



**ANNUAL
REPORT
2022-2023**

AQCS.CA

TABLE OF CONTENTS

PORTRAIT AS AT JUNE 30, 2023.....	3
BOARD OF DIRECTORS 2022-2023	4
MESSAGE FROM THE PRESIDENT AND CEO	5
LABOR RELATIONS.....	6
PROFESSIONAL DEVELOPMENT	10
PUBLIC AND GOVERNMENT AFFAIRS.....	16
MÉQ-PARTENAIRES COMMITTEE.....	16
PUBLICATIONS	18
COMMITTEES	19
PROFFESIONAL BOARD AND SECTION CHAIRS.....	21
REVENUE AND EXPENSE ALLOCATION	23
HEAD OFFICE TEAM.....	24

PORTRAIT AS AT JUNE 30, 2023

Mission

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

Strategic objectives 2020-2022

- Improve employment conditions for executives and contribute to the enhancement and recognition of their professional status.
- 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 PBs and Sections through local support.

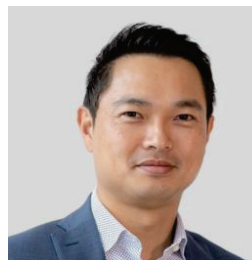


BOARD OF DIRECTORS 2022-2023



Julie Larouche
Chair
Strategy Committee

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



Wen-Ching Chang
Vice-Chair
Strategy Committee

*Manager of IT Services
CSS Marguerite-Bourgeoys*



Nathalie Paré
Treasurer
Finance Committee

*Director of Financial Resources Services
CSS du Val-des-Cerfs*



Marc Lafontaine
Head of the College of Professional
Boards
Finance Committee

*Assistant Manager of Financial
Resources Services
CSS Marguerite-Bourgeoys*



Catherine Benoît
Director
Strategy Committee

*Coordinator of Educational Services
CSS Marie-Victorin*



Marie-France Dion
Director
Governance Committee

*Corporate Secretary and Director of
the General Secretariat and
Communications Services
CSS des Mille-Îles*



Mélanie Savard
Director
Governance Committee

*Director of Human Resources Services
CSS Rouyn-Noranda*



Sophie Dubé
Director
Strategy Committee

*Director of Educational Services
CSS Marie-Victorin
(until November 4, 2022)*



Chantal Giguère
Director
Governance Committee

*Corporate Secretary and Director of
Transportation Services
CSS de l'Estuaire
(until February 10, 2023)*



Nicolas Turcotte
Director
Governance Committee

*Director of Human Resources Services
CSS Côte-du-Sud
(until November 18, 2022)*



Jean-François Parent
President & CEO

*Association québécoise des cadres
scolaires*

Directors' Liability Premium	
Chair	\$8 489,66
Directors with responsibilities (Vice-Chair, Treasurer, Head of CPB and PRC)	\$4 775,44
Directors	\$4 244,83

MESSAGE FROM THE PRESIDENT AND CEO

The credibility and influence of the AQCS underwent in-depth reflection throughout 2022-2023. Firstly, the necessity to deploy our leadership to ensure the implementation of the agreement on the working conditions of school administrators, which was negotiated in the spring of 2022 between the administrators' associations and the M^ÉQ. In addition, we harnessed and critically assessed the mobilizing force of our Association over the past year, conducting an extensive consultation for insights that will inform our upcoming strategic plan.

Bill 23

In the course of this substantial undertaking, it's crucial to note that in the fall of 2022, a new Minister of Education, Mr. Bernard Drainville, was appointed, only to announce the introduction of Bill 23, a troubling legislative proposal that granted the Minister unprecedented powers to intervene in the organization of educational services, educational success and any decision made by a School Service Centre (SSC). In response, we meticulously prepared for our appearance before the parliamentary committee and drafted a comprehensive opinion, through the collaborative efforts of AQCS members across Quebec.

Our collective reflection, enriched by the arrival of numerous new members in recent years, has propelled us to achieve unprecedented advancements. Whether in terms of labor relations, professional development, or public affairs, the AQCS is taking a firm stand and making its members' voices heard.



The time will soon come to adopt our 2023-2028 orientations. I dare say that our track record, the weight of our expertise and the scope of our influence will consolidate our projects. I look forward to working with you on this new chapter in the history of the AQCS.

Enjoy your reading!



Jean-François Parent
President and Chief Executive Officer

2022-2023 achievements in brief

- Representations to optimize the renewal of managerial working conditions
- Pension estimation service
- Guide for revising management policies
- Preparatory work for strategic planning
- Four opinions
- 12 M^ÉQ-Partenaires meetings
- SimulGestion conference
- Four new podcasts
- Creation of a meeting room for members

Photo - Parliamentary Commission on Bill 23: Mr. Parent was accompanied by Ms. Karine Labelle, CSS Marie-Victorin, as well as Mes. Julie Larouche and Marie-France Dion, respectively Chair and Director of the AQCS Board of Directors.

Adoption and implementation of the June 2022 agreement on working conditions

In June 2022, the school network's management associations reached an agreement with the MÉQ modifying the working conditions of school administrators. A major revision of the classification plan was among the changes included in this agreement.

Despite the agreement reached between the parties, the AQCS, together with the other network associations, was obliged to make ongoing representations to ensure that the government adopted these new working conditions and that they were deployed within the school service centres and school boards (SCC-SB).

Our efforts finally bore fruit last March, when the changes to the Regulation respecting the conditions of employment of school administrators were published in the Gazette officielle du Québec.

The delay in implementing the agreement, and the late payment of its benefits to executives, will have at least been offset by retroactive application as of March 31, 2022, a measure important to the associations. Given the government's reluctance to follow up on sectoral agreements on the terms and conditions of employment of executives, the associations will have to give serious thought to the relevance of negotiating a timeframe for the application of the agreed changes from now on.

At the same time, the AQCS continued its discussions with ministerial authorities to ensure the harmonious deployment within SSC-SBs of certain changes, including the vacation plan and other paid leaves. As a result of the associations' interventions, the SSC-SBs were authorized to renew, on an exceptional basis and for a final year, the provisions of the management policies relating to compensatory leave.



"In the spring 2022 talks, we fought battles for 17 different job classes. Our aim was to improve working conditions for as many managers as possible. We believe we succeeded."

Jean-François Parent, CEO



"We have documented the issues and will raise them again in 2023 for school managers who feel they were less well served by the recent negotiation exercise. The General Council will have to take a stand."

Conrad Berry, Director of Labor Relations

Group insurance and pension plans

When discussions on the renewal of working conditions were officially announced in February 2022, the management associations were informed of the government's intention to advocate a sectoral approach via separate discussion tables for each sector (school network, CEGEPs, public service, health and social services).

With regard to the conditions of employment common to all management staff, i.e., salary increases, group insurance and the pension plan, the Secrétariat du Conseil du trésor had indicated to the associations that the salary offer was final and consisted of what had been agreed with unionized staff. The group insurance and pension issues could be the subject of further work by a working committee.

However, after several meetings of the working committee during the year, the associations quickly realized that the government representatives had no mandate to make any changes to the insurance and pension plans. As a result, no action was taken on the associations' requests.

It should be remembered that the group insurance plan for executives has not been reviewed for over twenty years, and no longer compares with the more generous coverage offered to employees of many other organizations, both private and public.

As for the pension scheme for management staff, the associations are calling for changes to ensure its medium- and long-term viability.

Since the last round of talks on working conditions for executives failed to make any headway on cross-sectoral employment conditions such as wages, group insurance and pensions, executive associations will have to collectively rethink their strategies to secure a firm commitment from the government on these issues.

These working conditions, important to members, should not, for any reason, be excluded from the scope of discussions aimed at reaching agreements between the parties.

Managers' right to collective bargaining on their working conditions

Unlike unionized staff, executives are not covered by the general system of joint determination of working conditions established in Quebec by the Labour Code.

Professional management associations therefore lack the mechanisms set out in the Labour Code for the negotiation of working conditions between the parties and for the conclusion of collective agreements, notably by providing for bargaining in good faith.

This exclusion of executives from the application of the Labour Code is currently being challenged before the Supreme Court by the Association des cadres de la Société des casinos du Québec.

Given the importance of the issue and the consequences of the Court's ruling for professional management associations, the AQCS has federated a dozen associations to intervene in this legal debate.

A brief was submitted to the Court last April, in which the associations stressed the importance of recognizing the fundamental right of all managers to collectively bargain their working conditions. What's more, to ensure that such a right does not remain theoretical, or dependent on the will of

employers, the associations argued that it was imperative that a legislative framework be adopted to enable the exercise of this right and encourage the conclusion of agreements.

Thus, without being unionized, executives should benefit from legal frameworks ensuring the free exercise of negotiating their terms and conditions of employment, and obliging employers, led by the government, to engage in this exercise in good faith with a view to reaching agreements. This legal framework could include dispute resolution mechanisms in the event of an impasse in talks.

The Supreme Court's decision is expected in autumn 2023.

Pension estimation service

Over the course of 2022-2023, the Labour Relations Department has worked with an actuarial firm to develop a pension estimation service that will provide calculations not only for the PPMP, but also for public pensions (Régie des rentes du Québec and Old Age Security Pension).

In the spring of 2023, members aged 53 and over were informed of this new service offer. As of July 1st, 2023, 103 applications had already been received!

Revision of management policies

Following the amendments to the Regulations concerning vacation and other paid leave, adjustments to the local management policies of SSCs and SBs were required as part of the implementation of the June 2022 agreement.

Considering that the Regulations take precedence over management policies, and that the latter cannot offer working conditions that are different from or more advantageous than those provided for in the Regulations, SSCs and SBs were therefore obliged to revise their management policies to, at the least, adapt the provisions on vacation and other paid leave.

To make it easier for local representatives to revise their management policies, the school network's management associations have jointly drafted a model management policy and a guide to support the process. The review of management policies began in spring 2023 and will continue into the next school year.

Work of the Professional Relations Committee

The members of AQCS's Professional Relations Committee (PRC) met twice over the past year.

A number of issues were discussed, including the timetable for implementation of the June 2022 agreement on sector-based working conditions for school executives, the deployment of a new pension estimation service, and the group insurance and pension plan.

The members of the PRC also began their reflections on the 2023-2028 renewal of working conditions for AQCS members.

The PRC's mandate is to assist the AQCS Labor Relations Department in identifying, documenting, validating and prioritizing collective issues relating to working conditions. It must also report on its work and reflections to the General Council.

PRC 2022-2023

- Board member responsible: Nicolas Turcotte, CSS de la Côte-du-Sud
- Christian Robert, CSS de Laval
- Nathalie Meunier, CSS René-Lévesque
- Martin Hugues Gauthier, CSS des Navigateurs
- Éric Lavoie, CSS des Affluents
- Johnny Tardif, CSS des Phares
- Linda Laforest, CSS des Mille-Îles
- Substitute: Caroline Lefebvre, CSS de Montréal

The committee's main topics of discussion were as follows:

- Pension projection tool
- Implementation of the June 2022 agreement
- Reflection on the renewal of working conditions for managers
- Pension and group insurance status report

Number of cases of personalized support

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

Section visits 2022-2023

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

Date	Section	Topics covered
20-02-2023	Marguerite-Bourgeoys	Key issues for 2022-2023, including the 2023-2028 strategic plan
08-03-2023	Pointe-de-l'Île	Key issues for 2022-2023, including the 2023-2028 strategic plan
14-03-2023	Sir-Wilfrid-Laurier	Key issues for 2022-2023, including the 2023-2028 strategic plan
16-03-2023	Trois-Lacs	Key issues for 2022-2023, including the 2023-2028 strategic plan
22-03-2023	Laval	Key issues for 2022-2023, including the 2023-2028 strategic plan
29-03-2023	Marie-Victorin	Key issues for 2022-2023, including the 2023-2028 strategic plan
11-04-2023	Patriotes	Key issues for 2022-2023, including the 2023-2028 strategic plan
20-04-2023	English-Montreal	Key issues for 2022-2023, including the 2023-2028 strategic plan
04-05-2023	Outaouais	Main projects 2022-2023
10-05-2023	Estrie	Main projects 2022-2023
11-05-2023	Montréal	Key issues for 2022-2023, including the 2023-2028 strategic plan
24-05-2023	Chênes	Key issues for 2022-2023, including the 2023-2028 strategic plan
26-05-2023	Rivière-du-Nord	Key issues for 2022-2023, including the 2023-2028 strategic plan
30-05-2023	Val-des-Cerfs	Key issues for 2022-2023, including the 2023-2028 strategic plan
31-05-2023	Lanaudière	Key issues for 2022-2023, including the 2023-2028 strategic plan
06-06-2023	Kamouraska-Rivière-du-Loup	Key issues for 2022-2023, including the 2023-2028 strategic plan



Photo: AQCS CEO visits Marguerite-Bourgeoys Section, February 20, 2023.

PROFESSIONAL DEVELOPMENT

PerformAQCS Program: a formula that makes its mark!

This program, aimed specifically at managers with two to three years' experience, was offered twice in the last year. The first cohort attended training in Quebec City in fall 2022, while the second met in Trois-Rivières in winter 2023. The three days of training per cohort are personalized and adapted to the participants' professional reality, thanks to our Clic Gestion self-assessment tool.

The training model, which combines theoretical and practical notions, encourages participants to development management reflexes. The feedback received from our two cohorts confirms the usefulness of this training program.

Certificate in Leadership

Since the creation of this partnership with the Leadership Institute in 2021, we can confirm that this program has proved to be very popular. The satisfaction rate among participants is very high, and the formula definitely meets members' needs.

A new cohort of 40 AQCS members, the Association des cadres des collèges du Québec (ACCQ) and the Alliance des cadres de l'État (ACÉ) will start on October 23, 2023. A second cohort is scheduled to start on April 2, 2024.

BaladaQCS series

For the past three years, our podcasts have given our members and network stakeholders access to content on management issues related to their professional reality. At a rate of four productions a year, our BaladaQCS series now includes eleven podcasts, accessible on our website, Google, Apple Podcasts and Spotify.

Episodes 2022-2023:

- « A coaching approach to inspire leadership", with Sandra Coulombe, CSS du Chemin-du-Roy and Manon Cléroux, certified coach.
- Special issue: "(Re)Discover AQCS's service offering".
- "Growing a team through creativity", with Christian Hinse and Martin Migneault, CSS Marie-Victorin and Marie Amiot, CEO of La Factory
- "Humour, a management tool", with Diane Laberge, CSS de la Capitale, Guylaine Boulanger, CSS des Portages-de-l'Outaouais and Louise Richer, École nationale de l'humour



SimulGestion program

Over the past year, the "Executive under pressure" program was renamed "SimulGestion", as members associated the former title more with stress management training. This new name better reflects the program's objective, which is to develop management reflexes based on video vignettes that reproduce different situations. Several vignettes have been offered at professional development sessions in professional boards, as well as in certain school service centres. The program will continue to be rolled out in 2023-2024. The program comprises sixteen video vignettes.

Special projects

Professional Commission for General, Vocational and Business Training (CPFGPE)

In the fall of 2022, our members discovered and shared a video addressing the services and representational strength of the AQCS for executives in vocational training, general adult education and business services. This tool was part of a communications strategy established by the CPFGPE to raise awareness of its scope, presence and proactivity. Over 4,000 views were accumulated in just a few weeks.



Communication Managers' Table

In its very first year of existence, the Table has produced tools to be customized by communications managers, to present their service offering clearly and attractively in their respective organizations. The Communication Managers' Table was founded to enable communications managers to share their expertise, make strategic recommendations and propose a national positioning for school communications.

Congress 2024 - Innovating Boldly

In 2022-2023, the organizing committee and certain members of the permanent staff are already hard at work planning the next AQCS congress. The theme of this year's congress will be "Innovating boldly". From April 3 to 5, 2024, participants will have the opportunity to attend conferences and workshops focusing on artificial intelligence, innovation, ethics and organizational agility.

Midi-enjeux: a well-established formula

Midi-enjeux capsules are now an integral part of the activities offered by the directors of professional boards. This formula enables our members to discuss current issues and share their expertise.

Professional Board (PB)	Date	Topic / Special features
PB of Human Resources Services	October 7, 2022	Power Bi, leveraging data to support HR decisions
PB of School Organization Services	October 13, 2022	Geomatics, a tool for the PQI
PB of Human Resources Services	October 27, 2022	Power Bi, leveraging data to support HR decisions
PB of School Transport Services	November 8, 2022	Support for new managers: financing and budgetary rules, transport contracts
PB of the General Secretariat and Communications Services	November 24, 2022	Discussing the year's activities
PB of School Organization Services	January 26, 2023	Welcoming immigrant clients to urban school service centres
PB of Material Resources Services	February 15, 2023	Flexible layouts
PB of School Transport Services	February 16, 2023	Discussing current issues in school transportation
PB of Material Resources Services	March 16, 2023	Presentation of projects for new construction or redevelopment based on the design guide and recommendations
PB of School Organization Services	April 13, 2023	Welcoming measures for immigrant clientele at regional school service centres
PB of School Administration Services	May 25, 2023	Survey of PB members' working conditions and discussion of the year's activities
Administrative Management Group	June 9, 2023	Webinar: "How to write to be read"

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*

Date	Topic	Participants
October 12, 2022 (Gr. 1) November 29, 2022 (Gr. 2) December 9, 2022 (Gr. 3)	ACÉ The employee experience: building team loyalty in a volatile environment	20 (Gr. 1) 18 (Gr. 2) 18 (Gr. 3)
October 14, 2022 (Gr. 1) December 9, 2022 (Gr. 2)	AQCS Performance evaluation: best practices in hybrid mode	11 (Gr. 1) 12 (Gr. 2)
October 20, 2022	ACCQ Executives under pressure	7
October 26, 2022 (Gr. 1) November 16, 2022 (Gr. 2)	AQCS Create impact in your presentations	9 (Gr. 1) 20 (Gr. 2)
Oct. 25 and Nov. 1 ^{er} 2022 (Gr. 1) November 16 and 23, 2022 (Gr. 2)	ACÉ Acting as a leader-coach	12 (Gr.1) 12 (Gr. 2)
October 28, 2022	AGESSS Legitimately managing inappropriate behavior: a preventive and empowering approach	15
November 3 and 10, 2022	AGESSS Being a leader takes courage	12
November 23, 2022	AGESSS Embracing change in a constantly evolving environment	9
December 2, 2022	ACCQ The foundations of benevolent leadership	14
February 10, 2023 (Gr. 1) April 14, 2023 (Gr. 2)	AQCS Staff retention and mobilization	12 (Gr.1) 12 (Gr. 2)
February 17, 2023	ACCQ SimulGestion	7
February 22, 2023 (Gr. 1) April 20, 2023 (Gr. 2)	ACÉ The art of feedback: best practices for effective and engaging dialogue	21 (Gr.1) 19 (Gr. 2)
March 8 and 15, 2023 (Gr. 1) April 20, 2023 (Gr. 2)	AGESSS Overwhelmed, how to cope	20 (Gr.1) 20 (Gr. 2)
March 16, 2023 (Gr. 1) June 20, 2023 (Gr. 2)	AQCS Create impact in your presentations	25 (Gr.1) 19 (Gr. 2)
March 24 and 31, 2023 (Gr. 1) April 27 and May 4, 2023 (Gr. 2) May 30 and June 6, 2023 (Gr. 3)	ACÉ Act as a leader-coach	11 (Gr. 1) 12 (Gr. 2) 13 (Gr. 3)
April 4, 2023 (Gr. 1) May 11, 2023 (Gr. 2)	ACÉ Balancing performance and well-being, fatigue and motivation	22 (Gr. 1) 18 (Gr. 2)
April 20, 2023	AGESSS Neuro-leadership: an innovative management approach	21
May 15 and 16, 2023	AGESSS Project Management Essentials	22

Advanced sessions

Date	Professional Board and Topic	Participants
October 18 and November 1 and 15, 2022	PerformAQCS <i>For new managers</i>	21 Members: 21 Non-members: 0
November 9, 10 and 11, 2022	Advanced training for 3 PBs <i>Changing the world, one school at a time</i>	237 Members: 195 Non-members: 42
November 18, 2022	Regroupement des agents-es d'administration et des chefs de secrétariat <i>Development program - Operational efficiency with advanced IT functions</i>	60 Members: 37 Non-members: 23
November 24 and 25, 2022	PB of School Organization Services <i>Dare to recharge your batteries for a better contribution</i>	25 Members: 24 Non-members: 1
February 15, and March 1 and 15, 2023	PerformAQCS <i>For new managers</i>	22 Members: 22 Non-members: 0
February 16 and 17, 2023	PB of Human Resources Services <i>Diversity, fun and loyalty: juggling complexity!</i>	81 Members: 77 Non-members: 4
March 15, 16 and 17, 2023	PB of Transportation Services <i>Let's reconnect together!</i>	65 Members: 61 Non-members: 4
March 22, 23 and 24, 2023	PB of the Financial Resources Services <i>Adaptation - Diversification - Team FR in action</i>	175 Members: 148 Non-members: 27
April 6, 2023	PB of Educational Services <i>Building our solutions</i>	24 Members: 24 Non-members: 0
April 19, 20 and 21, 2023	PB of the General Secretariat and Communications Services <i>The SSGC: a 360-degree ally</i>	110 Members: 75 Non-members: 35
April 26, 27 and 28, 2023	PB of Information Technology <i>Meeting the challenge of IT efficiency</i>	134 Members: 100 Non-members: 34
May 4 and 5, 2023	PB of Procurement and Contract Management Services <i>Annual conference on procurement and contract management in the education network</i>	165 Members: 55 Non-members: 103 Off-grid: 7
May 18, 2023	Future Executives' Day	33
1 ^{er} and June 2, 2023	TREAQ - CPGPE <i>Symposium... for education on a human scale</i>	590

Executive and Management Development Committee (CPCG)

The Ministère de l'Éducation's financial contribution to the CPCG amounted to \$249,334 in 2022-2023. This amount was distributed in full among the organizations that submitted subsidy applications.

Unfortunately, we have not been able to satisfy all the requests for subsidies we have received. Indeed, since CPCG funding has not increased in recent years, and given the rise in training costs, it is becoming very difficult to offer adequate support to organizations. The AQCS has therefore decided to inform the MÉQ and has invited it to increase the financial contribution considerably over the next few years.

CPCG in figures

Amount reimbursed to various organizations for training:

- Recognized credit courses: \$9,900
- Conferences and conventions: \$100 650
- Customized development activities: \$99,432.33
- Number of courses: 51
- Total number of eligible school administrators: 2,384

Section training 2022-20 23

Section	Topic	Realization date
Pays-des-Bleuets	Becoming a conscious leader: from deployment to mobilization	August 31, 2022
Grandes-Seigneuries	Preparing for PMP certification	October 21, 2022
Lac-Abitibi	Disciplinary measures: a toolkit for school administrators	December 7, 2022
Val-des-Cerfs	Teamwork, mobilization, stress and anxiety management, reconciling performance and well-being	February 9, 2023
Hautes-Rivières	Team mobilization to support staff retention	February 15, 2023
Pays-des-Bleuets	Promoting civility / Psychological harassment in the workplace	February 25, 2023
Chemin-du-Roy	Management tips for new employees	March 28, 2023
Rives-du-Saguenay	Balance, passion, courage and/or talent	May 3, 2023
Hautes-Laurentides	Emotional intelligence, the art of riding the wave	May 5, 2023
Rivière-du-Nord	Leadership and mobilization of work teams	May 26, 2023
Lanaudière	Fun and laughter at work	May 31, 2023

PUBLIC AND GOVERNMENT AFFAIRS

MÉQ-Partenaires Committee

Mr. Jean-François Parent, CEO, was invited to talk about the realities in the field of APCS members at twelve MÉQ-Partenaires Committee meetings over the course of 2022-2023. To prepare his presentations, Mr. Parent called 6 special meetings of the College of Professional Boards.

Informative webinars

Three virtual meetings on current association issues were offered to members in 2022-2023. Here is the schedule and the audience:

- **September 7, 2022:** 900 live members, 98 deferred listeners
- **February 15, 2023:** 445 live members, 281 deferred listeners - at the end of the webinar, a segment dedicated to new members welcomed 104 executives live.
- **May 18, 2023:** 287 live members, 177 deferred listeners.

At these events, we summarize current issues and discuss our service offering.

Web presence

- www.aqcs.ca: 27,000 single visits
- Over 160 publications on Facebook, Twitter (X) and LinkedIn: reach of over 180,000 individuals
- 14 InformAQCS, newsletter publications to all members
- 9 publications of « Dans la mire », the Section chairs' newsletter

School Executives' Day



School Executives' Day was celebrated on December 1st, 2022, under the theme "De terrain et d'avant-garde". A promotional video broadcast on our platforms the previous month featured member executives from CSS des Navigateurs and CSS de Beauce-Etchemin.

On December 1, we offered a virtual morning meeting to our members, which included a short talk on innovation by Luc Bernier, Professor of Public Management at the University of Ottawa's Graduate School of Public and International Affairs.

We also introduced a new podcast, "Growing a team through creativity". Finally, a virtual recognition wall enabled members to post testimonials about their colleagues throughout the fall.

- 28,000 people viewed our publications on social media
- 5,000 views for our promotional video
- 600 members tuned in to our virtual meeting: 16 Sections organized activities to bring members together in a room to watch to our virtual meeting.

School Executive Emeritus Awards



For the sake of consistency and to offer attractive content to members, the AQCS permanent staff has announced that, from 2023 onwards, the presentation of the Awards will be celebrated on School Executives' Day.

The nomination period for the Award ran from 6 December 2022 to 13 March 2023. The Innovation category was added, to honor an executive with cutting-edge practices, who has implemented innovative, creative or audacious projects and processes.

The winners will be announced on December 7, 2023.

Selection Committee for the School Executive Emeritus Awards 2023

- Ms. Julie Larouche, Chair of the AQCS Board of Directors
- Mr. Jean-François Parent, President and CEO, AQCS
- Ms. Mélanie Boisselle, CPSRH Co-President
- Mr. Alain Desruisseaux, General Manager of the CSS de la Vallée-des-Tisserands
- Ms. Nancy Lapointe, General Manager, CSS des Patriotes
- Mr. Nicolas Prévost, President of the FQDE

Video: AQCS services

[A video summarizing our services](#), hosted by members of permanent staff, was produced and broadcast in winter 2023. An interesting tool for our new members, and to support Section chairs in their local actions!



Opinions under consultation

The list of our 2022-2023 publications can be found on page 18.

Our opinion on the draft 2023-2024 budget rules caught the attention of the Minister of Finance's office. The AQCS was invited to a meeting on the subject on February 16, 2023. AQCS CEO, Mr. Jean-François Parent took part in the meeting, along with our Board of Director's Chair, Ms. Julie Larouche, Vice-Chair, Mr. Wen-Ching Chang, Mr. Mario Beauvais, Co-Chair of the Professional Board of Material Resources Services, and Mr. Marc Drolet, member of the PB of Financial Resources Services. It should be noted that the opinion was drafted by several members of different professional boards, at the initiative of the PB of Financial Resources Services.

On 7 June 2023, the AQCS presented an opinion on Bill 23, amending the Education Act and enacting the Act respecting the National Institute for Excellence in Education, to the members of the Committee on Culture and Education.

Mr. Parent was accompanied by Ms. Julie Larouche and Ms. Marie-France Dion, respectively Chair and Director of the AQCS Board of Directors, and Ms. Karine Labelle, Assistant Director of Educational Services at CSS Marie-Victorin. The drafting of the opinion was entrusted to members of the Board of the Professional Board of General Secretariat and Communication Services, who devoted themselves rigorously to the task.

PUBLICATIONS

Publication date	Publication	Professional Board involved in the drafting
October 20, 2022	Press release: "The AQCS pledges its full cooperation to Bernard Drainville, Minister of Education".	
December 1, 2022	Press release: "School Executives' Day: celebrating innovation in education".	
January 26, 2023	Press release: "The AQCS brings the expertise of its 3,000 members to bear on the Minister of Education's game plan".	
January 30, 2023	Opinion: "Proposals for the draft 2023-2024 budget rules".	PBs of Material Resources; Human Resources; Transportation; Information Technology; General, Adult and Business Training Services
March 21, 2023	Press release: "Budget 2023-2024: the AQCS is concerned about property maintenance".	
June 5, 2023	Opinion on 2023-2024 budget rules – Joint opinion of the Association québécoise des cadres scolaires, de la Fédération des centres de services scolaires du Québec et de l'Association des directions générales scolaires du Québec.	
June 7, 2023	Opinion on Bill 23, amending the Education Act and enacting the Act respecting the National Institute for Excellence in Education	PB of the General Secretariat and Communications Services
June 7, 2023	Press release: "Bill 23: AQCS concerned by issues of interference and mobilization".	
July 6, 2023	Draft regulation on the procedure for filing and processing complaints – Joint opinion of the Association québécoise des cadres scolaires et de la Fédération des centres de services scolaires du Québec.	

COMMITTEES

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

* Data as at June 30, 2023

MÉQ committees	Representatives
Comité consultatif des administrateurs (CCA)	Conrad Berry
Advisory committee on sexuality education	Michel Enright
(Subcommittee) Working group on the financing of vocational training	Stéphan Laurence
Governance Committee AE-VT	Diane Laberge
- (Subcommittee) on Adult Education - AE	Josée Lepitre, Julie Pinard
- (Subcommittee) VT-AGE Complementary Educational Services	Pierre Fadli, Josée Lepitre
- (Subcommittee) on Vocational Training	Nathalie Mongeon, Stéphan Laurence, Julien Racca
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) AGE	René Caron, Marie Hamel, Patricia Richer
Working group on budgetary rules	Chantal Gagnon, Patricia Hinse
Legislative implementation support working group	Jean-François Parent, Érick Parent
Infrastructure governance	Mario Beauvais, Sylvie Rainville
Infrastructure governance working group	Mario Beauvais, Sylvie Rainville
Strategic thinking working group	Jean-François Parent
Human resources working group	Mélanie Boisselle, Tristan Lussier
Working group dedicated to well-being at school and pedagogy	Karine Labelle, Luc Chrétien
Francisation Québec - Advisory Committee	Diane Laberge
TRÉAQ-CPFGPE Conference Committee	Nathalie Mongeon, Pascal Lalancette
School Infrastructure Management Committee (GICS)	Patrick Allard
Follow-up committee - documentation on the number of illegal overtaking and crossing of school buses	Jonathan Leggitt
Government Procurement Centre (GPC)	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	Jean-François Parent
MTQ/MEES Committee - Safety and equipment	Jonathan Leggitt
National steering committee for the "Agir autrement" Intervention Strategy (SIAA)	Nathalie Meunier
VT National Pedagogical Day	Alexandre Leclerc-Gravel

MÉQ committees	Representatives
RAC-AGE subcommittee	Sébastien Noël
« Québec en réseau » training (business services)	Nancy Fillion
EHDAA funding committee	Anne-Lyse Levert, Pascale Girard-Toupin, Isabelle Lafrenière
Comité de gouverne sur les systèmes administratifs	Mélanie Boisselle
P294 Committee	Anne-Lyse Levert
Special Education Consultation Group (SEAG)	Patrice Filiatreault
Provincial Advisory Panel on Homeschooling	Michel Turcotte
Working group on school-age childcare services	Patrice Filiatreault
Table des gestionnaires sur les enjeux liés à la diversité ethnoculturelle, linguistique et religieuse en milieu	Chantal Boutet

Other committees	Representatives
Annual General Meeting of CTREQ members	Martin Caron
Comité concertation transfert des connaissances en éducation and its working subcommittees	Luc Chrétien
Comité de perfectionnement des cadres et des gérants (CPCG)	Martin Caron, Cathy Garceau, Jean-François Parent
Comité de pilotage sur les équipements	Jonathan Leggitt
School Transportation Safety Campaign - Partners Committee (ATEQ)	Julie Larouche
Comité national pour la formation à la prévention des risques professionnels	Martin Lachapelle
VT and AGE Strategy Committee	Nathalie Mongeon
Regroupement des associations de cadres en matière d'assurance et de retraite (RACAR)	Conrad Berry, Jean-François Parent, Anne-Marie Dussault
Round Table of key representatives of the English educational community	Heather Joy Halman
HR Direction Concertation Table	Sandra Coulombe, Mélanie Boisselle
Table nationale de lutte contre l'homophobie et transphobie des réseaux de l'éducation	Caroline Sauvé, Marie-Lise Rainville
Table provinciale de concertation sur la violence, les jeunes et le milieu scolaire	Marie-France Dion

PROFFESIONAL BOARD AND SECTION CHAIRS

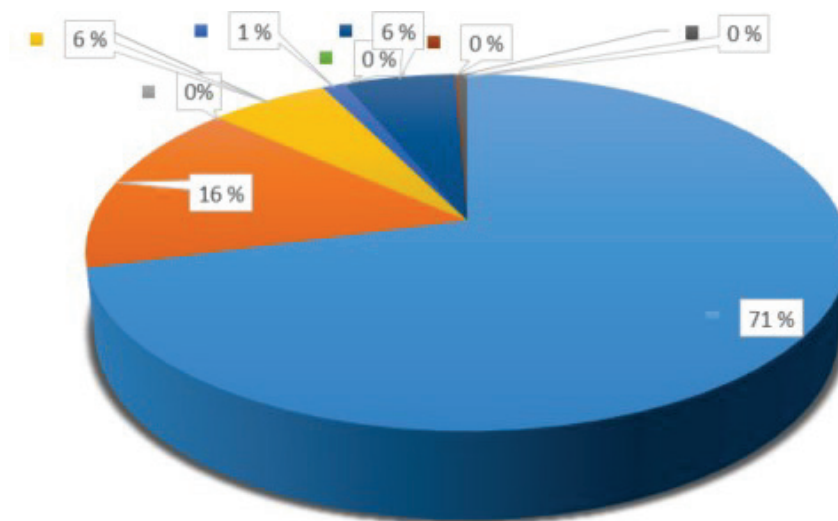
We would like to acknowledge the invaluable involvement of these members, who contribute to the dynamism of our entire Association.

Professional Board	Chairpersons
PB of School Organization Services	Nathalie Provost
PB for General, Vocational and Business Training	Diane Laberge, Co-Chair Nathalie Mongeon, Co-Chair
PB of School Administrative Services	Martin-Hugues Gauthier, Co-Chair Elaine Cholette, Co-Chair
PB Procurement and Contract Management Services	Marie-Noël Racicot
PB of Financial Resources Services	Chantal Gagnon, Co-Chair Solange Langlois, Co-Chair
PB of Human Resources Services	Mélanie Boisselle, Co-Chair Tristan Lussier, Co-Chair
PB of Material Resources Services	Mario Beauvais, Co-Chair Sylvie Rainville, Co-Chair
PB of General Secretariat and Communications Services	Marie-France Dion, Chair Annie Goyette, Co-Chair Érick Parent, 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 Technology	Michaël Bilodeau, Co-Chair Brigitte St-Louis, Co-Chair
Other groups	Chairpersons
Administrative Officers and Executive Heads Group	Josée Jolicoeur, Co-Chair Karine Tremblay, Co-Chair
Communication Managers' Table (CPSSGC)	Annie Goyette, Chair Johanne Godbout, Vice-Chair
Section	Chairpersons
Affluents	Éric Lavoie
Appalaches	André Dallaire
Baie-des-Chaleurs	Nathalie Meunier
Baie-James	Kathleen Deschênes
Beauce-Etchemin	Christian Buteau
Bois-Francs	Dominique Dubuc
Capitale	Samuel Gagnon
Central Québec	Chantal Boudreault
Charlevoix	Jérémi Forgues
Chemin-du-Roy	Hugues Gauthier
Chênes	Yves Hébert
Chic-Chocs	Patricia Banville
Comité gestion taxe scolaire Île de Montréal	Pierre Venne
Côte-du-Sud	Louis Fillion
De La Jonquière	Jessie Audet

Découvreurs	Léo Beaupré
Deux-Rives	Maxime Gagné
English-Montreal	Nathalie Lauzière
Estrie	Maxime Ferland
Estuaire	Chantal Gagnon
Fleuve-et-des-Lacs	Claudine Beaulieu
Golfe	Annie Fillion
Grandes-Seigneuries	Hélène Dumais
Harricana	Serge Paquin
Hautes-Laurentides	Nancy Michaudville
Hautes-Rivières	Nickolas Emery
Îles	Jonathan Poirier
Kamouraska-Rivière-du-Loup	Ghislain Lizotte
La Vérendrye	Laurie Chrétien
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
Montréal	Caroline Lefebvre
Monts-et-Marées	Sandra Théberge
Navigateurs	Amina Saï
Outaouais	Étienne-Mamadou Bertrand
Patriotes-Riverside	Dominic Arpin
Pays-des-Bleuets	Jean-François Ouellet
Phares	Daniel Smith
Pointe-de-l'Île	François Lemire
Portneuf	Gabriel Méthot
Premières Seigneuries	Éric Leclerc
Riveraine	Alex Pruneau
Rives-du-Saguenay	Stéphane Angers
Rivière-du-Nord	Ghislain Atiogbe Tovor
Rouyn-Noranda	Éric Rousseau
Seigneurie-des-Mille-Îles	Linda Laforest
Sir-Wilfrid-Laurier	Heather Joy Halman
Sorel-Tracy	Jonathan Charbonneau
Val-des-Cerfs	Isabelle Beauregard
Yamaska	Gaétan Dion

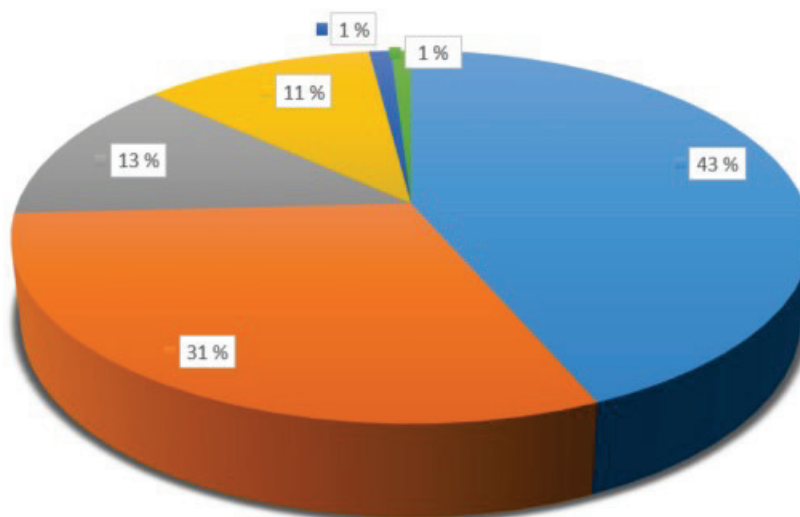
REVENUE AND EXPENSE ALLOCATION

Operating revenues



- Membership fees: 71%
- Congress 2022: 0%
- Unrealized gain on investments: 1%
- Professional development: 6%
- Miscellaneous: 0%
- Advanced training sessions: 16%
- Net investment income: 6%
- Subsidy: 0%
- Executive Development Committee: 0%

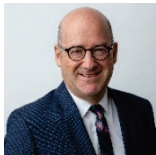
Operating expenses



- Permanent staff operating costs: 43%
- General management operating expenses: 13%
- Amortization of tangible assets: 1%
- Board and committee operating costs: 31%
- General and administrative expenses: 11%
- Amortization of intangible assets: 1%

HEAD OFFICE TEAM

General Direction



Jean-François Parent
President and CEO



Louyse Trudel
Administration Manager



Maude Caron
Administrative Technician
(accounting)

Labor Relations



Conrad Berry
CRIA, Director



Anne-Marie Dussault
CHRP, Advisor



Jennyfer Robinson
Administrative Technician

Communications



Josée St-Hilaire
Coordinator



Manon Cloutier
Administrative Technician

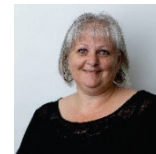
Professional Development



Martin Caron
Director



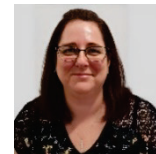
Dany Boulette
Manager



Elaine Laberge
Administrative Technician



Sandra Melançon
Office Agent



Sonia Lagacé
Office Agent



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