

ANNUAL REPORT 2020-2021



AQCS

ASSOCIATION QUÉBÉCOISE
DES CADRES SCOLAIRES

aqcs.ca



Table of contents

Portrait as at June 2021	3
Board of Directors 2020-2021	4
Message from the President and CEO	5
Labour Relations	6 à 9
Professional Development.....	10 à 15
Public and Government Affairs	16
School Executive Emeritus Award	17
Publications.....	18
Committees.....	19 à 20
Professional Board and Section Chairs	21 à 22
Revenue and Expense Allocation.....	23
Head Office Team	24

PORTRAIT AS AT 30 JUNE 2021

Mission

The AQCS brings together and supports its members. It works to improve employment conditions and to defend the rights of its members individually and collectively. It ensures the development of its members' professional skills at all stages of their career. Through its interventions, it contributes to the evolution of the public education network.

Strategic objectives 2020-2022

- To improve the conditions of employment of professional and managerial staff and to contribute to the enhancement and recognition of their professional status.
- To offer a diversified range of services in line with members' professional development needs.
- Consolidate the strategic positioning and increase the influence of the AQCS.
- Support the vitality of the PBs and sections through local support.



BOARD OF DIRECTORS 2020-2021



Benoît LeBel
Chairman

Director of the General Adult and Vocational Education Department
SSC de la Seigneurie-des-Mille-Îles



Julie Larouche
Vice-Chair | Strategy

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



Nathalie Paré
Treasurer | Finance

Director of Financial Resource Services
SSC du Val-des-Cerfs



Guy Bélair
Director | Finance

Director of Information Technology, School Organization and Transportation Services
SSC des Draveurs



Chantal Giguère
Head of the College of Professional Boards | Governance

Corporate Secretary and Director of Transportation Services
SSC de l'Estuaire



Érick Gaboury
Head of the Professional Relations Committee | Governance

Director of Human Resources Services
SSC des Premières-Seigneuries



Sophie Dubé
Director | Strategy

Director of Educational Services
SSC Marie-Victorin



Jean-François Parent
President and Chief Executive Officer

Association québécoise des cadres scolaires

Remuneration of directors	Responsibility allowance
Chairman	8 000 \$
Directors with responsibilities (Vice-Chair, Treasurer, Heads of CPB and PRC Committees)	4 500 \$
Administrators	4 000 \$

A WORD FROM THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

Writing this annual report means taking stock of a complex year, in which every management challenge has been linked, in one way or another, to the COVID-19 pandemic. The context of health measures is still influencing our decision-making at the time of publication.

From an associative point of view, this year has been characterized by agility and overcoming obstacles.

Thanks to the extremely valuable collaboration of your professional board chairs, who met on numerous occasions in 2020-2021, we were able to gather information on your reality in the field, on the needs of students and on the paths to educational success. This data has allowed us to fuel our discussions with the Minister of Education, Jean-François Roberge, and with the deputy ministerial teams, almost every week. This commitment has certainly increased the credibility of the AQCS.

In the area of labour relations, we have completed a vast survey with a large majority of our members on their concerns regarding the renewal of working conditions. The priorities you identified will pave the way for our upcoming actions with the Conseil du trésor!

AQCS 2020-2021 achievements in brief

- ❖ Successful AQCS representations: 10 days of leave awarded to executives in recognition of time worked during the pandemic
- ❖ Extensive consultation of AQCS members for the renewal of working conditions followed by a tour of the sections
- ❖ Work on the revision of the rules for calculating group training hours (GTH)
- ❖ Launch of BaladaAQCS, podcasts on management issues in the public education system
- ❖ 19 Issue days (discussion periods) organized by the professional boards on TEAMS
- ❖ Virtual School Executive Emeritus Awards: 4 members honoured

For this consultation, as well as for our webinars, Issue Days and other virtual meetings planned throughout the year to keep in touch, you have responded. We are deeply grateful.

Enjoy your reading!



A handwritten signature in black ink, appearing to read 'J-F Parent'.

Jean-François Parent
President and Chief Executive Officer

LABOUR RELATIONS

Extensive consultation with members on working conditions

During the past year, the members of the AQCS had the opportunity to express their concerns regarding their employment conditions as well as the conditions under which they carry out their work.

Nearly 1,000 members participated in a survey conducted in the fall in collaboration with researchers from the Industrial Relations Department of Université Laval. In the following months, the members of all the sections had another opportunity to express their opinions and discuss, within the framework of meetings planned for this purpose, orientations aimed at improving employment conditions.

Based on the results of this consultation, the Association's June General Council meeting established the Association's demands that will be put forward during the renewal of the terms and conditions of employment scheduled for the 2021-2022 school year.

The AQCS obtains ten days of compensatory time for its members

The COVID-19 pandemic experienced during the school year and the magnitude of the management challenges it posed for school administrators prompted the Association to request some form of recognition for the tremendous efforts of its members.

Following numerous representations to the authorities concerned, a bank of ten days of compensatory time was granted to all school administrators in recognition of their exceptional contribution and sustained commitment in a health crisis situation.

Maintaining pay equity

In June 2020, the AQCS accepted the invitation of the Secrétariat du Conseil du trésor (SCT) to participate in the pay equity maintenance committee with the other associations of executives in the school and college networks. The exercise proposed by the SCT consists in conducting a vast survey of executives in order to determine what changes have occurred in their jobs over the past five years and to evaluate their impact on the evaluation of their jobs (Hay method).

Over the past year, the AQCS has played a leading role on the Pay Equity Committee while coordinating activities with other participating executive associations. A total of ten meetings were held with the Secrétariat du Conseil du trésor to develop the list of events that occurred, to design the questionnaire that will be used to collect information from participating executives and to agree on rules to ensure a representative sample of our organizations.

The participation of AQCS members in the survey is crucial, which is why we have made every effort to accompany and support them in this process: production of video clips, establishment of a support line and identification of dedicated resources. We will ensure a greater presence throughout the evaluation process, which should begin in the coming months.

Revision of the rules for calculating group training hours (GTH)

In 2020-2021, a technical working committee on group training hours was set up with a mandate to make recommendations to the ministère regarding the updating of the rules for calculating GTHs. It should be remembered that these rules are issued annually to vocational training centres and adult general education centres and that they are used to establish the salary classification of the managers in these centres.

The last revision of the rules dates back to 2008, and the AQCS deemed it appropriate to update certain adjustment factors. A proposal, developed with the other associations of institutional executives and accepted by the ministère, has led to some interesting advances. These include the following:

- • In Adult General Education (AGE): reduction from twenty to ten students per group in the "Secondary Cycle One" teaching service.
- • In AGE, the activities "Universe of generic competencies", "General educational development testing" and "Second Language Evaluation" are taken into account
- • In vocational training (VT), the mark-up factor to compensate for dropouts was increased from 17% to 20%.

These changes will take effect in 2021-2022 and are expected to provide greater recognition of the work done by AGE and VT centre managers.

Revision of the classification plan: a priority of the network associations

The numerous representations made jointly by the associations of the school network, with the AQCS in the forefront, will finally have made it possible to convince the ministerial authorities of the relevance of a major revision of the job classification plan.

Some twenty years after the introduction of the classification plan, there is no doubt that the characteristic duties of executive jobs have changed and that the work of school executives has become more complex; consequently, the job classes need to be reviewed.

This is what the Association intends to demonstrate to employer representatives over the next year, based on in-depth analyses of job trends and internal and external salary comparisons. In this way, the Association wishes to correct the salary gap of its members by ensuring that school administrators are paid commensurate with the responsibilities they are entrusted with.

Future of the Pension Plan for Management Personnel (PPMP)

Faced with the government's idea of merging the PPMP and the RREGOP, the AQCS, through the Regroupement des associations de cadres en matière d'assurance et de retraite (RACAR), has done a great deal of work to maintain for its members a distinctive pension plan that is more generous than the plan for unionized personnel, the RREGOP.

The Association is convinced that the structural problems of the PPMP can be resolved without terminating the PPMP and thus reducing the conditions of employment of executives. Alternative scenarios to the merger of the RREGOP-PPMP plans have been developed and will certainly be discussed with the authorities concerned in the coming year.

Work of the Professional Relations Committee

The Professional Relations Committee (PRC) is made up of members designated each year at the June meeting of the General Council. The members designated for 2020-2021 are Linda Laforest, Yolande Vanier and Geneviève Turcotte (substitute) as well as Guy Coutlée, Patrice Deschênes, Johnny Tardif, Érick Gaboury and Martin Hughes-Gauthier (substitute). 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 2020-2021, the PRC met on November 19, 2020, March 18, 2021 and June 10, 2021.

The main topics of discussion for the committee were:

- Classification plan revision
- The issues at stake in the grouped negotiation of working conditions for executives with the government
- Guidelines for the renewal of the working conditions of school managers
- Recognition of the contribution of school administrators in the context of the COVID-19 pandemic

Number of cases of personalized support

- 110 responses to requests for information on working conditions
- 187 responses to requests for advice on work-related issues
- 63 cases requiring the assistance of Conrad Berry and Anne-Marie Dussault of the Labour Relations Department

VISIT OF THE 2020-2021 SECTIONS

Thanks to TEAMS and ZOOM, the AQCS permanent staff team was able to maintain its local representations, particularly during the spring tour on members' priorities for the upcoming talks on working conditions.

Date	Representative	Section	Topics covered
October 2, 2020	Jean-François Parent	Marguerite-Bourgeoys	Welcome of new members Key issues for 2020-2021
November 11, 2020	Martin Caron	Hautes-Rivières	Presentation of Clic Gestion
December 7, 2020	Jean-François Parent	Premières-Seigneuries	Main issues 2020-2021
December 8, 2020	Conrad Berry	Centre-du-Québec	Main RLT files in progress; impacts of the proposed split of the section
December 10, 2020	Conrad Berry	Lanaudière	Executive job classification
December 11, 2020	Martin Caron	Regional HRD Table 03-12	Presentation of Clic Gestion
March 9, 2021	Conrad Berry	Marie-Victorin	Issues related to the renewal of working conditions for executives
March 22, 2021	Jean-François Parent	Hautes-Rivières	General issues and local consultation on working conditions
May 6, 2021	Conrad Berry	Outaouais Des Chênes	Development of negotiations Main RLT files

LOCAL CONSULTATION ON RENEWAL OF WORKING CONDITIONS FOR EXECUTIVES

Date	Section		
March 2021	Hautes-Rivières	Pointe-de-l'Île	
April 2021	Affluents	Lac Saint-Jean	Rives-du-Saguenay
	Baie-James	Lac-Témiscamingue	Rouyn-Noranda
	Centre-du-Québec (Riveraine)	Marie-Victorin	Sorel-Tracy
	Estuaire	Monts-et-Marées	Val-des-Cerfs
	Fleuve-et-des-Lacs	Navigateurs	
	Grandes-Seigneuries	Phares	
May 2021	Appalachees	Kamouraska-Rivière-du-Loup	Pays-des-Bleuets
	Capitale	Laurentides	Patriots-Riverside
	Charlevoix	Laval	Portneuf
	Chemin-du-Roy	Lester B. Pearson	Premières-Seigneuries
	Rive-Sud	Marguerite-Bourgeoys	Rivière-du-Nord
	De La Jonquière	Mauricie	Seigneurie-des-Mille-Iles
	Estrie	Montreal	Sir-Wilfrid-Laurier
	Golfe	Outaouais	Yamaska
	Iles		

PROFESSIONAL DEVELOPMENT

Innovation at the service of our members

Although the pandemic has had a major impact on our work organization, it has also allowed us to look at things differently and to develop our ability to adapt. In the Professional Development Department, this change has led to the emergence of some very interesting projects.

PerformAQCS Program

This new program is particularly aimed at new managers (2 to 3 years of experience) who are members of the AQCS.

This training takes place over a period of three days within a two-week period. Participants must first complete a self-assessment of their skills using the Clic Gestion application. The results obtained allow us to target development activities that are perfectly adapted to the reality of these managers. Each management theme is complemented by the practical application of the theoretical concepts discussed. This formula promotes the acquisition of key skills related to the role of manager, the creation of a network of expertise, the transfer of skills to the workplace, etc.

Certificate in Leadership

Thanks to a new partnership with the Leadership Institute, AQCS members can now register for the Leadership Certificate at a more than reasonable cost. A first cohort will start in the fall of 2021.

BaladAQCS Series

BaladAQCS was born from the desire of the AQCS to diversify its offer of support in the development of the professional skills of its members. This series of podcasts addresses management issues at the heart of the public education network. The four podcasts developed and recorded by the AQCS in 2020-2021, on the themes of emotional intelligence, leadership and managerial courage (two podcasts) have captured the attention of members since their launch in June 2021. These productions, which last 30 to 40 minutes, bring together at the same table a professional moderator, management experts and school administrators who have mastered the topic in question.




BaladAQCS

Episode 1 :
Emotional
Intelligence

Taïna Lavoie talks with
Martin Villeneuve,
PH.D. psy. and
Sylvie Jacques, school
administrator

Executives Under Pressure Program

Developed in collaboration with our partner, the Association des cadres des collèges du Québec, this practical training program uses a participatory and innovative approach that is carried out in small groups of no more than ten people. The training is triggered by video clips reproducing real management situations, which have been suggested by CEGEP and school service centre managers. The formula is similar to an exchange and sharing group. It allows participants to benefit from the richness of group reflection and to develop management skills for dealing with recurring or new situations.

Congress 2022 – The Future Taking Root

The organizing committee of the AQCS congress has begun its reflection process for the planning of our major event, under the theme "The Future Taking Root". The event is scheduled to take place, at the time of printing, from March 16 to 18, 2022, at the Hilton Quebec Hotel. About 600 participants are expected to attend. The conference is held every two years and is the perfect opportunity for our members to discuss their role and the issues facing the education network.

Issue Days: TEAMS in the service of associative life

Issue Days, a time for discussion on TEAMS between members of the same PB, were set up in 2020-2021. The PB councils were given various tools (facilitation grid, survey database, etc.) to organize these activities. The objectives were to provide a new opportunity for members to network and share knowledge, while promoting associative life during the pandemic. The members participated in large numbers and highly appreciated the formula.

Special achievements

Administrative Officers and Executive Heads Committee

An Issue Day was organized in June 2021 for the school administrators in this group to provide them with an opportunity for discussion and networking. In addition, consideration was given to changing the title to administrative officer to better reflect the role of these managers.

PB of Human Resources Services

A two-year program was developed to grow the coaching skills of these members and to better support managers in their work settings. The developmental offering was launched in June 2021.

BP of General, Vocational and Business Training

With the involvement of the PB Board, a communication plan was developed. The objectives were to raise awareness of the services and advocacy strength of the AQCS for VT, AGE and BT executives; to open the conversation with members; and to build privileged information channels. As part of this strategy, an Issue Day was held, as well as a focus group, to learn more about the needs of these school executives.

ISSUE DAYS

PB	Date	Number of participants	Themes / Special features
PBSO	10 November	50	2 bulletins, Bill 40 and extraterritorial agreements, telework management, registration period
	13 January	43	Virtual enrolment, offshore agreements, kindergarten 4 years (last: participant's choice)
	15 April	38	Sharing of tools for online registration, preparation of the 2021-2022 school year
PBIT	12 November	72	Computer controls, connectivity, equipment
PBTS	1 ^{er} December	65	Management of discipline on board buses, tracing of students and pandemic, impact of COVID-19 on the transport offered, reimbursement of expenses claimed by the transporters
	25 February	63	Sharing of tools for online registration, preparation for the start of the 2021-2022 school year, transportation of 4-year-olds
	19 May	56	Sharing of tools for online registration, preparation of the 2021-2022 school year
	10 June	65	Transport organization 2021-2022, electrification of school transport
PBPSCM	10 December	17	Government Procurement Centre
	18 March	22	Normative framework and Collecto
PBGVBT	14 December	102	School enrolment management, funding, impacts of extended lockdown (participant's choice)
PBFRS	11 February	130	Discussions with members of the Direction générale du financement (DGF)
PBMRS	17 February	182	Lead in water
	5 May	213	Design and construction of a secondary school based on the principal of the "school of the future"
	12 May	221	School infrastructure management and inspection guide
	19 May	83	Review of the development of the GIEES tool and its deployment in the school network
	25 May	119	Primary schools, program of needs PQI 2020-2030 (MÉQ)
	3 June	93	Construction of an elementary school under the new Guide de planification immobilière du MÉQ
Administrative Officers and Executive Heads Committee	3 June	80	Development, resources (toolkit) and practice community, concerns related to the role of manager

MANAGEMENT COURSES

*In partnership with: 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	Theme	Participants
October 7 and 14, 2020	Being a remote team manager	20
October 15, 2020	Coaching your team to build resilience	10
October 30 and November 6, 2020	Emotional intelligence	50
October 30 and November 6, 2020	Being a remote team manager	20
November 4 and 11, 2020	Being a remote team manager	20
19 November 2020	Coaching your team to build resilience	10
November 20 and 27, 2020	Acting strategically: Develop your action plan	50
November 30 and December 7, 2020	Being a remote team manager	20
December 1, ^{er} 2020	Dare to be a health leader in the new reality	36
December 3, 2020	Coaching your team to build resilience	10
January 29 and February 4, 2021	Being a remote and hybrid team manager: a novelty for leaders	21
February 10, 2021	Activate motivational levers to foster individual and collective commitment	20
February 17 and 24, 2021	Being a remote and hybrid team manager: a novelty for leaders	21
March 10, 2021	Activate motivational levers to foster individual and collective commitment	20
March 18, 2021	Preventing and managing disagreements and conflicts at a distance in a healthy way	12
March 18 and 24, 2021	Being a remote and hybrid team manager: a novelty for leaders	18
March 23, 2021	Preventing and managing disagreements and conflicts at a distance in a healthy way	12
March 25 and April 1, 2021	Promoting wellness in the workplace	35
March 31, 2021	Activate the levers of motivation to foster individual and collective commitment	20
April 13, 2021	Coaching your team to build resilience	10
April 16, 2021	Stress and the manager	50
April 23 and 30, 2021	Emotional intelligence: the hidden face of leadership	50
April 30 and May 7, 2021	Acting strategically: Develop your action plan	51
May 14 and 21, 2021	Managerial courage. Being a manager takes courage!	52
June 2, 2021	Activate motivational levers to foster individual and collective commitment	19
June 4, 2021	Perfect your executive presence to exude confidence and control even under pressure	16
June 18, 2021	Mastering the art of the question to act as a mobilizing leader and ignite collective intelligence	18

ADVANCED SESSIONS

Date	Professional Boards and topics	Participants
December 7, 2020	PB of Financial Resources Services <i>Ethics to dispel the chiaroscuro</i>	47
January 27, 2021	PB of Financial Resources Services <i>How to equip your audit committee to contribute to effective and informed governance</i>	79
February 10, 11, 12, 18 and 19, 2021	PB of Human Resources Services <i>HR proximity, even from a distance!</i>	66 Members: 64 Non-members: 2
February 15, 2021	PB of the School Organization <i>Optimize your energy at work</i>	38
February 26, 2021	PB of Procurement and Contract Management Services <i>The use of possible exemptions to the COPA in the context of an emergency, including the COVID-19 pandemic</i>	83
March 18, 2021	PB of Procurement and Contract Management Services <i>Training on the update of the normative framework of contractual management in the education network and presentation of Collecto's services</i>	113
March 19, 2021	PB of Financial Resources Services <i>Professional ethics for chartered professional accountants</i>	62
April 7, 2021	PB of Information Technology <i>Why enter validated data into SIGRI?</i>	60
April 9, 14, 16, 23 and 30, 2021	PB of General Secretariat and Communications Services <i>New issues, new challenges!</i>	104 Members: 79 Non-members: 25
April 22 and 29, 2021	PB of Educational Services <i>Daily feedback and recognition</i>	41 Members: 40 Non-members: 1
April 28, 29 and 30, 2021	PB of Procurement and Contract Management Services <i>Annual Symposium on Procurement and Contract Management in the Education System</i>	147 Members: 46 Non-members: 101
May 5, 2021	PB of Information Technology <i>Digital responsibilities and legal obligations</i>	114
May 12, 2021	PB of School Organization <i>Mini bootcamp: communicating with clarity and inspiring presence</i>	20
May 13, 2021	TRÉAQ - PBGVBT PB of General, Vocational and Business Training <i>Coffee break with Boucar!</i>	300
May 18, 2021	PB of Information Technology <i>Implement a SharePoint 365 intranet for half the price and half the time!</i>	58
19 May 2021	PB of School Administration Services <i>How to manage employee stress in times of COVID-19?</i>	33
June 2 and 16, 2021	PB of Information Technology <i>Emotional intelligence: the hidden face of leadership</i>	50
June 3, 2021	PB of School Organization <i>The feeling of being overwhelmed: better understanding to act rather than suffer</i>	12

Executive and Management Development Committee (CPCG)

The 2020-2021 year will undoubtedly have been one of virtual training. Although we have received several requests for funding to support the development of professional skills for school managers, the 2020-2021 fiscal year of the CPCG shows a surplus in the order of \$78,391.76. This situation is the result of the health measures introduced by the Public Health Department, which have led organizations to offer their managers virtual training. In fact, the costs attributable to these training sessions are much lower than those offered in person. In addition, the workload generated by the pandemic meant that several organizations did not offer training, since managers were unavailable. It should be noted that a request has been made to the ministère to have the 2020-2021 surplus carried over to 2021-2022.

The CPCG in numbers

Amount reimbursed to various organizations for training:

- Recognized credit courses: \$148,497.73
- Seminars and conferences: \$7,700
- Custom developmental activities: \$120,447.73
- Number of courses: 48
- Total number of eligible persons: 2,092

SECTION TRAINING SESSIONS 2020-2021

Section	Theme	Date of completion
Affluents	Professional know-how	January 31, 2021
Estrie	Creating movement - the recipe	May 5, 2021
Fleuve-et-des-Lacs	Promoting wellness in the workplace	June 26, 2021
Hautes-Rivières	Team building: how to intervene?	April 30, 2021
Laval	The feeling of being overwhelmed: better understanding to act rather than suffer	November 30, 2020
Les Îles	The practice of collaboration	July 5, 2021
Marguerite-Bourgeoys	Being a remote and hybrid team manager	March 11, 2021
Marguerite-Bourgeoys	Your political skills: be strategic and increase the impact of your influence	December 11, 2020
Marguerite-Bourgeoys	Mammoth hunt - stress conference	May 7, 2021
Marie-Victorin	Best practices for remote management	February 18, 2021
Mauricie	Civility at Work - workplace climate, responsibility and obligation	March 31, 2021
Outaouais	Stocking your toolkit to overcome the unexpected / Resilience tips and strategies	May 6, 2021
Pointe-de-l'île	Zero email	May 11, 2021
Rives-du-Saguenay	Standing your ground	May 7, 2021

PUBLIC AND GOVERNMENT AFFAIRS

"There for our members, there for the network" is the signature that was chosen to embody the commitment of the AQCS in this particular year. In 2020-2021, the Association has indeed relentlessly pursued its representation work, remaining attentive to members to support them in their management challenges.

Representations related to the pandemic

Each week, the AQCS continued its work of gathering information on the reality in the field for its members, with regard to management in this time of pandemic. A total of 13 special meetings of the College of Professional Board (PB) chairs were organized for this purpose. We were thus able to make various recommendations to the Minister, particularly concerning the tightening of sanitary measures in schools.

Consultation with the FCSSQ

The transformation of school boards into school service centres and the change in their governance in 2020 required a review of the mandate (and name) of the Fédération des commissions scolaires du Québec. In January 2021, a new CEO was appointed to lead the Fédération des centres de services scolaires du Québec, Ms. Caroline Dupré. The CEO of the AQCS, Mr. Jean-François Parent, met with her to establish a new basis for partnership between our organizations, particularly with regard to the production of opinions and recommendations for the ministère.

Lunchtime Webinars

Another innovation, accelerated by the context and the use of exchange platforms: the AQCS planned three webinar lunches, hosted by Jean-François Parent, CEO, and Conrad Berry and Martin Caron, respectively Director of Labour Relations and Professional Development. They provided updates on current Association issues and challenges bringing members together on September 15, 2020, December 4, 2020 and March 11, 2021 through TEAMS. Approximately 200 members attended each of these live presentations, which was a welcome exercise.

Special Recognition

To pay tribute to the deep dedication of the members during the year 2020-2021, both in terms of associative involvement and for their overall professional commitment, the AQCS sent them a gift. It was a photo frame with this message: "You are an outstanding manager. Commitment and expertise are rooted in your action." At the sight of it, we hoped that our members would remember how proud we are to accompany them.

Web Presence

- www.aqcs.ca: nearly 27,000 single visits in 2020-2021
- 15 InformAQCS publications
- 100 Facebook, Twitter and LinkedIn posts

School Executive Emeritus Award

AQCS members who distinguish themselves by their achievements, their commitment and their expertise received the School Executive Emeritus Award during a webcast ceremony on June 14, 2021. The pace was set by our Board of Directors Chairman, Mr. Benoît LeBel and Ms. Taïna Lavoie, professional facilitator.



Career Achievement Category

Christiane Séguin

Director, Special Education and Complementary Educational Services
SSC du Fleuve-et-des-Lacs

Deeply committed in her region to the success of students with special needs, Christiane Séguin is also recognized at the provincial level through her presence at various ministerial tables.



Next Generation Category

Wen-Ching Chang

Director, Information Resources Department
SSC Marguerite-Bourgeoys

Mr. Chang manages a department of 120 employees and managers. He carried out a structural reconfiguration of the teams specialized in infrastructure, development, project management and application maintenance. These vast projects have allowed him to distinguish himself in the last year.



Team Achievement Category

François Lemire and André Lacasse

Director and Assistant Director of PTC Antoine-de-Saint-Exupéry
SSC de la Pointe-de-l'Île

These winners distinguished themselves by their commitment to organizing accelerated training for CHSLD attendants in the context of the pandemic. Their sense of mobilization of personnel contributed to the start-up of 45 cohorts, for a total of 1,000 students.

School Executive Emeritus Award Selection Committee 2020

- Mr. Benoît LeBel, Chairman of the Board of Directors of the Association québécoise des cadres scolaires
- Mr. Jean-François Parent, President and CEO of the Association québécoise des cadres scolaires
- Ms. Sandra Coulombe, President of the Professional Board of Human Resources Services
- Ms. Marie-Claude Asselin, Director General of the Centre de services scolaires des Premières-Seigneuries
- Mr. Yannick Roy, Director General of the Centre de services scolaires Harricana
- Mr. Nicolas Prévost, President of the Fédération québécoise des directions d'établissement d'enseignement

Publications

Date of publication	Publication	PB that contributed to the drafting
10 August 2020	Press Release: "AQCS pleased with updated back-to-school plan"	
17 August 2020	Press release: "New measures for educational success: AQCS welcomes the leeway offered to school service centres"	
20 August 2020	Press release: "School executives await clarification on space additions to school infrastructure"	
August 28, 2020	Open letter: "Being a school administrator in the context of COVID-19".	
September 23, 2020	News Release: "Bill 66: New schools for students, but maintenance budgets should be increased"	
September 23, 2020	Press release: "Incentive for the return of retired teachers: an interesting measure, to be extended"	
October 6, 2020	Press Release: "Public School Week: The AQCS appreciates the hard work of executives and their teams"	
October 29, 2020	Press release: "Additional pedagogical days: a good strategy for success"	
January 8, 2021	News Release: "School Air Quality: School administrators still taking action"	
February 4, 2021	Opinion - Education in the context of a pandemic - COVID-19 - Consultation of the Conseil supérieur de l'éducation	Chairs of PBs
March 25, 2021	News Release: "2021-2022 Budget: school building maintenance remains an issue, says the AQCS"	
March 31, 2021	Brief: Meeting for Educational Success: Education beyond the pandemic	PB of Educational Services, PB of General, Vocational and Business Education
May 6, 2021	Opinion of 2021-2022 operating, capital and school transport budget rules	Co-signed with FCSSQ
10 May 2021	Notice on the Regulation respecting the standards of ethics and professional conduct applicable to members of the board of directors of a French-language school service centre	Co-signed with FCSSQ
June 14, 2021	Press Release, School Executive Emeritus Award: "The AQCS honours school executives"	
June 16, 2021	Brief on the electrification of school transportation	Co-signed with FCSSQ

Committees

Within the numerous committees* that allow the AQCS to achieve its mission: committed members, proud to share their expertise. We would like to warmly thank each of them.

Data as of June 30, 2021

MÉQ Committees	Representatives
Comité consultatif des administrateurs (CCA)	Conrad Berry
Advisory Committee on Sexuality Education	Michel Enright
Governance Committee AE-FP	Chantal Bérubé
- Joint (Sub-Committee) on Adult Education - AE	Daniel Boudrias, Patrick Guillemette
- (Sub-committee) Complementary Services	Josée Lepitre, Isabelle Beaudin
Research and Development Committee on Techno-pedagogical Tools	Rémi Asselin
Comité du personnel de direction d'école (CPDE)	Conrad Berry
Comité du personnel de direction de centre (CPDC)	Conrad Berry, Stéphan Laurence
Comité du personnel de direction de centre (CPDC) VT	Jules Goulet, Benoit LeBel
Comité du personnel de direction de centre (CPDC) AGE	René Caron, Denis Champagne, Marie Hamel, Patricia Richer
External Committee on Bureaucracy	Jean-François Parent
Consultation on changes to the budgetary rules	Francys Robidoux
Comité de gestion des infrastructures scolaires (GICS)	Patrick Allard, Michel Gagnon
Follow-up committee - documentation of the number of illegal overtaking and crossing of school buses	Jonathan Leggitt
Monitoring Committee for the implementation of new AGE programs of study	Sylvie Ménard
MEES Committee Partners and Working Group	Rémi Asselin, Jean-François Parent
MEES-Réseau Committee - Education Table	Michel Turcotte
MTQ/MEES Committee - Safety and Equipment	Jonathan Leggitt
Comité national de pilotage de la Stratégie d'intervention Agir autrement (SIAA)	Michel Turcotte
National VT Professional Development Day	Chantal Bérubé
Distance Education Subcommittee	Yolande Vanier
Quebec Interdisciplinary Pedagogical Council (CPIQ)	André Lachapelle
Québec en réseau training (services to businesses)	Guylaine Bourque
Special Education Advisory Group (SEAG)	Michel Turcotte
National Working Table on Home Education	Michel Turcotte
Working Table on Early Childhood Education	Lyne Robichaud

Other committees	Representatives
Annual General Meeting of CTREQ members	Martin Caron
Education Knowledge Transfer Collaborative Committee and its working sub-committees	Nicole Labrecque
Executive and Management Development Committee (CPCG)	Martin Caron, Cathy Garceau, Jean-François Parent
Steering committee on equipment	Jonathan Leggitt
School Travel Safety Campaign Partners Committee (ATEQ)	Julie Larouche
Follow-up Committee on the Shifting to Health in Schools Policy Framework	Lise Babin
Steering committee on the development of the competency profile for pedagogical advisors	Nicole Labrecque
Success for Youth Foundation	Jean-François Parent
Acquisition Day	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
HR Direction Issue Table	Sandra Coulombe, Mélanie Boisselle
Managers' Table on ethnocultural, linguistic and religious diversity issues in schools	Michel Turcotte
National Education Network Anti-Homophobia and Transphobia Table	Caroline Sauvé, Marie-Lise Rainville
Provincial Issue Table on violence, youth and the school environment	Marie-France Dion

Professional Board and Section Chairs

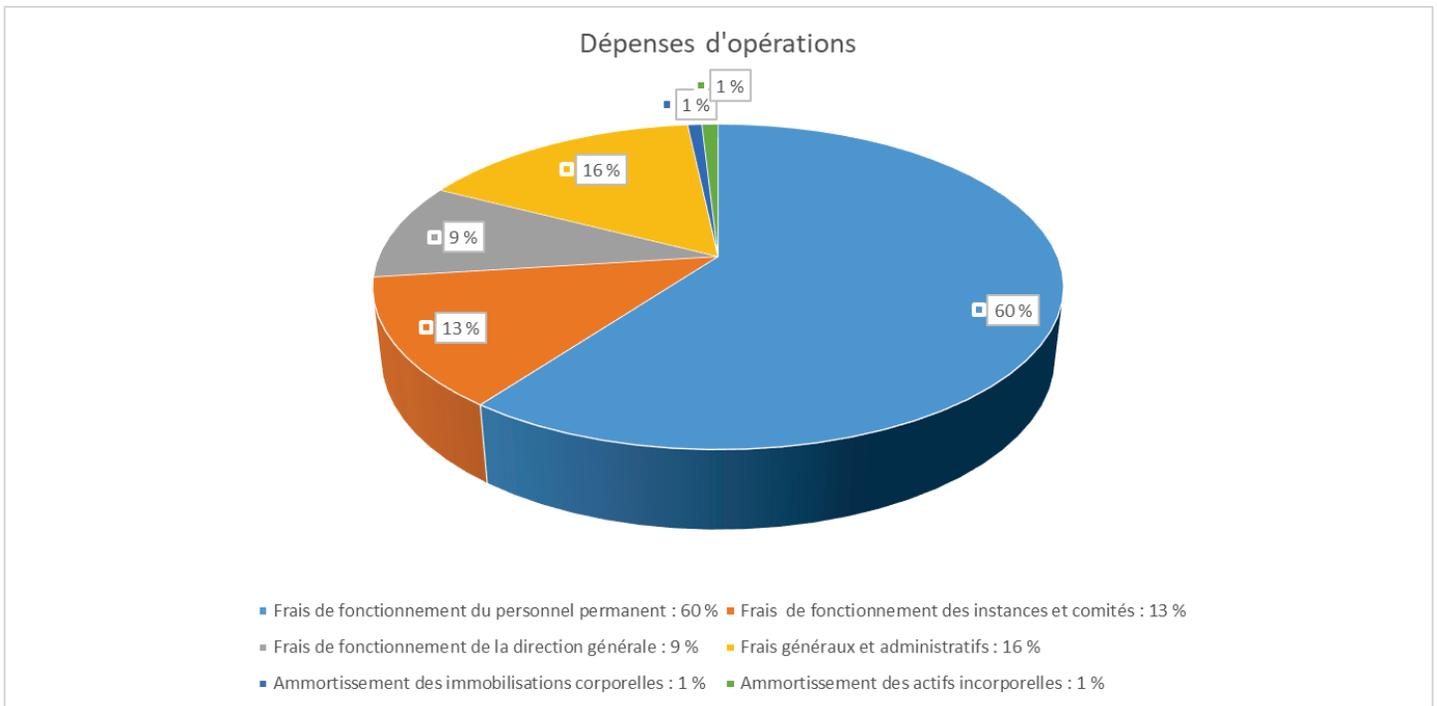
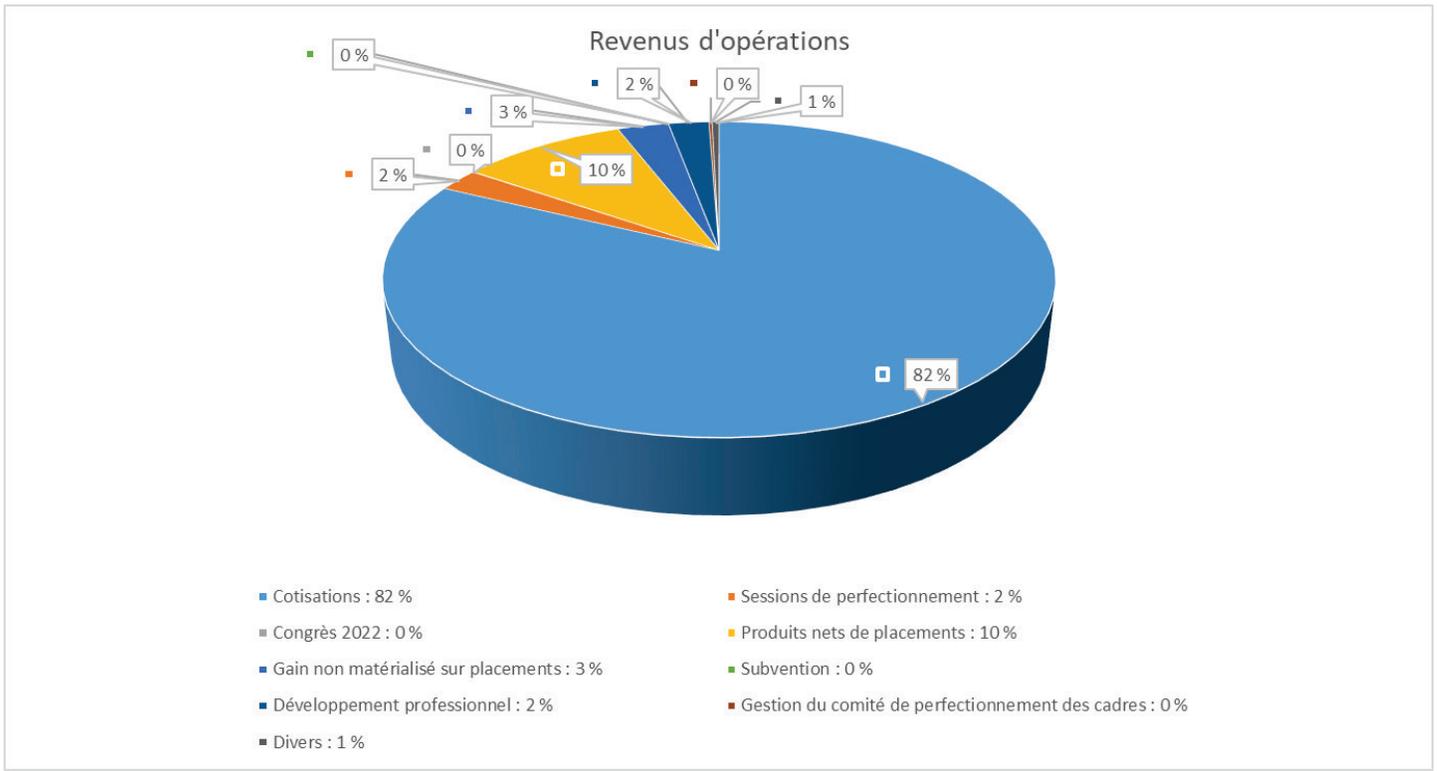
We salute the valuable involvement of these members, who contribute to the vitality of our entire Association.

Professional Board	Chairs
PB of School Organization	Nathalie Provost
PB of General, Vocational and Business Training	Diane Laberge, Co-Chair Sébastien Noël, Co-Chair
PB of School Administration Services	Martin-Hugues Gauthier
PB of Procurement Services and Contract Management	Michelle Therrien
PB of Financial 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, Co-Chair France Pedneault, Co-Chair
PB of Transportation Services	Jonathan Leggitt
PB of Educational Services	Michel Turcotte
PB of Information Technologies	Stéphane Bilodeau

Section	Chair
Affluents	Éric Lavoie
Appalaches	André Dallaire
Baie-des-Chaleurs	Nathalie Meunier
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	Pascal Bilodeau
Chic-Chocs	Stéphanie Côté
Comité gestion taxe scolaire Île de Montréal	Pierre Venne
Côte-du-Sud	Louis Fillion
De La Jonquière	Jessie Audet
Découvreurs	Guillaume Métivier
Deux-Rives	Guy Coutlée
English-Montréal	Nathalie Lauzière
Estrie	Éric Arseneault
Estuaire	Chantal Gagnon

Section	Chair
Fleuve-et-des-Lacs	Isabelle Bergeron
Golfe	Éric Faguy
Grandes-Seigneuries	Jason Trevis
Harricana	Serge Paquin
Hautes-Rivières	Luc Martin
Îles	Martine Bourgeois
Kamouraska-Rivière-du-Loup	Serge Pelletier
La Vérendrye	Nathalie Legault
Lac Saint-Jean	Marc-André Ouellette
Lac-Abitibi	Yves Dubé
Lac-Témiscamingue	Catherine Bégin
Lanaudière	Michel Brien
Laurentides	Samuel Fortin
Laval	Christian Robert
Lester-B.-Pearson	Jeffrey Wood
Marguerite-Bourgeoys	Yolande Vanier
Marie-Victorin	Christian Hinse
Mauricie	Mélissa Trudel
Montréal	Caroline Lefebvre
Monts-et-Marées	Manon Maltais
Navigateurs	Martin-Hugues Gauthier
Outaouais	Monia Lirette
Patriotes-Riverside	Patrice Filiatreault
Pays-des-Bleuets	Jean-François Ouellet
Phares	Johnny Tardif
Pierre-Neveu	Jacinthe Fex
Pointe-de-l'Île	François Lemire
Portneuf	Michel Proulx
Premières-Seigneuries	Eddy Vallières
Rives-du-Saguenay	Stéphane Angers
Rivière-du-Nord	Richard Thériault
Rouyn-Noranda	Éric Rousseau
Seigneurie-des-Mille-Îles	Linda Laforest
Sir-Wilfrid-Laurier	Karen Moore
Sorel-Tracy	Karine Généreux
Val-des-Cerfs	Isabelle Beauregard
Yamaska	Gaétan Dion

Revenue and expense allocation



Head Office Team

General Direction



Jean-François Parent
President and CEO



Louyse Trudel
Administration Officer



Maude Caron
Administrative Technician
(Accounting)

Labour Relations



Conrad Berry
CIRC, Director



Anne-Marie Dussault
CHRP, Advisor



Jennyfer Robinson
Administrative
Technician

Communications



Josée St-Hilaire
Advisor



Manon Cloutier
Administrative Technician

Professional Development



Martin Caron
Director



Isabelle Rathé
Steward



Elaine Laberge
Administrative
Technician



Sandra Melançon
Office Agent



Sonia Lagacé
Office Agent



5600, boulevard des Galeries, Suite 610
Quebec (Quebec)
G2K 2H6
T. 418 654-0014
F. 418 654-1719
aqcs.ca