services	Conference cancelled COVID-19
May 28 and 29, 2020	TRÉAQ – PBGVBT Conference PB of General, Vocational and Business Training	Conference cancelled COVID-19

The AQCS Congress, held every two years, is the perfect opportunity for our members to join to exchange about their role and the issues facing the education network. The organizing committee, chaired by Mr. Roch-André Malo (PB of the School Organization, CSS Seigneurie-des-Mille-Îles), has chosen one of the most unifying themes for 2020: "Leaders in education - Innovate - Influence - Succeed". The promotional campaign, which included a visual featuring several of our members, compelling video clips from two resource people invited to the congress and a day of chatting on TEAMS, garnered some 600 registrations.

Participating PBs

- PB of Transportation Services
- PB of Human Resources Services
- PB of Educational Services
- PB of School Organization
- PB of Financial Resources Services
- PB of Information Technologies
- Anglophone members' group

Renowned speakers

- Mr. Dominique Morneau, organizational psychologist, « Influencer – Dénouer l'impasse » (*"Influencing - Breaking the deadlock"*).
- Mr. Pierre Lainey, Professor, HEC, « Faire face à la turbulence : les meilleures pratiques pour soutenir la transformation des commissions scolaires » (*"Facing Turbulence: Best Practices to Support School Board Transformation"*).
- Ms. Geneviève Desautels, President d'Amplio Stratégies, « Les 7 clés du leader transformationnel » (*"The 7 keys of a Transformational Leader"*) (cancelled)

Our congress was scheduled for March 11, 12 and 13, 2020 at the Quebec City Convention Centre. Unfortunately, we were forced to interrupt all activities starting Thursday, March 12, 2020 at 5:00 pm. Due to the context of the COVID-19 pandemic, Premier François Legault ordered the cancellation of gatherings of more than 250 people. However, the workshops and discussion time that took place on March 11 will remain etched in people's minds, as will Minister Jean-François Roberge's visit during lunch on March 12.



Executive heads and administrative staff

A first training session on credibility, influence and authentic leadership was organized in the fall of 2019 for these members. This event was a great success with all 25 participants. The wish to have a customized annual development session was expressed. In order to better represent the 344 members of this sector, steps will be taken to create a designated professional board.



The work of the College of Professional Boards (CPB)

Under the leadership of Ms. Julie Larouche, the College of Professional Boards held two meetings during the year 2019-2020. The first meeting, held on November 28, allowed members to take ownership of the CPB's action plan, establish priorities and agree on a timetable for the completion of the various files. In addition, as every year, the PB presidents had the opportunity to present their respective action plans for the year 2019-2020. At the second meeting, held on April 11, 2020, the CPB representatives mainly discussed the needs of members for further training and coaching in view of the fact that the 2020-2021 training sessions could not take place.

We would like to take this opportunity to express our gratitude to the members of the CPB. We would also like to sincerely thank them for their contribution to the outreach of the AQCS and for their active participation in the development of the professional skills of school executives. Their involvement in the educational success of students in a time of a global pandemic has also been remarkable: it is described in the Public and Government Affairs section of this annual report.

The work of the professional boards

The Professional Boards (PBs) are composed of members from the same sector of activity. Their role is to promote the professional interests of members, encourage dialogue, participate in the drafting of opinions and briefs and sit on various committees.

On the following page, you will find some of the PB's 2019-2020 achievements. Several planned activities and initiatives have been postponed due to the pandemic. The respective action plans of the PBs can be found at www.aqcs.ca.

- **PB of the Human Resources Services:** armed with the results of a survey conducted last year among human resource executives in 26 school service centres, the PBHRS drafted an opinion on the shortage of staff in the education network. Innovative solutions were submitted to the office of the Minister of Education and Advanced Education and to the Assistant Deputy Minister of Labour Relations in the fall of 2019.
- **PB of Information Technologies:** In October 2019, the PBIT published a brief entitled « Consultation sur le projet de loi n° 37 visant principalement à instituer le Centre d'acquisitions gouvernementales (CAG) et Infrastructures technologiques Québec (ITQ) » ("*Consultation on Bill 37 aimed primarily at establishing the Centre d'acquisitions gouvernementales (CAG) and Infrastructures technologiques Québec (ITQ)*"). The members agreed on the importance of grouping purchases in order to benefit from the advantages of economies of scale, but feared that the establishment of the GAC and ITQ would be to the detriment of the needs of the education network, due to the availability and quality of products purchased in high volume, as well as their delivery times. The AQCS has made a consultation request.
- **PB of Material Resources Services:** The members of this PB, in collaboration with the Fédération des commissions scolaires du Québec, published a study in December 2019 entitled « Budget d'entretien des commissions scolaires : un arrimage nécessaire avec le réinvestissement en éducation » ("*School Board Maintenance Budget: A Necessary Alignment with Reinvestment in Education*"). This analysis shows that school boards' building fleet maintenance budgets should be set at 1% of the current replacement value (CRPV) to ensure adequate maintenance to comply with legislation and increase the effective life of buildings.
- **PB of General Secretariat and Communications Services:** A hybrid training session (face-to-face and webinar) on change management and good governance practices was offered in January 2020 to the members of this PB. They also continued to update the Annotated Education Act, while contributing to the drafting of the brief .« Pour une gouvernance des centres de services scolaires axée sur la réussite des élèves » ("*Towards student-focused governance of school service centres for student success*"), prepared as part of the consultation on Bill 40.



EXECUTIVE AND MANAGEMENT PROFESSIONAL DEVELOPMENT COMMITTEE
COMITÉ DE PERFECTIONNEMENT DES CADRES ET DES GÉRANTS(CPCG)

More than ever before, this funding measure enables the various organisations to support the development of their members' skills. We have received several applications for funding, some 50 for customized development activities and nine for sessions and the congress. The CPCG has also contributed to the financial support of members who have undertaken credited training in a recognized educational institution.

While the sums were fully committed for the year 2019-2020, the CPCG's financial balance sheet showed a surplus of \$43,923.88, since some training could not be offered due to the pandemic. This amount, after obtaining the Department's authorization, may be used for the development of training projects by the AQCS.

We would like to acknowledge the contribution of the members of the CPCG and offer them our most sincere thanks.

Le CPCG in numbers

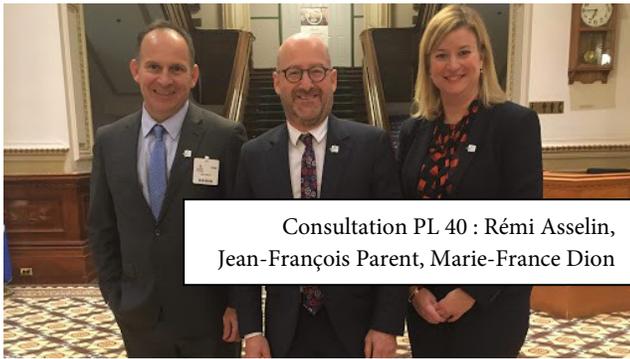
Amounts reimbursed to different organizations for training sessions:	<u>\$155 165.41</u>
Credited training sessions:	\$13 000
Sessions and congress:	\$52 750
Customized training activities:	\$89 415,41
Number of training sessions:	34
Total number of eligible persons:	1 703

2019-2020 SECTION TRAINING SESSIONS

Section	Topic	Date held
Outaouais Section	Les milléniaux et la génération Z qui suit <i>(Millennials and generation Z that follows)</i>	November 22, 2019
Deux-Rives Section	Compétences du 21 ^e siècle <i>(21st Century Skills)</i>	November 29, 2019
Patriotes Section	Supervision et développement professionnel des cadres <i>(Supervision and professional development of executives)</i>	September 19, 2019
Laval Section	Conference: Collaborer, innover, s'engager <i>(Collaborate, innovate, commit)</i>	January 27, 2020
Marguerite-Bourgeoys Section	Regard sur les grands enjeux de l'éducation <i>(A look at the major issues in education)</i>	August 28, 2019
Marguerite-Bourgeoys Section	Lisez plus vite et lisez mieux <i>(Read faster, read better)</i>	February 20, 2020
Marie-Victorin Section	La gestion du travail d'équipe <i>(Teamwork management)</i>	December 16, 2019
Val-des-Cerfs Section	Les aspects juridiques de la vie courante <i>(Legal aspects of everyday life)</i>	December 5, 2019

Bill 40

The fall of 2019 will have been marked by the tabling of Bill 40, eagerly awaited by our members, since it embodies the CAQ's vision: transforming school boards into school service centres, with new governance in the form of boards of directors. It should be noted that in the previous months, our Association met with the ministerial team to present its recommendations regarding these major changes envisaged for the public education network.



Consultation PL 40 : Rémi Asselin,
Jean-François Parent, Marie-France Dion

Despite the AQCS's proactive advocacy work, the bill published in October 2019 did not provide for a place for school executives on the Boards of directors of school service centres. Our Association therefore prepared, with great care, for its passage through the parliamentary committee on November 12, 2019. We advocated for a voting seat for an Educational Services Executive and presented a composition of school service centre boards that would enhance the functioning and efficiency of these new organizations.

On 15 January 2020, the AQCS took note of the amended Bill 40, and was pleased to note that a member of management staff can sit on the Boards of directors of future school service centres. "The presence of a school executive at the heart of the governance of school service centres will certainly contribute to informed decision-making. By adopting this vision, the Minister is recognizing the expertise of school executives for educational success," said Jean-François Parent, President and CEO of the AQCS, in a press release.

The pandemic and proximity to members

On March 12, 2020, faced with the progression of COVID-19 in Quebec, the government chose to close all schools and establish strict sanitary measures, and then decreed the general confinement of the population. The schools reopened in May (with the exception of those in Greater Montreal).

In teleworking as of March 16, 2020, the head office team set up a special communication plan to quickly inform its members and collect information to support its representations to the Department. Six webinars on this subject, led by the President and CEO, Mr. Jean-François Parent, and 14 InformAQCS newsletters were published until June. We have also developed partnerships with resource persons to develop exclusive webinars on telework management and agility.

Profiles of school executives involved in this period have been published on our social media networks and have aroused interest and a sense of pride.

The College of Professional Boards (CPB) met on TEAMS on several occasions to enable the CEO to inform Minister Jean-François Roberge about the reality of school executives in the field. Although crisis management is still very demanding, at the time of publishing this annual report, it is clear that the commitment of the members of the CPB has helped to establish the AQCS's credibility with the Minister.

TEAMS

The TEAMS application has been deployed as a new tool for communication and collaboration between members in 2019-2020. A team bringing together all members, as well as teams for the professional boards, have been created. The AQCS, which intends to explore the benefits of this platform for networking, observed interesting exchanges between executives in the spring.

Communications advisory board

To assist the AQCS in the preparation of its communication strategies, a committee composed of certain members met virtually three times. Some very interesting ideas for the evolution of our tools and activities were put forward.

Experience Directory

The AQCS Expertise Directory changed its identity this year. Its new name, Experience Directory, better suits this tool and, above all, reveals its user-friendliness. As of June 30, 2020, 36 members of the various PBs had registered in the Directory, for the purpose of supporting their peers facing a management challenge.

Web presence

- www.aqcs.ca: close to 27 000 single visits (10 000 more visits than 2018-2019)
- 25 publications of InformAQCS
- More than 100 Facebook, Twitter and LinkedIn publications
- 13 videos of the CEO on YouTube: back to school, Bill 40, congress, pandemic and representations, etc.

RÉPERTOIRE DES EXPÉRIENCES



School Executive Emeritus Award

AQCS members who stand out for their achievements, commitment and expertise received the School Executive Emeritus Award. Due to the pandemic, the ceremony to announce the winners was produced in the form of a video, which was broadcast on June 19, 2020. This award is presented in partnership with ADIGECS and ADGCSAQ. Categories were created in 2019-2020, in order to diversify the nominations received.



Exemplary Career Category

Jean-Marc Drolet

Director of Material Resources, CSS Premières-Seigneuries
This school executive is an ambassador for the principles of energy conservation and sustainable development. Mr. Drolet has contributed to the construction of five elementary schools and one secondary school.



Exemplary Next Generation Category

François Desbiens

Manager, Material Resources Department, CSS Baie-James

In 2015, at the age of 25, Mr. Desbiens was hired as a manager. As soon as he took up his position, he steered all calls for tenders, set up the five-year investment plan and presented the major projects to be carried out.



Exemplary Team Category

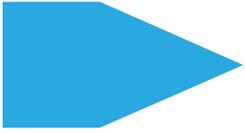
Denis Riopel and Éric Tellier

Director and Assistant Director of Material Resources Service, CSS Seigneurie-des-Mille-Îles

The merging of the expertise of these executives has led to many achievements in infrastructure improvement. Their most impactful project is the "La Tablette" inspection tool, which standardizes data entry for assessing the obsolescence index of buildings.

Selection committee for the 2020 School Executive Emeritus Award

- Benoit LeBel, Interim President of the Board of Directors of l'Association québécoise des cadres scolaires
- Sandra Coulombe, President of the Professional Board of Human Resources Services
- Pierre Lapointe, General Manager of the CSS de la Capitale
- Carl Ouellet, President of the Association québécoise du personnel de direction des écoles (Quebec Association of School Principals),
- Jean-François Parent, President and CEO of l'Association québécoise des cadres scolaires
- Martine Vallée, General Manager of CSS Charlevoix



Recognition Award

The Recognition Award was initiated in 2004 to recognize a member's exceptional contribution and outstanding dedication to the growth and influence of the AQCS. The 2020 winner, Ms. Maude Plourde, Director of Professional Training and Adult Education Services at CSS de la Capitale, was honoured in our video of June 19, 2020.



Ms. Maude Plourde has been a member since 2003 and has been actively involved in several network committees, representing the AQCS. She has contributed to the drafting of many opinions, notably on the financing of vocational training, general adult education and business services. She has also presented workshops at symposiums and professional development sessions to share her vast expertise.

Selection Committee for the 2020 Recognition Award

- Audrey Bergeron, Accounts Manager, La Personnelle, assurances générales
- Francine Lamontagne, 2016 recipient, Assistant Manager of Administration, CSS Jonquière
- Julie Larouche, 2018 recipient, Transportation and Food Services Coordinator, CSS Pointe-de-l'Île
- Jean-François Parent, President and CEO, AQCS
- Martin Caron, Director of Professional Development, AQCS
- Anne-Marie Dussault, Labour Relations Advisor, AQCS

PUBLICATIONS

Release Date	Brief, opinion, press release or other	PB having collaborated in the drafting
October 1, 2019	Open Letter: « Gouvernance des CS : un absent de taille autour de la table » (<i>SB governance: A major absentee around the table</i>)	
October 7, 2019	Open Letter: « Miser sur une diversité d'expertises, dont celle des cadres scolaires, pour soutenir les élèves » (Semaine de l'école publique) (<i>Building on a diversity of expertise, including that of school executives, to support students" (Public School Week)</i>)	
October 28, 2019	Brief on Bill 37, mainly to establish the Centre d'acquisitions gouvernementales et Infrastructures technologiques Québec (<i>Government Procurement Centre and Technological Infrastructures Québec</i>)	PB of Human Resources Services
October 28, 2019	School Board Maintenance Budget: A Necessary Link with Reinvestment in Education	Federation of Quebec School Boards and the PB of Material Resources
October 29, 2019	Brief on Bill 37, mainly to establish the Centre d'acquisitions gouvernementales et Infrastructures technologiques Québec (<i>Government Procurement Centre and Technological Infrastructures Québec</i>)	PB of Information Technologies
November 12, 2019	Brief: « Pour une gouvernance des centres de services scolaires axée sur la réussite des élèves — Consultation sur le projet de loi n° 40 » (<i>Focussing on Student Success in School Service Centre Governance - Consultation on Bill 40</i>) News Release: « Projet de loi n° 40 : l'AQCS invite le ministre à renforcer la gouvernance scolaire » (<i>The AQCS Calls on the Minister to Strengthen School Governance</i>)	PB of General Secretariat and Communications Services
January 15, 2020	News release: « Projet de loi 40 : un pas dans la bonne direction en incluant un cadre au cœur de la gouvernance scolaire » (<i>Bill 40: A step in the right direction with the inclusion of a school executive at the heart of school governance</i>)	
March 10, 2020	News Release: « Budget 2020-2021 : l'AQCS satisfaite des sommes pour construire les écoles et attend des précisions pour leur entretien » (<i>2020-2021 Budget: The AQCS is satisfied with funding to build schools and is waiting for details regarding their maintenance</i>)	
June 8, 2020	AQCS Opinion on the Proposed Budget Rules for the Year 2020-2021	PB of Financial Resources
June 16, 2020	News release: « Les cadres scolaires confiants d'un retour en classe réussi pour septembre » (<i>School executives confident of a successful return to the classroom by September</i>)	
June 19, 2020	News release: « L'AQCS décerne des prix à cinq cadres scolaires d'exception » (<i>The AQCS presents awards to five outstanding school executives</i>)	

COMMITTEES

Within the many committees that enable the AQCS to carry out its mission are committed members, proud to share their expertise. We would like to extend our warmest thanks to each one of them.

MEQ Committees	Representatives
Comité consultatif des administrateurs (CCA)	Conrad Berry, Anne-Marie Dussault
Comité consultatif sur l'éducation à la sexualité	Michel Enright
Comité consultatif sur l'orientation en milieu scolaire	Michel Enright
Comité de gouvernance ÉA-FP	Denis Ménard
- (Sous-comité) mixte sur l'éducation des adultes — ÉA	Caroline Comeau, Daniel Boudrias
- (Sous-comité) mixte sur la formation professionnelle — FP	Guylaine Bourque, Élise Lacroix
- (Sous-comité) Services complémentaires	Josée Lepitre, Isabelle Beaudin
Comité du personnel de direction d'école (CPDE)	Conrad Berry
Comité du personnel de direction de centre (CPDC)	Conrad Berry, Anne-Marie Dussault
(Sous-comité) sur le régime financier	Yannick Lyrette
Consultation sur les modifications des règles budgétaires	Stéphane Bilodeau, Yannick Lyrette, Nathalie Paré, Richard Pundzius, Denis Riopel
Comité de suivi — documentation du nombre de dépassements et croisements illégaux des autobus scolaires	Jonathan Leggitt
Comité de vigie mise en œuvre des nouveaux programmes d'études FGA	Sylvie Ménard
Comité MEQ Partenaires et groupe de travail	Jean-François Parent
Comité MTQ/MEQ — Sécurité et équipements	Jonathan Leggitt
Comité national de pilotage (CNP) de la <i>Stratégie d'intervention Agir autrement (SIAA)</i>	Michel Turcotte
Journée pédagogique nationale de la formation professionnelle	Chantal Bérubé
Sous-comité en formation à distance	Yolande Vanier
Formation Québec en réseau (services aux entreprises)	Guylaine Bourque
Groupe de concertation en adaptation scolaire (GCAS)	Michel Turcotte et Lyne Robichaud
Table de concertation nationale en matière d'enseignement à la maison	Michel Turcotte
Table de travail sur l'éducation préscolaire	Lyne Robichaud

Other Committees	Representatives
Assemblée générale annuelle des membres du CTREQ	Martin Caron
Comité concertation transfert des connaissances en éducation et ses sous-comités de travail	Nicole Labrecque
Comité de perfectionnement des cadres et des gérants (CPCG)	Martin Caron, Cathy Garceau, Jean-François Parent
Comité de pilotage sur les équipements	Jonathan Leggitt
Comité des partenaires de la campagne de sécurité en transport scolaire (FTA)	Annick Chartrand
Comité de suivi de la Politique-cadre Pour un virage santé à l'école	Lise Babin
Comité de pilotage sur l'élaboration du profil de compétences des conseillers pédagogiques	Nicole Labrecque
Regroupement des associations de cadres en matière d'assurance et de retraite (RACAR)	Conrad Berry, Anne-Marie Dussault, Jean-François Parent
Round Table of key representatives of the English educational community	Heather Joy Halman
Table de concertation des DRH	France Chevrefils
Table des gestionnaires du réseau scolaire, diversité ethnoculturelle, linguistique et religieuse milieu scolaire	Michel Turcotte
Table nationale de lutte contre l'homophobie du réseau scolaire	Maxime Mongeon
Table provinciale de concertation sur la violence, les jeunes et le milieu scolaire	Marie-France Dion

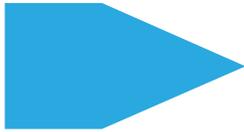
PROFESSIONAL BOARD AND SECTION PRESIDENTS

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

Professional Board	President
PB of School Organization	Nathalie Provost
PB of General, Vocational and Business Training	Denis Ménard, Co-President Sylvie Ménard, Co-president
PB of School Administrative Services	Martin-Hugues Gauthier
PB of Procurement Services and Contract Management	Michelle Therrien
PB of Financial Resources Services	Yannick Lyrette
PB of Human Resources Services	Sandra Coulombe
PB of Material Resources Services	Denis Riopel
PB of General Secretariat and Communications Services	Marie-France Dion
PB of Transportation Services	Richard Pundzius
PB of Educational Services	Michel Enright
PB of Information Technologies	Stéphane Bilodeau

Section	President
Affluents	Éric Lavoie
Appalaches	André Dallaire
Baie-des-Chaleurs	Denis Gauthier
Baie-James	Sonia Caron
Beauce-Etchemin	Christian Buteau
Capitale	Marisa Moscini
Central Québec	Benoît Sévigny
Centre-du-Québec	Benoit Gauthier
Charlevoix	Geneviève Turcotte
Chemin-du-Roy	Félix Goudreau
Chic-Chocs	Stéphanie Côté, Richard Steven
Comité gestion taxe scolaire Île de Montréal	Pierre Venne
Côte-du-Sud	Louis Fillion
De La Jonquière	Francine Lamontagne
Découvreurs	Guillaume Métivier
Deux-Rives	Guy Coutlée
English-Montréal	Sylvie Beaudry, Nathalie Lauzière
Estrie	Éric Arseneault
Estuaire	Patrice Deschênes

Section	President
Fleuve-et-des-Lacs	Isabelle Bergeron
Golfe	Éric Faguy
Grandes-Seigneuries	Jason Trevis
Harricana	Réal Nolet
Hautes-Rivières	Luc Martin
Îles	Martine Bourgeois
Kamouraska-Rivière-du-Loup	Ghislain Lizotte
La Vérendrye	Nathalie Legault
Lac Saint-Jean	Manon Lepage
Lac-Abitibi	Yves Dubé
Lac-Témiscamingue	Nicole Lavoie
Lanaudière	Michel Brien
Laurentides	Samuel Fortin
Laval	Christian Robert
Lester-B.-Pearson	Jeffrey Wood
Marguerite-Bourgeoys	Yolande Vanier
Marie-Victorin	Johanne Caron
Mauricie	Mélissa Trudel
Montréal	Isabelle Forget
Monts-et-Marées	Marie-Claude Raymond-Lemieux
Navigateurs	Martin-Hugues Gauthier
Outaouais	Leeza Caron
Patriotes-Riverside	Patrice Filiatreault
Pays-des-Bleuets	Chantale Simard
Phares	Johnny Tardif
Pierre-Neveu	Hugo Charbonneau
Pointe-de-l'Île	François Lemire
Portneuf	Jean-François Lussier
Premières-Seigneuries	Eddy Vallières
Rives-du-Saguenay	Stéphane Angers
Rivière-du-Nord	Stéphan Laurence
Rouyn-Noranda	Éric Rousseau
Seigneurie-des-Mille-Îles	Linda Laforest
Sir-Wilfrid-Laurier	Karen Moore
Sorel-Tracy	Sylvain Cloutier et Karine Généreux
Val-des-Cerfs	Lise Trottier
Yamaska	Gaétan Dion



HEAD OFFICE TEAM

Executive Management



Jean-François Parent
President and CEO



Louyse Trudel
Administration Officer



Danielle Fortier
Administrative Technician
(accounting)

Labour Relations



Conrad Berry
CRIA, Director



Anne-Marie Dussault
CRHA, Advisor



Maude Caron
Administrative Technician
(labour relations and
workforce)

Communications



Josée St-Hilaire
Advisor



Lyne Lagacé
Administrative Technician

Professional Development



Martin Caron
Director



Isabelle Rathé
Manager
(training sessions)



Elaine Laberge
Administrative Technician



Sandra Melançon
Office Clerk
(sessions et reception)



Jennyfer Robinson
Office Clerk
(sessions and accounting))

Thank you, Lyne!

Ms. Lyne Lagacé, a valuable ally of the AQCS with nearly 35 years of service, retired on June 30, 2020. Lyne's rigor, creativity and remarkable kindness will remain engraved in our hearts.