

Annual report

2021-2022

aqcs.ca



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PORTRAIT AS AT JUNE 30, 2022

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 for executives and to contribute to the enhancement and recognition of their professional status.
- To offer a diversified range of services in line with the professional development needs of members.
- Consolidate the strategic positioning and increase the influence of the AQCS.
- Support the vitality of the PBs and sections by providing local support.



BOARD OF DIRECTORS 2021-2022



Benoît LeBel
Chair
*Director of General Adult and Vocational Education Services
 CSS de la Seigneurie-des-Mille-Îles*



Julie Larouche
Vice-Chair | Strategy
*School Transportation and Food Services Coordinator
 CSS de la Pointe-de-l'Île*



Nathalie Paré
Treasurer | Finance
*Director of Financial Resource Services
 CSS du Val-des-Cerfs*



Chantal Giguère
Head of the College of Professional Boards | Governance
*Corporate Secretary and Director of Transportation Services
 CSS de l'Éstuaire*



Érick Gaboury
Head of the Professional Relations Committee | Governance
*Director of Human Resources Services
 CSS des Premières-Seigneuries*



Sophie Dubé
Director | Strategy
*Director of Educational Services
 CSS Marie-Victorin*



Guy Bélair
Director | Finance
*Director of Information Technology, School Organization and Transportation Services
 CSS des Draveurs
 (until May 12, 2022)*



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

Directors' Liability Premium

Chair \$8 000

Directors with responsibilities (Vice-Chair, Treasurer, Heads of CPB and PRC Committees) \$4 500

Directors \$4 000

MESSAGE FROM THE PRESIDENT AND CEO

The upheavals of the pandemic have not affected our proactivity and our associative strength in 2021-2022. On the contrary, evidence of the vitality of the AQCS is conclusive. After an intense period of consultation with our members, the AQCS will have taken on a decisive role in the negotiations for the renewal of the working conditions of school administrators.

This year ended with a very satisfactory agreement in principle, supported by 86% of our members. At the time of the publication of this annual report, we were finalizing discussions with the government for the benefit of our 2,900 members.

50th Anniversary of the AQCS

These negotiations, which further strengthened the position of the AQCS, took place in an exceptional context, as this year marked the 50th anniversary of the Association's existence. "In 1972, school administrators joined together to try to influence the system, to impact the decisions that were being made in high places," said Roger Carette, the first president of the AQCS (then ACSQ), in an interview that he gave for our archives several months ago. This vision of our foundation is still embodied today in each of our actions.

The past 50 years have been marked by improvements to members' working conditions, but also by significant growth in our professional development offerings. The evolution of our membership, which is growing and includes younger and younger school administrators, is what guides us in this regard. From podcasts to a customized program such as PerformAQCS, our offerings demonstrate that we are listening carefully to our members' needs.

Where will the next half-century take us in public affairs, labour relations and continuing education? I trust that the next generation of school administrators will continue to shape our Association with the same rigor and foresight as its founders.

Enjoy your reading!



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

Jean-François Parent
President and Chief Executive Officer

Some achievements 2021-2022

- Negotiations for the renewal of the working conditions of executives
- Publication of 5 opinions
- School Executives Day
- Virtual Congress
- Joint TRÉAQ-CPFGPE Conference
- Administrative Officers and Executive Heads Group
- Communication Managers Table
- 3 new podcasts - BaladAQCS series
- Training « Executives under pressure »

Renewal of the sectoral working conditions of school executives

The year 2021-2022 has been a busy one for the AQCS Labor Relations Services, which has focused primarily on renewing the working conditions of our members.

After several years of representations to revise an outdated job classification plan, the MÉQ and government authorities finally agreed to work toward modernizing the plan. From February to June 2022, talks were ongoing, and a tentative agreement was reached on June 16 at 11 pm!

The results obtained are significant since the vast majority of AQCS members will see their classification upgraded. In addition, the situation of the smaller SSC-SBs has been taken into account, as have first-level management jobs, which have benefited from significant improvements, two longstanding priorities for the Association. In addition, the new provisions will end the distinctive classification between executives in different administrative services, again an inequity that has been denounced since the plan was implemented in the mid-2000s.

The agreement, which can be described as historic, with 86% of voting members in favor, is worth nearly \$50 million in recurring investments in school executive compensation.



Retirement and group insurance

In February 2022, the government announced the creation of a working committee to discuss retirement and group insurance issues. After a few meetings, we have noticed that the government is showing little interest in addressing the issues identified by the associations regarding benefits. The associations will continue their efforts to ensure that the committee's work leads to the desired changes.

For our part, we have done our homework. After consultation with member associations, RACAR and CERA have agreed to reasonable requests to improve the group insurance plan for active executives, to identify an alternative to the group insurance plan for retired executives whose premiums have become exorbitant, and to solve the problem of the PPMP.

Clearly, government officials are dragging their feet for strategic reasons that are not in the best interests of plan members. For example, when it comes to the future of the PPMP and the possible merger with the RREGOP, one gets the impression that the government is making more of an effort to convince the major unions of its merger orientation than to support the executives whose pension plan is the PPMP!

In this context the management associations, led by the AQCS, will continue their actions to ensure that their working conditions are not negotiated by representatives other than their own!

Members of the Pointe-de-l'Île Section, François Lemire, Nathalie Labelle, Richard Papineau and Kelly Bellony, gathered for a meeting on negotiations, facilitated by Mr. Conrad Berry, Director of Labour Relation Services, on May 18, 2022.

Pay equity

The Pay Equity Act provides that an evaluation must be conducted every five years to ensure that the pay equity established in 2010-2011 is maintained. We are therefore in the second maintenance exercise which, unlike that which took place in 2016, was the subject of joint work between representatives of the government and those of the associations of school and college executives.

This involvement of the associations in the Pay Equity Maintenance Committee has borne fruit. Indeed, the combination of the work of the committee's associative members and the efforts of the associations at the sectoral conditions negotiating table culminated in an agreement on the 2021 pay equity maintenance file. Thus, several job categories will be subject to salary adjustments of 5.78%, 7.00% or 9.45% depending on the job. In monetary terms, the results of the pay equity maintenance evaluation amount to 1.9% of the management payroll, or over \$13 million.

Finally, the law requires that these salary adjustments be paid retroactively to December 31, 2021.

GTH calculation: no reduction in job classification

Thanks to the representations of the AQCS and the other associations, within the framework of the Comité du personnel de direction de centre (CPDC), the MÉQ has agreed to renew in 2021-2022 the exceptional application of the rules for calculating group training hours (GTH) in vocational training and general adult education.

These rules were agreed upon to avoid the diminishment of employment classifications of affected executives due to health crisis management measures.

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 2021-2022 are Linda Laforest, Yolande Vanier, Geneviève Turcotte and Manon Maltais as well as Guy Coutlée, Johnny Tardif, Érick Gaboury and Martin Hughes-Gauthier (substitute). In accordance with the General By-Laws, the committee's mandate is to assist the AQCS Labour Relations Services by identifying, documenting, validating and prioritizing collective labour relations files. As such, it reports to the General Council on its work. During the year 2021-2022, the PRC met on November 18, 2021, May 20, 2022, and June 9, 2022.

The main topics of discussion for the committee were:

- 2021 Pay Equity Maintenance Evaluation
- Renewal of the sectoral working conditions of school executives
- Clarification of the application of the COVID-19 ten-day compensatory leave bank
- Labour shortage opinion filed with the ministère de l'Éducation

Number of cases of personalized support

- 166 responses to requests for information on working conditions
- 162 responses to requests for advice on work-related issues
- 37 cases that required the assistance of Conrad Berry and Anne-Marie Dussault from the AQCS Labour Relations Services.

SECTION VISITS 2021-2022

The AQCS Head Office team is always happy to participate in local meetings, to exchange with members and to enrich its arguments.

Date	Representative	Section	Topics covered
October 4, 2021	Jean-François Parent	Yamaska	Major issues 2021-2022
October 13, 2021	Martin Caron	Affluents	Presentation of PerformAQCS
February 9, 2022	Jean-François Parent	Montreal	Renewal of working conditions
February 16, 2022	Jean-François Parent	Sir-Wilfrid-Laurier	Renewal of working conditions
May 4, 2022	Conrad Berry	Laval	Renewal of working conditions
May 5, 2022	Conrad Berry	Outaouais	Renewal of working conditions
May 11, 2022	Conrad Berry	Estrie	Renewal of working conditions
May 18, 2022	Conrad Berry	Pointe-de-l'Île	Renewal of working conditions
May 30, 2022	Conrad Berry	Val-des-Cerfs	Information session on the means of expression / pressure

PROFESSIONAL DEVELOPMENT

Successful initiatives

2021-2022 witnessed the realization of several projects developed during the previous year. We are happy to share the overwhelmingly positive reaction from our members to the new programs and activities that have emerged in 2021-2022.

PerformAQCS Program

This program, designed for new executives (2-3 years of experience) who are members of the AQCS was offered to two cohorts of 20-25 individuals during the fall of 2021.

During training, the participants were able to see that the program is adapted to their professional reality and that the proposed formula emphasizes the development of management reflexes, without neglecting the theoretical aspect of the topics covered. The comments received confirm that these new executives greatly appreciated their experience and that they were able to develop a network that will undoubtedly be very useful throughout their professional lives.

Certificate in Leadership

Thanks to the partnership created with the Leadership Institute, an initial cohort consisting of approximately 30 AQCS members began on October 18, 2021. The satisfaction rate of the participants is 95%!

Indeed, they told us that the recognized expertise of the stakeholders contributes to the quality of this program.

BaladAQCS Series

Inspired by the management issues faced by our members and to offer them a variety of training models, the AQCS has produced three new podcasts. The podcasts treated the topics of managerial courage, professional coaching and the skills of tomorrow's leaders. These productions, which last 30 to 40 minutes, bring together a professional podcast host, management experts, and school managers who have mastered the topic in question at the same table. Each of the six episodes produced received an average of 500 listens.



Executives Under Pressure Program

After having tested the program with several groups, we can confirm that the formula fully meets the expectations of our members. Based on a video presenting a management situation, this practical approach invites participants to discuss a management issue and develop their management reflexes. It should be noted that five new vignettes were produced during the 2021-2022 year, in addition to the twelve that were produced in previous years. Finally, the SSCs and SBs are showing more and more interest in this program, and several professional boards wish to integrate it into the activities offered during their professional development sessions.

Midis-enjeux: a well-established initiative

Although these moments for discussion were established to support our members during the pandemic, several professional boards (see table) have integrated this initiative into their annual calendar of activities. TEAMS provides our members with a valuable opportunity to network and discuss issues of concern to them.

CP	Date	Number of participants	Topics /particularities
PB of Procurement Services and Contract Management	18 Nov.	31	Midi-enjeux - Following the annual meeting
PB of Transportation Services	9 Dec.	56	Midi "on jase"
PB of Transportation Services	May 4th	79	Transportation news: budget rules, electrification and negotiations
Administrative Officers and Executive Heads Group	May 27	88	May 27, 2022 Issues Day

Specific achievements

PB of Human Resources Services

Two cohorts of approximately 15 members of the PB of Human Resources Services had the opportunity to participate in a new program on a coaching approach to consulting practices. The evaluations completed by the participants show that the program met the objectives. Moreover, they told us that the training allowed them to participate in constructive discussions, be more attentive and discover a new facet of management that will undoubtedly be useful in their professional practice.

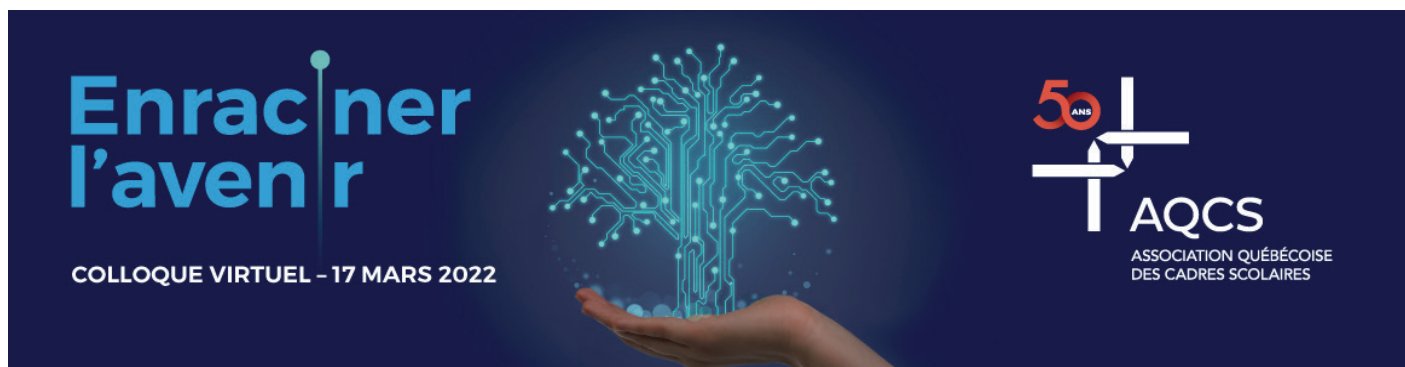
Communication Managers Table

A dedicated table was set up to meet the new needs of communication managers with regards to the evolution of their role and their issues. The constitutive assembly took place on March 25, 2022, during which regional representatives were elected. These members of the AQCS will meet to share their expertise, make strategic recommendations, and propose a national position on communication in schools.

- Central Quebec Region: Amélie Germain-Bergeron, CSS de l'Énergie
- Eastern Quebec: Sylvie Jacques, CSS des Premières-Seigneuries
- Laval-Laurentides-Lanaudière: Judith Lapierre, CSS des Mille-Îles
- Abitibi-Témiscamingue: Johanne Godbout, CSS Harricana
- Montreal Region: David Deault-Picard, CSS de Montréal
- Montérégie-Estrie: Hélène Dumais, CSS des Grandes-Seigneuries
- Outaouais: Monia Lirette, CSS des Hauts-Bois-de-l'Outaouais
- English-speaking community: Maxeen Jolin, Sir-Wilfrid-Laurier SB
- CPSSGC Representatives: Lyne Arcand and Annie Goyette
- AQCS: Josée St-Hilaire

Administrative Officers and Executive Heads Group

On May 27, 2022, we announced the creation of the 427-member Regroupement des agent·e·s d'administration et des chefs de secrétariat (RAACS). This group will be able to organize events, training sessions and customized consultations. Members also received the first issue of the electronic newsletter "Le Réseuteur", which will inform them, four times a year, on association issues and files.



A new wave of COVID-19 required the Congress organizing committee to rework the format of the event. Within weeks, our three-day event was transformed into a one-day virtual congress! Some 250 people joined us on March 17, 2022. Despite the positive results, let's hope that we will be able to reunite in person at the 2024 Congress.

Three major conferences

- Félix Bouvier, historian, UQTR: "Teacher training and school organization throughout the history of Quebec"
- Hubert Makwanda, Maison des Leaders: "Reconciling compassionate presence and performance"
- Ugo Cavenaghi, CEO of Collège Sainte-Anne: "Artificial intelligence is at the door of schools, let's not miss this technological shift"



Nathalie Provost
Congress Chair

"We chose the theme *The Future Taking Root* to evoke the constant evolution of the AQCS, its members and our network. *The Future Taking Root* is also a call to mobilize our next generation, to seize the opportunities offered by our association (such as this conference) to build and develop our influence..."

Organizing Committee

- Nathalie Provost, Chair, PB of School Organization
- Annick Chartrand and Alexandre Guay, PB of Transportation Services
- Maxeen Jolin, representative of the English-speaking members group
- Solange Langlois, PB of Financial Resources Services
- Patrice Filiatreault, PB of Educational Services
- Mélanie Boisselle and Tristan Lussier, PB of Human Resources Services
- Clément Patry, in charge of the Exhibitors' Lounge
- Martin Caron, Director of Professional Development, AQCS
- Jean-François Parent, President and CEO, AQCS
- Isabelle Rathé, Professional Development Manager, AQCS
- Josée St-Hilaire, Communications Advisor, AQCS

Partners

- Plume Blanche: Morency, law firm
- Plume Or: La Personnel
- Plume Argent: Astus, Collecto, GRICS, SSQ Insurance

Special broadcasts

- Four "AQCS 50th Anniversary Interviews" were launched
- Virtual ceremony for the Recognition and School Executive Emeritus Awards at the end of the Congress

MANAGEMENT TRAINING

*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	Topic	Participants
October 6, 20, November 3, 2021	AQCS PerformAQCS - For new managers	18
October 7, 2021	AGESSS Post-Pandemic: New realities shaping management practices	7
October 8, 2021 (Gr. 1) November 12, 2021 (Gr. 2) November 19, 2021 (Gr. 3)	AQCS Feeling overwhelmed: better understanding to act rather than suffer	19 (Gr. 1) 14 (Gr. 2) 16 (Gr. 3)
October 14 and 21, 2021 (Gr. 1) November 12 and 19, 2021 (Gr. 2)	ACCQ Efficient with MS Outlook	19 (Gr. 1) 8 (Gr. 2)
October 22 and 29 and November 19, 2021	AQCS Complexity Management	9
October 22 and 29, 2021	AQCS How to mobilize a work team	17
November 4 and 11, 2021	CEA Update and adapt your management practices in a changing world of work	20
November 4 and 18, 2021 (Gr. 1) November 25 and December 2, 2021 (Gr. 2)	AGESSS Integrating coaching into management practices, a lever to promote development and retention	10 (Gr. 1) 11 (Gr. 2)
November 10, 24, December 8, 2021	AQCS PerformAQCS - For new managers	13
December 9 and 10, 2021 (Gr. 1) December 9 and 10, 2021 (Gr. 2)	CCAQ Foundations of compassionate leadership	21 (Gr. 1) 21 (Gr. 2)
February 14, 2022 (Gr. 1) March 18, 2022 (Gr. 2)	AQCS Feeling overwhelmed: better understanding to act rather than suffer	10 (Gr. 1) 15 (Gr. 2)
March 10, 2022	AGESSS Promoting retention by leveraging development	11
March 11, 2022	ACÉ Manage and inspire in hybrid work mode to encourage team commitment	18
March 15 and 29, 2022 (Gr. 1) April 14 and 28, 2022 (Gr. 2) May 10 and 17, 2022 (Gr. 3)	ACÉ People First: Keeping yourself and your team psychologically healthy	19 (Gr. 1) 21 (Gr. 2) 23 (Gr. 3)
March 25, 2022 (Gr. 1) April 27, 2022 (Gr. 2)	ACÉ Approach difficult conversations with courage and ease	29 (Gr. 1) 10 (Gr. 2)
April 8, 2022	ACCQ What are the limits between management rights and psychological harassment? How to avoid the pitfalls...	8
April 22 and 29, 2022	AQCS How to mobilize a work team	15
May 6, 2022	CCAQ Foundations of compassionate leadership	20
May 9 and 16, 2022	AGESSS Meeting the challenge of embracing change	20
May 19, 2022	Future Managers Day	32

ADVANCED SESSIONS

Date	Professional Board and topic	Participants
January 18, 2022	PB of Transportation Services <i>Effective negotiation, part two</i>	47
January 19, 2022	PB of the Material Resources Services <i>Who is in control?</i>	104
January 26, 2022	PB of Procurement and Contract Management Services <i>Reflection on procurement practices</i>	36
February 16 and 23, 2022	PB of the School Organization Services <i>Training « Executives under pressure »</i>	February 16, 22:11 February 23, 22: 6
March 9, 2022	PB of the School Organization Services <i>For a better needs planning</i>	112
March 18, 2022	PB of the Material Resources Services <i>Meeting the challenge of hybrid management</i>	196
March 24, 2022	PB of School Administrative Services <i>Managing balance in turbulent times</i>	44
April 8, 2022	PB of Human Resources Services <i>Legal aspects of distance learning</i>	79
April 7 and 8, 2022	PB of General Secretariat and Communications Services <i>From theory to practice</i>	92 Members: 71 Non-members: 21
April 11, 2022	PB of Transportation Services <i>Emotional intelligence: the hidden face of leadership</i>	35
April 12, 2022	PB of the Financial Resources Services <i>Healthy management in remote and hybrid mode</i>	86 Members: 85 Non-members: 1
April 28 and 29, 2022	PB of Procurement Services and Contract Management <i>Annual Symposium on Procurement and Contract Management in the Education Network</i>	128 Members: 56 Non-members: 72
May 11 to 13, 2022	PB of Information Technology <i>A technology passport for digital transformation</i>	87 Members: 75 Non-members: 12

Executive and Management Development Committee (CPCG)

Several school service centers, school boards and organizations were able to benefit from a CPCG grant during the 2021-2022 year. In fact, we awarded a total of \$319,837.13. This demonstrates the importance our members place on developing their professional skills. Finally, the 2021-2022 fiscal year ends with a small surplus of \$10,749.96.

The CPCG in numbers

Amount reimbursed to various organizations for training:

- Recognized credit courses: \$7,500
- Conferences and conventions: \$97,052.26
- Customized development activities: \$215,284.87
- Number of courses: 66
- Total number of eligible individuals: 2,833

SECTION TRAINING SESSIONS 2021-2022

Section	Topic	Date of realization
Patriots-Riverside	Communicate - touch the ghost...	November 22, 2021
Monts-e-Marées	Support and guide a team	December 7, 2021
Bois-Francs	The clash of generations, a history to share, a dialogue to build	December 8, 2021
Deux-Rives	Wellness	December 9, 2021
Val-des-Cerfs	Generate more commitment at work and create happiness among colleagues	January 28, 2022
Laurentides	Process optimization (Lean)	January 31, 2022
Marguerite-Bourgeoys	Be positive or stay home	February 16, 2022
Pays-des-Bleuets	Becoming a conscious leader: from unfolding your potential to mobilizing	February 28, 2022
Fleuve-et-des-Lacs	Feeling overwhelmed: better understanding to act rather than suffer	March 21, 2022
Marguerite-Bourgeoys	Feeling overwhelmed: better understanding to act rather than suffer	March 31, 2022
Hautes-Rivières	Leadership training	April 27, 2022
Outaouais	Strategies for creating fun at work to create and maintain a high-performance team spirit	May 5, 2022
Estrie	To be successful is to serve in order to be fulfilled	May 11, 2022
Îles	As managers, can we manage employee the stress of our employees?	May 12, 2022
Rives-du-Saguenay	The pleasure of diversity: continue evolving together	May 13, 2022
Lanaudière	Dare to create your life according to your deepest convictions. Break out of the mold and innovate	May 19, 2022
Mille-Îles	Fun and laughter at work	June 14, 2022
Rivière-du-Nord	The incredible power of interpersonal skills	June 17, 2022

PUBLIC AND GOVERNMENT AFFAIRS

The preparation of arguments and the organization of mobilizing events punctuated this very rich associative year. Our members collaborated in the drafting of five important opinions, which are detailed on page 19.

MÉQ-Partners Committee

Mr. Jean-François Parent, CEO, was invited to transmit the reality in the field of AQCS members at seven meetings of the MÉQ-Partners Committee, in 2021-2022. Mr. Parent convened 10 special meetings of the College of Professional Boards (CPB) to prepare his interventions. This valuable collaboration with the CPB had been developed the previous year during the pandemic. The return of students to the classroom and the labour shortages were among the issues discussed.

Lunchtime Webinars

Two virtual meetings on current Association issues were offered to members, on September 14, 2021 and February 21, 2022, attracting 312 and nearly 600 members respectively. Labour relations issues were of course a major focus of the AQCS staff.

Web Presence

- www.aqcs.ca: 38,000 single visits (40% increase over 2020-2021)
- Over 120 Facebook, Twitter and LinkedIn posts: reach of 200,000 individuals
- 20 InformAQCS publications
- 5 publications from "Dans le mire", the Section chairs' newsletter

School Executive Day



The AQCS was proud to add a new event to the education network calendar. On December 7, 2021, our members and partners were invited to celebrate the first ever School Executive Day! It will be held in the first week of December each year. In 2021, the theme chosen was "There for Success", putting the spotlight on the role of school executives.

On December 7, we offered a live virtual roundtable discussion, later turned into a podcast: "Tomorrow, who will be our leaders?" Our speakers:

- Ms. Mélissa Gilbert, Executive Vice-President and Leader, Financial Affairs, Beneva
- Mr. Luc Monty, Director General, Ville de Quebec
- Mr. Jean-François Forgues, Executive Director, Faculty of Administrative Sciences, Université Laval

Some interesting data:

- Our promotional video has accumulated nearly 22,000 views on all platforms.
- 50,900 people were reached through our social networks from November 1 to December 9, 2021.
- The Minister of Education Jean-François Roberge and many partners have shared our publications on social networks: 38 SSC, FCSSQ, OSEntreprendre, TREAQ, etc.

50th ANNIVERSARY OF THE AQCS

The Association des cadres scolaires du Québec (AQCS) came into being on June 17, 1972, thanks to seventeen founding members who wanted to bring together, in a single entity, a range of small associations of executives isolated in hundreds of school boards. Fifty years later, the scope of our achievements and the strength of our network is undeniable!

The AQCS 50th Anniversary Interviews

The founders of our Association agreed to share their memories and vision of the Association in the form of video interviews. These videos were broadcast during our Virtual Congress in March 2022, and on our different web platforms.





Foundation

[Interview \(6 min.\)](#)
[Excerpt \(1 min.\)](#)

The history of the creation of the AQCS (first ACSQ), the political context of the time and the major issues of the education network are at the heart of this conversation between Mr. Roger Carette, first president of the ACSQ (1972-1979) and Mr. Jean-François Parent, CEO of the AQCS since 2016.



Professional development

[Interview \(5 min.\)](#)
[Excerpt \(1 min.\)](#)

In the 70s and 80s, our professional boards were already supporting the evolution of executive skills. This interview between Fernand Langlais, the first executive director of the ACSQ (1972-1987) and Martin Caron, Director of Professional Development for the AQCS since 2015, demonstrates the dynamism of our Association in terms of continuing education.



Labour relations

[Interview \(7 min.\)](#)
[Excerpt \(1 min.\)](#)

Creation of the pension plan (PPMP), establishment of linguistic school boards, zero deficit: the struggles and issues encountered by our Association have been numerous! Conrad Berry, Director of the Labour Relations Services of the AQCS since 2012, and Jacques Fortin, Director General of our Association from 1989 to 2008, discuss the associative files that marked their tenures.



Vision of the future

[Interview \(5 min.\)](#)
[Excerpt \(1 min.\)](#)

What will be the issues, challenges and needs of school leaders by 2032? We asked three members:

- Ms. Mélanie Boisselle, CSS de la Capitale
- Mr. Carl Fecteau, CSS des Navigateurs
- Ms. Dominique Lessard, CSS des Premières-Seigneuries

SCHOOL EXECUTIVE EMERITUS AWARD



Career Achievement Category

Louise Lacoste
Director of Adult Education,
Vocational Training and
Business Services
CSS de Laval

This manager has been instrumental in increasing the under-20 graduation rate for CSS de Laval from 65% to 80.5%. She is a driving force in local, regional, and national consensus building.



Emerging Talent Category (Ex aequo)

Sylvie Côté
Director of Human Resources
CSS Marie-Victorin

Among the projects she and her team have undertaken are: "Assurer la relève", for the recruitment of talent, the retention of personnel and the coaching of managers; the creation of an interactive guide to human resources management in the context of COVID-19; and the deployment of a program to promote employee well-being in the workplace.

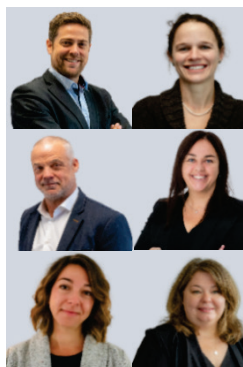


Emerging Talent Category (Ex aequo)

Yves Debigaré
Coordinator of the Application
Systems and Development
Sector in Information
Technology

Services - CSS des Patriotes

Among other things, he set up a Web application co-development project for the CSS de la Montérégie-Estrie region; a regional online summer school offer and a console for tracking student and employee absences and group closures, with a dashboard for reporting to the MÈQ.



Team Achievement Category

Watch Committee:
Jean-François Chalut
Marie-Hélène Lambert
Marc Prescott
Nathalie Provost
Marie-Claude Thivierge
Marie-Josée Villeneuve
CSS Marguerite-Bourgeoys

This committee was created in response to the significant growth of the CSS Marguerite-Bourgeoys clientele. It is made up of managers from the school organization, material resources and general secretariat services, who are directly involved in the planning and implementation of additional space. The pooling of their expertise has allowed for a dynamic process to be put in place to better analyze capacity issues.

School Executive Emeritus Award Selection Committee 2022

- Mr. Benoît LeBel, Chair of the AQCS Board of Directors
- Mr. Jean-François Parent, President and CEO of the AQCS
- Ms. Sandra Coulombe, Chair of the PB of Human Resources
- Mr. Marc Girard, Director General of the CSS de la Vallée-des-Tisserands
- Mr. Luc Lapointe, Director General of the CSS des Patriotes
- Mr. Carl Ouellet, Chair of the AQPDE

RECOGNITION AWARD

The Recognition Award was initiated in 2004 to highlight the remarkable contribution and dedication of a member to the outreach of the AQCS. On March 17, 2022, during a virtual ceremony, this award was presented to **Mr. Benoît LeBel**, Director of General Adult and Vocational Education Services at the Centre de services scolaires de la Seigneurie-des-Mille-Îles and Chair of the Board of Directors of the AQCS since 2020. Within the AQCS, he also served as Section Chair from 2009 to 2016 and as Chair of the Professional Board of General, Vocational and Business Training. Mr. LeBel has inspired the mobilization of school administrators across Quebec.

Recognition Award Selection Committee 2022

- Mr. Simon Fontaine, President of ARS solutions d'affaires et technologies
- Ms. Maude Plourde, 2020 recipient, retired (Director of Vocational and Adult Education Services at the CSS de la Capitale)
- Ms. Julie Larouche, 2018 recipient, Coordinator of School Transportation and Food Services at the CSS de la Pointe-de-l'Île
- Mr. Jean-François Parent, President and CEO of the AQCS
- Mr. Martin Caron, Director, Professional Development at the AQCS
- Ms. Louyse Trudel, Administration Officer at the AQCS



Ms. Brigitte Brisebois, Vice-Chair of the Mille-Iles Section, and Mr. Benoît LeBel.

PUBLICATIONS

Date of publication	Publication	Professional Board that collaborated in the drafting
October 4, 2021	News Release: "Public School Week: An opportunity to discover the extraordinary commitment of school executives"	
November 11, 2021	Opinion on the labour shortage in the education network	PB of Human Resources Services
November 23, 2021	Press release: "Complaints handling in the school system: the AQCS is satisfied with Bill 9"	
December 7, 2021	News Release: "It's School Executive Day: Celebrating their commitment to educational success"	
January 19, 2022	Opinion on Bill 9, National Student Ombudsperson Act	PB of General Secretariat and Communications Services
January 19, 2022	Press release: "National Student Ombudsperson – the AQCS tables recommendations"	
March 17, 2022	Press Release: "The AQCS honours school executives for their outstanding commitment"	
March 21, 2022	Press release: "Budget 2022-2023: labour shortages at the heart of the AQCS's concerns"	
April 4, 2022	Opinion on the Regulation Amending the School Day Care Regulation	PB of Financial Resources Services
May 13, 2022	Opinion on the draft regulation "Terms and conditions applicable to the revision of a result"	PB of Educational Services
May 24, 2022	Opinion on the draft 2022-2023 budget rules	PBs from Financial Resources; Material Resources; Educational Services; VT, AGE and SAE; Transportation Services; Information Technology

COMMITTEES

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

* Data as at June 30, 2021

MÉQ Committees	Representatives
Comité consultatif des administrateurs (CCA)	Conrad Berry
Advisory Committee on Sexuality Education	Michel Enright
(Subcommittee) Vocational Training Funding Working Group	Stéphan Laurence
Governance Committee AE-VT	Diane Laberge
- Joint (Subcommittee) Adult Education - AE	Julie Pinard, Sébastien Noël
- Joint (Subcommittee) Complementary Educational Services in VT-AGE	Nancy Filion, Josée Lepitre
- Joint (Subcommittee) Vocational Training	Nathalie Mongeon, Stéphane Laurence
Funding Committee for Vocational Training	Caroline Comeau
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, Benoît 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	Stéphane Bilodeau, Chantal Gagnon, Nathalie Paré, Richard Pundzius, Denis Riopel
Budgetary rules	Chantal Gagnon
Budgetary Rules Committee	Diane Laberge
TRÉAQ-CPFGPE Conference Committee	Nathalie Mongeon, Nancy Filion
Comité de gestion des infrastructures scolaires (GICS)	Patrick Allard, Michel Gagnon
School infrastructure	Denis Riopel
Follow-up Committee - Documentation of the number of illegal overtaking and crossing of school buses	Jonathan Leggitt
Centre d'acquisitions gouvernementales (CAG)	Jean-François Parent, Stéphane Bilodeau, Wen-Chin Chang, Sylvie Rainville, Denis Riopel, Marie-Noël Racicot, Marie-Hélène Lambert
MÉQ-partenaires Committee and working group	Jean-François Parent
MÉQ-Réseau Committee - Education Table	Jean-François Parent
MTQ/MEES Committee - Safety and Equipment	Jonathan Leggitt
Comité national de pilotage de la Stratégie d'intervention Agir autrement (SIAA)	Nathalie Meunier
National VT Professional Development Day	Alexandre Leclerc-Gravel
RAC-AGE Subcommittee	Sébastien Noël

MÉQ Committees	Representatives
« Québec en réseau » training (business services)	Nancy Filion
EHDAA Funding Committee	Anne-Lyse Levert, Pascale Girard-Toupin, Isabelle Lafrenière
Comité de gouverne sur les systèmes administratifs	Michelle Therrien, Valérie Nolet-Bédard, Guillaume Métivier, Mélanie Boisselle
P294 Committee	Anne-Lyse Levert
Special Education Advisory Group (SEAG)	Lise Babin
National Concertation Table on Home Schooling	Michel Turcotte
Early Childhood Education Working Table	Lyne Robichaud

Other committees	Representatives
Annual General Meeting of CTREQ members	Martin Caron
Education Knowledge Transfer Collaborative Committee and its working subcommittees	Luc Chrétien
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
National Committee for training in occupational risk prevention	Martin Lachapelle
VT and AGE Strategic Committee	Nathalie Mongeon
Fondation Réussite Jeunesse	Jean-François Parent
Acquisitions Day	Huguette St-Hilaire
School-Based Child Care Working Group	Patrice Filiatreault
Regroupement des associations de cadres en matière d'assurance et de retraite (RACAR)	Conrad Berry, 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	Chantal Boutet
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

PB AND SECTION CHAIRS

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

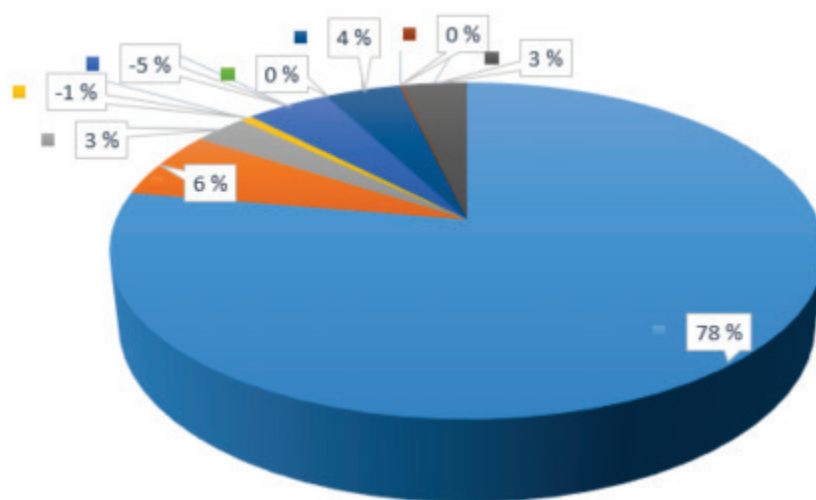
Note that, in 2021-2022, the Centre-du-Québec Section will be split into three separate sections (Bois-Francs, Chênes, Riveraine) and the Pierre-Neveu Section will be renamed Hautes-Laurentides.

Professional Board	Chairs
PB of the 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 Marie-Noël Racicot, Interim President
PB of Financial Resources Services	Chantal Gagnon, Co-Chair Solange Langlois, Co-Chair
PB of Human Resources Services	Sandra Coulombe
PB of Material Resources Services	Mario Beauvais, Co-Chair Sylvie Rainville, Co-Chair
PB of General Secretariat and Communications Services	Marie-France Dion, Co-Chair Lyne Arcand, Co-Chair
PB of Transportation Services	Jonathan Leggitt, Co-Chair Julie Martineau, Co-Chair
PB of Educational Services	Luc Chrétien, Co-Chair Patrice Filiatreault, Co-Chair
PB of Information Technologies	Dyno Ung
Other groups	Chairs
Administrative Officers and Executive Heads Group	Josée Jolicoeur
Communication Managers Table	Lyne Arcand, Co-Chair Annie Goyette, Co-Chair
Section	Chairs
Affluents	Éric Lavoie
Appalaches	André Dallaire
Baie-des-Chaleurs	Nathalie Meunier
Baie-James	Sonia Caron
Beauce-Etchemin	Christian Buteau
Bois-Francs	Dominique Dubuc
Capitale	Francine Cantin
Central Quebec	Chantal Boudreault
Charlevoix	Geneviève Turcotte
Chemin-du-Roy	Pascal Bilodeau
Chênes	Yves Hébert
Chic-Chocs	Stéphane Côté
Comité gestion taxe scolaire Île de Montréal	Pierre Venne
Côte-du-Sud	Louis Fillion
De La Jonquière	Jessie Audet

Section	Chairs
Découvreurs	Guillaume Métivier
Deux-Rives	Guy Coutlée
English-Montreal	Nathalie Lauzière
Estrie	Maxime Ferland
Estuaire	Chantal Gagnon
Fleuve-et-des-Lacs	Claudine Beaulieu
Golfe	Éric Faguy
Grandes-Seigneuries	Jason Trevis
Harricana	Serge Paquin
Hautes-Laurentides	Nancy Michaudville
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	Éric Belzil
Lac-Témiscamingue	Catherine Bégin
Lanaudière	Richard Ayotte
Laurentides	Mario Aubuchon
Laval	Christian Robert
Lester B. Pearson	Jeffrey Wood
Marguerite-Bourgeoys	Nathalie Provost
Marie-Victorin	Christian Hinse
Mauricie	Charles Dessureault
Montreal	Caroline Lefebvre
Mont-et-Marées	Jenny Blanchette
Navigateurs	Martin-Hugues Gauthier
Outaouais	Monia Lirette
Patriots-Riverside	Patrice Filiatreault
Pays-des-Bleuets	Jean-François Ouellet
Phares	Johnny Tardif
Pointe-de-l'Île	François Lemire
Portneuf	Marie Claude Drolet
Premières-Seigneuries	Éric Leclerc
Riveraine	Julie Robichaud
Rives-du-Saguenay	Stéphane Angers
Rivière-du-Nord	Richard Thériault
Rouyn-Noranda	Éric Rousseau
Seigneurie-des-Mille-Iles	Linda Laforest
Sir-Wilfrid-Laurier	Karen Moore
Sorel-Tracy	Karine Généreux
Val-des-Cerfs	Isabelle Beauregard
Yamaska	Gaétan Dion

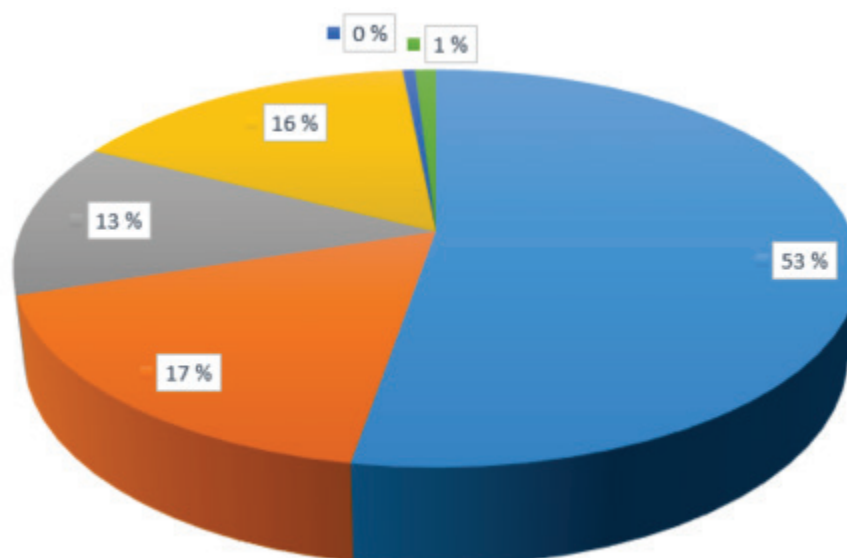
REVENUE AND EXPENSE ALLOCATION

Operating revenues



- Membership fees: 78%
- Congress 2022: 3%
- Unrealized gain on investments: -5%
- Professional development: 4%
- Miscellaneous: 3%
- Professional Development Sessions: 6%
- Net investment income: -1%
- Grant: 0%
- Management of the Executive Development Committee: 0%

Operating Expenses



- Operating costs of permanent staff: 53%
- Head Office operating expenses: 13%
- Amortization of tangible assets: 0%
- Operating costs of bodies and committees: 17%
- General and administrative expenses: 16%
- Amortization of intangible assets: 1%

HEAD OFFICE TEAM

General Direction



Jean-François Parent
President and CEO



Louyse Trudel
Administration Officer



Maude Caron
Administrative technician
(accounting)

Labour relations



Conrad Berry
CRIA, Director

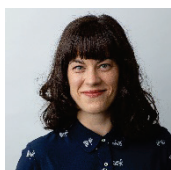


Anne-Marie Dussault
CHRP, Advisor

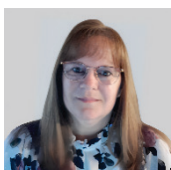


Jennyfer Robinson
Administrative
Technician

Communications



Josée St-Hilaire
Advisor



Manon Cloutier
Administrative Technician

Professional development



Martin Caron
Director



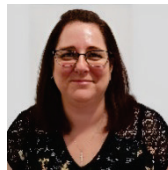
Isabelle Rathé
Manager



Elaine Laberge
Administrative
Technician



Sandra Melançon
Office Agent



Sonia Lagacé
Office Agent



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