



ANNUAL REPORT

2023 —→ 2024

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— *PORTRAIT AS AT JUNE 30, 2024*

MISSION

Québec's largest association of school managers, with over 3,000 members in a wide range of fields, the AQCS:

- contributes to the advancement of the public school network;
- works to improve employment conditions and respect the rights of its members;
- ensures the professional development of its members.

ASPIRATIONS 2023-2028

- Improve working conditions for our members
- Contribute to a rich and stimulating professional life
- Involve our members in a dynamic associative experience
- Raise the profile of our members' expertise
- Maintain and build strategic partnerships
- Ensure the continuity of the head office team

VISION

Develop and propel a committed community of executives, fully contributing to the educational success of students.





— BOARD OF DIRECTORS 2023-2024



Julie Larouche
Chair
Strategy Committee
Coordinator of School
Transportation and Food
Services
CSS de la Pointe-de-l'Île
(until June 14, 2024)



Wen-Ching Chang
Vice Chair
Strategy Committee
IT Department Manager
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



Audrey Piquette
Manager, Labor Relations Committee
Governance Committee
Assistant Director of Human
Resources Services
CSS du Pays-des-Bleuets



Marie-France Dion
Director
Corporate Governance
Committee
Secretary General and Director
of the General Secretariat and
Communications Department
CSS des Mille-Îles



Catherine Benoît
Director
Strategy Committee
Coordinator of Educational
Services
CSS Marie-Victorin



Julien Seguin
Director
Strategy Committee
Director of Information
Technology
CSS des Hautes-Rivières
(from June 14, 2024)



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

Directors' liability bonus	
Chair	\$ 8 489,66
Directors with responsibilities (Vice Chair, Treasurer, CPB and PRC Managers)	\$ 4 775,44
Directors	\$ 4 244,83



— A WORD FROM THE PRESIDENT AND CEO

In November 2023, at the end of a process of reflection that mobilized our members, the AQCS Board of Directors and head office staff, the new AQCS strategic plan was adopted. Ambitious aspirations are described, anchored in the organizational values that will guide us: excellence, courage and avant-gardism. I am confident that this game plan will enable our Association to consolidate its influence and evolve its offering in labour relations, professional development and government affairs.

Between now and 2028, we will be pursuing a stimulating vision, that of developing and propelling a committed community of managers, fully contributing to the educational success of our students.

INFORM AND MOBILIZE

In 2023-2024, our Association brought major projects to fruition thanks to the strength of its network. Our consultations for the renewal of working conditions, our congress, the drafting of our opinions, our informative webinars: all these actions have attracted a large number of participants. For us, this is the sign of a dynamic, healthy and communication-oriented associative life.

If you're a member reading this annual report, it's because our achievements interest you, and our projects mobilize you. Between now and the end of our strategic plan, I hope that our progress will have fueled your pride. Thank you for your invaluable commitment, which is the foundation of all our successes.



Jean-François Parent
President and Chief Executive Officer

2023-2024 ACHIEVEMENTS IN BRIEF

- Adoption of the 2023-2028 Strategic Plan
- Four opinions and briefs
- 2024 Congress
- New CPST technology event
- Four training sessions
- New SimulGestion conference and capsule added
- Four new podcasts
- Member consultation and adoption of guidelines for the renewal of working conditions
- Representations and interpretations regarding the new regulatory provisions of the June 2022 agreement
- Personalized support for 403 members



— LABOR RELATIONS

MEMBER CONSULTATION ON THE RENEWAL OF WORKING CONDITIONS

During February and March 2024, the AQCS held a consultation exercise to gauge the degree of support among its members for a draft of proposals to improve their working conditions.

This consultation was carried out through a dozen virtual meetings with the Sections, which had been grouped together on a regional basis. During these meetings, facilitated by a member of the AQCS team, a project to improve the conditions of employment of school executives was presented. At the end of the meeting, a survey was sent out to assess the degree of agreement or disagreement with each proposal. Members were also given the opportunity to add comments, concerns or other proposals for possible changes to working conditions. The final draft of changes to working conditions and the sequencing of these requests were then adopted at the April 2024 proceedings.

Over 50% of AQCS members took part in this consultation. The results were unequivocal: compensation is the priority issue for the upcoming negotiations. In fact, members are calling for a number of demands with a monetary impact, including wage catch-up, improvements to the classification plan that could not be made during the last round of talks, and changes to the regulatory provisions to better reflect the realities of the workplace.

Among the concerns expressed, several members pointed out that their workloads are nearing the limits of what can be considered reasonable. The issue of the standard workweek for executives will therefore need to be addressed, with the aim of achieving a healthy balance between professional and personal life.

Virtual consultations on working conditions, February 2024



Visit by Mr. Conrad Berry, Director of the AQCS Labor Relations Department, to the Val-des-Cerfs Section, January 18, 2024.



EXECUTIVES' RIGHT TO COLLECTIVE BARGAINING ON WORKING CONDITIONS

In April 2024, an important decision was handed down by the Supreme Court, recognizing the right of executives to freely negotiate their working conditions.

The case involved the Association des cadres de la Société des casinos du Québec (ACSCQ) and the Société des casinos du Québec. The ACSCQ contested the infringement of its right to association, arguing that the exclusion of executives from the application of the Labour Code infringed their freedom of association under the Charter of Human Rights and Freedoms.

In this decision, the Supreme Court first recognized that the ACSCQ's activities did fall within the scope of the Canadian and Québec Charters, and that its members' right of association had been substantially hindered by the actions of Société des casinos. However, the Court ruled that the exclusion of managers from the application of the Labour Code was justified, and that the ACSCQ could not claim application of the general regime for determining working conditions prevailing in Québec. In the event of an alleged substantial impediment, the ACSCQ should have turned to the ordinary courts to plead its members' right of association, rather than seeking access to the Labour Code.

Despite its limitations, this judgment has the merit of clearly stating the fundamental right of executives to a genuine process of collective bargaining over their terms and conditions of employment.

As the renewal of working conditions for executives approaches, the government must ensure the implementation of an effective negotiation mechanism to reach agreements with its executives. This decision will strengthen our capacity to exert influence, serving the interests of all our members.

GROUP INSURANCE

The group insurance plan for executives has not been reviewed in over twenty years. The coverage it offers, particularly in terms of reimbursement for professional health services, no longer compares with the protection offered to employees of other organizations, in both the private and public sectors. With this in mind, the management associations have every intention of putting this issue on the agenda for the next round of negotiations.

NUMBER OF CASES OF PERSONALIZED SUPPORT

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





WORK OF THE PROFESSIONAL RELATIONS COMMITTEE

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

Discussions focused mainly on proposed changes to working conditions, as well as on the consultation concerning the renewal of working conditions for managerial staff.

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

2023-2024 PRC MEMBERS

- Nathalie Meunier, CSS Baie-des-Chaleurs
- Christian Robert, CSS de Laval
- Linda Laforest, CSS des Mille-Îles
- Caroline Lefebvre, CSS de Montréal
- Amina Sai, CSS des Navigateurs
- Gabriel Méthot, CSS de Portneuf
- Substitute: François Lemire, CSS de la Pointe-de-l'Île

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

- Problems implementing the June 2022 agreement
- Pay equity adjustments 2021
- Proposed changes to managerial working conditions
- Consultation process with members on the renewal of working conditions for school administrators





2023-2024 SECTION VISITS

The AQCS head office team is always happy to take part in local meetings, to exchange ideas with members and enhance its arguments.

DATE	SECTION	TOPICS
2023-08-22	Affluents	Main projects 2023-2024
2023-09-27	Yamaska	Main projects 2023-2024
2023-10-05	Navigateurs	Main projects 2023-2024
2023-10-12	Mille-Îles	Process for determining working conditions, future of the PRPP, personal leave and non-redeemable sick leave
2023-12-04	Golfe	Main projects 2023-2024
2024-01-11	Bois-Francis	Renewal of working conditions, PRPP
2024-01-18	Val-des-Cerfs	Renewal of working conditions, PRPP
2024-02-08	Capital	Renewal of working conditions, PRPP
2024-02-13 to 2024-03-14 3 per week	Regional virtual presentations	Member consultation on the renewal of the working conditions of school administrators
2024-04-17	De La Jonquière	Main projects 2023-2024
2024-04-18	Fleuve-et-des-Lacs	Accompanying executives in problematic situations, career advancement, labor relations issues
2024-04-25	Lac-Saint-Jean	Main projects 2023-2024
2024-05-01	Pointe-de-l'Île	Main projects 2023-2024
2024-05-03	Outaouais	Association issues, labor relations files, upcoming negotiations
2024-05-13	Navigateurs	Main projects 2023-2024
2024-05-15	Abitibi Sections	Main projects 2023-2024
2024-06-05	Kamouraska- Rivière-du-Loup	Renewal of working conditions
2024-06-06	Deux-Rives	Renewal of working conditions
2024-06-07	Rivière-du-Nord	Main projects 2023-2024
2024-06-19	Chic-Chocs	Presentation of the AQCS and its services, renewal of working conditions
2024-06-19	Milles-Îles	Presentation of our Professional Development Services
2024-06-20	Baie-des-Chaleurs	Presentation of the AQCS and its services, renewal of working conditions



— *PROFESSIONAL DEVELOPMENT*

In 2023-2024, the professional development team ensured that it maintained its high standards of quality in offering training for school executives. The feedback received shows highly positive appreciation from our members.

PERFORMAQCS PROGRAM

This program, designed specifically for managers with two to three years of experience, was offered twice in the past year. The first cohort was held in Québec City in the fall of 2023, while the second cohort convened in Laval in the winter of 2024. To meet member demand, the training was offered in the Montreal region for the first time since its creation.

The three-day training sessions for each cohort are tailored to the participants' professional realities. Thanks to Clic Gestion, our self-assessment competency tool, the training is fully personalized. The selected themes are based on the results obtained through Clic Gestion.

Moreover, the training model, which combines theoretical and practical components, promotes the development of managerial reflexes among participants.

Feedback from the two 2023-2024 cohorts confirms the program's value and supports its continued inclusion in the Professional Development Service's offerings.

LEADERSHIP CERTIFICATE

Since the creation of this partnership with the Leadership Institute in 2021, we can confidently say that this program is very popular, as evidenced by the waiting lists. So far, participant satisfaction rates have been very high, and the format clearly meets the needs of AQCS members.

From one cohort in the first year, we expanded to two groups in 2023-2024. This growth will continue in 2024-2025, with two cohorts planned, starting in the fall of 2024.





BALADAQCS SERIES

Our podcasts aim to introduce our members to various management topics related to their professional reality. Over the past four years, the increasing listenership of the episodes indicates that this project captivates and supports our members. With a pace of four productions per year, the BaladAQCS series now includes fifteen episodes.

Episodes 2023-2024:

- "Influence, a question of experience?", featuring Mylène Beauchamp, Vice-President and Co-Founder, Alievo, Émilie Dubé, CSS des Draveurs and Jonathan Leggitt, CSS des Mille-Îles
- "Transferring knowledge before retirement" with Nancy Brassard, Associate Professor of Human Resources Management and Occupational Psychology at the École nationale d'administration publique (ENAP), Martine Lacombe, retired CPA and Assistant Director, Financial Resources Services, CSS de la Capitale, Lydia Barriault, Assistant Director, CPA, Financial Resources Services, CSS de la Capitale and Carl Ruest, retired Director of Material Resources Services, CSS des Phares and Jean-François Brisson, Director of Material Resources Services, CSS des Phares
- "Providing continuous feedback" with Joëlle Carpentier, Professor and Researcher at the École des sciences de la gestion at l'UQAM, Maryse Rochon, Coordinator of Educational Services, Youth Sector, CSS de Laval and François Loiseau, Assistant Director, Information Technology Resources Services, CSS des Mille-Îles
- "Being an effective manager despite personal difficulties" with Rose-Marie Charest, Psychologist and Speaker, Julie Martineau, Coordinator of Education and School Transportation Services, CSS des Hauts-Cantons and Hugues Gauthier, Assistant Director, Centre de formation professionnelle Qualitech, CSS Chemin-du-Roy

BALAD
AQCS

BALADO #15
Être un gestionnaire efficace malgré les difficultés personnelles

Rose-Marie Charest
Psychologue et conférencière

Julie Martineau
Cadre scolaire

Hugues Gauthier
Cadre scolaire



SIMULGESTION PROGRAM

The growth in the popularity of the SimulGestion program continued over the past year. This program focuses on developing management reflexes through video clips that simulate various management situations. A total of 17 clips, covering different challenges that our managers may encounter throughout their careers, are available. Several of these clips were offered during professional development sessions for professional boards and in certain school service centers over the past year.

We also held the first edition of the SimulGestion Conference in September 2023. Bringing together nearly 100 participants, the immersive format allowed for four different management situations to be offered in workshops throughout the same day. This well-received conference will return in 2024.



SPECIAL ACHIEVEMENTS

Coaching

The professional development team has been working on setting up an integration coaching program for new members. This pilot project will be launched in 2024 with CPGPE and CPSAÉ to begin with and will then be extended to all professional boards.

Logistical support for Sections

In 2023-2024, the professional development team set up a program to support Sections in the logistical organization of advanced training activities. At the request of Section councils, we supported them in carrying out a number of activities.

CPST Technology Event

The Professional Board of Transportation Services (CPST), in collaboration with the professional development team, organized a Technology Event in November 2023. The event generated a number of interesting ideas on transportation technologies. The format was well received and encouraged discussion.



2024 CONGRESS - INNOVATING BOLDLY

Our members and partners benefited from the highly anticipated return of our in-person congress in 2024. After a shortened edition in 2020 and a virtual version in 2022, the congress last April was eagerly awaited. It provided an opportunity to discuss the multiple roles of school executives and the challenges facing the education network. Under the unifying theme of artificial intelligence, the conference brought together over 800 participants on April 3, 4, and 5, 2024, at the Québec City Convention Center. Through the quality of the content and networking opportunities, our members were able to refine their skills.



INNOVATE
WITH **BOLDNESS**

Congress - April 3 to 5, 2024

Thanks to the hybrid format of the conference, more than 50 members joined the in-person participants to follow the content of the 30 workshops and three major conferences offered. It is worth noting that the next edition will take place from April 15 to 17, 2026.

MAJOR CONFERENCES

Opening conference

Artificial intelligence: be part of the innovators, not the naysayers



Hugues Foltz Vooban

Discussion panel

AI's potential and risks for our organizations: an evolving vision



Jean-Baptiste Auderie
Organizational Psychologist, HR
TECH Analyst, Digital
Transformation Consultant



Wen-Ching Chang
Director of IT Resources,
CSS Marguerite-Bourgeys



Caroline Joubert
Director of Governance and Partner
Relations, Digital and Information
Sector, MÉQ

Closing conference

Work and us: the future is now!



Jean-François Bertholet
HEC Montréal

The organizing committee

- Jonathan Leggitt, CPST, Co-Chair
- Julie Martineau, CPST, Co-Chair
- Isabelle Boivin, RRG
- Émilie Dubé, CPSRH
- Patrice Filiatreault, CPSÉ
- Christian Hinse, CPOS
- Maxeen Jolin, English-speaking members
- Solange Langlois, CPSRF
- Clément Patry, Consultant
- Dany Boulette, AQCS
- Martin Caron, AQCS
- Jean-François Parent, AQCS
- Josée St-Hilaire, AQCS



ISSUE-BASED DISCUSSION ACTIVITIES

The "Midis-enjeux", "Journées-enjeux" and "Matinées-enjeux" events are now an integral part of the offerings of several professional boards (PBs). These activities enable our members to exchange views on current issues and real-life situations. Some boards call in content experts or choose to organize a time for members to share knowledge. The participation rate is very high.

DATE	PROFESSIONAL BOARD	LUNCHTIME, BREAKFAST TOPICS OR THEME DAY
2023-10-11	CPST	New complaints process under the <i>National Student Ombudsman Act</i>
2023-10-26	CPOS	Discover CP's services and activities
2023-11-10	RRGA	Retention, caring management and mental health
2024-01-26	CPOS	Portrait of the attraction, retention and satisfaction factors essential to developing and maintaining well-being at work
2024-02-12	CPSAE	Introduction of board members, role of the AQCS, feedback from the last discussion table
2024-04-18	CPSAGC	Impact on the contract management team of amendments to the <i>Act respecting access to documents held by public bodies and the protection of personal information</i>
2024-06-04	CPSSGC	How do we act when faced with a court order that contradicts our policies and obligations?
2024-06-04	CPSSGC	Sharing best-practice communication tools





MANAGEMENT TRAINING

These courses are offered in partnership with the Association des cadres des collèges du Québec (ACCQ), the Alliance des cadres de l'État (ACÉ) and the Association des gestionnaires des établissements de santé et de services sociaux (AGESSS).

DATE	ASSOCIATION - THEME	NUMBER OF MEMBERS
AUTUMN 2023		
September 19 and October 3, 2023	CEA - Thriving in the turbulence of change	12
October 5, 2023 - Group 1 November 16, 2023 - Group 2 December 12, 2023 - Group 3	ACÉ - Develop your political skills to influence strategically	14 - Group 1 15 - Group 2 14 - Group 3
October 18, 2023	AGESSS - Overwhelmed, how to cope?	15
October 24, 2023 - Group 1 November 7, 2023 - Group 2	AGESSS - Legitimately managing inappropriate behavior: a preventive and empowering approach	16 - Group 1 15 - Group 2
October 24 and 31, 2023 - Group 1 November 2 and 9, 2023 - Group 2	CEA - Acting as a leader-coach	13 - Group 1 13 - Group 2
October 26, 2023	AGESSS - Neuro-leadership: an innovative management approach	21
December 12 and 14, 2023	AGESSS - Become a strategic player in your organization	17
WINTER 2024		
February 13, 2024	AGESSS - Neuro-leadership, an innovative management approach	20
February 15, 2024	AQCS - Portrait of the attraction, retention and satisfaction factors needed to develop and maintain wellness at work	10
February 16, 2024 - Group 1 March 27, 2024 - Group 2 May 29, 2024 - Group 3	CEA - Strategic thinking: a skill that creates impact	19 - Group 1 20 - Group 2 15 - Group 3
February 23, 2024	ACCQ - Situational leadership	9
February 23, 2024 - Group 1 March 20, 2024 - Group 2	CEA - Tame imposter syndrome and manage with confidence!	19 - Group 1 20 - Group 2
March 7, 2024 - Group 1 April 18, 2024 - Group 2	AQCS - Run more effective meetings	19 - Group 1 10 - Group 2



DATE	ASSOCIATION - THEME	NUMBER OF MEMBERS
March 14, 2024	AGESSS - Legitimately managing inappropriate behavior: a preventive and empowering approach	16
March 15, 2024 - Group 1 May 30, 2024 - Group 2	ACCQ - What are the boundaries between management rights and psychological harassment?	14 - Group 1 18 - Group 2
March 19 and 26, 2024 - Group 1 April 18 and May 1 ^{er} 2024 - Group 2 May 30 and June 6, 2024 - Group 3	CEA - Acting as a leader-coach	13 - Group 1 8 - Group 2 13 - Group 3
March 22, 2024	ACCQ - Situational Leadersip	8
April 9, 2024 - Group 1 June 12, 2024 - Group 2 June 13, 2024 - Group 3	ACÉ - Developing political acumen for strategic influence	15 - Group 1 15 - Group 2 14 - Group 3
May 2, 2024	AGESSS - Integration coaching for your new recruits, a lever for development and retention	12





ADVANCED TRAINING SESSIONS

DATE	PROFESSIONAL BOARD AND THEME	PARTICIPANTS
September 22, 2023	SimulGestion conference Quebec	89 Members: 63 Non-members: 26
November 15, 16 and 17, 2023	Advanced training for 3 PBs 3,134 schools later Manoir Richelieu, La Malbaie	271 Members: 228 Non-members: 43
October 25, November 8 and 22, 2023	PerformAQCS for new managers AQCS head office, Québec City	21 Members: 21 Non-members: 0
February 21, March 12 and 27, 2024	PerformAQCS for new managers CSS de Laval, Laval	20 members
April 3, 4 and 5, 2024	AQCS Congress In collaboration with CPSRH, CPSRF, CPOS, CPSÉ, CPST, RRG, Regroupement des Anglophones Innovate boldly Québec City Convention Centre	699 Members: 640 Non-members: 59
April 24, 25 and 26, 2024	PB of the General Secretariat and Communications Services Inspire. Learn. Progress. Entourage-sur-le-Lac Hotel, Lac-Beauport	108 Members: 80 Non-members: 28
1 ^{er} , May 2 and 3, 2024	PB of Information Technology Connection. Protection. Transformation. Innovation. Manoir Saint-Sauveur	164 Members: 134 Non-members: 30
1 ^{er} , May 2 and 3, 2024	PB of Procurement and Contract Management Services Annual conference on procurement and contract management in the education network Hôtel Universel, Rivière-du-Loup	152
May 23, 2024	Future Managers' Day Auberge du Lac Saint-Pierre	36
May 30 and 31, 2024	TRÉAQ - CPFGE THE COLLOQUIUM... a lever for coherent action Convention Center, Lévis	549



EXECUTIVE AND MANAGEMENT DEVELOPMENT COMMITTEE (CPCG)

The Ministère de l'Éducation's financial contribution to the CPCG amounted to \$ 249,334 in 2023-2024. This amount was distributed in full among the organizations that submitted grant applications.

Unfortunately, we have not been able to respond to all the grant requests 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 Ministry and has invited it to increase the subsidy considerably over the next few years.

CPCG IN NUMBERS

Amount reimbursed to various organizations for training:

- Recognized credit courses: \$ 9,600
- Conferences and conventions: \$115 100
- Customized development activities: \$ 92,059.57
- Number of courses: 44
- Total number of eligible school executives: 3,176

SECTION TRAINING

SECTION	THEME	DATE
Golfe	Caring leadership	2024-02-27
Rives-du-Saguenay	Communication in leadership situations	2024-05-10
Estrie	The art of recognition	2024-05-09
Outaouais	The power of diversity	2024-05-03
Milles-îles	Leadership, empowerment and interpersonal skills	2023-10-12
Lanaudière	Workshop on conflict resolution and team mobilization	2024-02-22
Val-des-Cerfs	Grow your influence	2024-06-07
Rivière-du-Nord	Portrait of the attraction, retention and satisfaction factors needed to develop and maintain wellness at work	2024-03-21
Hautes-Rivières	Neuro-leadership	2024-02-27



— PUBLIC AND GOVERNMENT AFFAIRS

2023-2028 STRATEGIC PLAN

The new strategic plan of the AQCS, adopted during the November 2023 sessions, focuses on six aspirations and supporting projects, all selected by our members. The firm Humance accompanied our Association through this year-long process, during which a survey consultation and workshops helped build a unifying vision.



MÉQ-PARTNER COMMITTEE

Mr. Jean-François Parent, CEO, was invited to convey the on-the-ground realities of AQCS members at seven MÉQ-Partner meetings throughout 2023-2024. To prepare his contributions, Mr. Parent convened four extraordinary meetings of the College of Professional Boards.

SURVEY ON THE FUNCTION AND ROLE OF THE MANAGER

We carried out a sample survey in the fall of 2023, to find out more about managers' perceptions of their functions, the challenges they face and the future of their role. The data was to be used to adapt an activity for the AQCS congress, as well as for various other projects.

INFORMATIVE WEBINARS

Two virtual meetings on our issues and services were offered to members in 2023-2024:

- Back-to-School Webinar, September 27, 2023: 200 members live, 84 replayed
- Virtual welcome for new members, 1 November 2023: 60 live participants, 62 recorded participants



WEBSITE REDESIGN

In the fall of 2023, work began on the redesign of www.aqcs.ca, following careful preparation of the project and selection of a communications agency. The objectives of the redesign included recruiting and retaining members, updating the graphic image and the technologies behind the site. The target launch date was May 2024.



WEB PRESENCE

- www.aqcs.ca: 13,000 single visits (incomplete data due to the installation of a follow-up consent request on the site on September 11, 2023 - required by Law 25)
- 160 publications on Facebook, Twitter (X) and LinkedIn: reach of over 190,000 people
- 14 publications of InformAQCS, newsletter to all members
- 9 publications of « Dans la mire », the Section chair' newsletter

SCHOOL EXECUTIVES' DAY



School Executives' Day was celebrated on December 7, 2023, under the theme "Committed to success". To promote this event organized by our Association, we launched a campaign at the end of October 2023.

- 40,000 people saw our publications on social media.
- 7,000 views for our promotional video, which was produced in collaboration with CSS des Découvreurs executives.
- 400 members tuned in to our virtual event, live or recorded (Facebook and YouTube): we presented the School Executive Emeritus Awards, and presented a lecture by Mr. Alexandre Rousseau, MBA, MOAI Conseils Inc. and Lecturer at HEC Montréal: "La science du sens, pour faire la différence".
- 44 SSC-SB and partners published content on their social networks to mark the Day.



SCHOOL EXECUTIVE EMERITUS AWARDS

In the fall of 2023, the AQCS head office team conducted a tour to meet the executives selected by the jury for the School Executive Emeritus Awards. During these visits, the nominees were informed of their selection and celebrated their nomination within their workplaces. These moments were filmed and became the foundation for a deeply moving virtual event to present the award recipients. The event was broadcast live on YouTube and Facebook on School Executives' Day, December 7, 2023.

Notably, the Innovation category was added to the 2023 nomination form. This category honors an executive with cutting-edge practices who has implemented innovative, creative or bold projects and processes.

Career Achievement Category



Carl Ruest
Director, Material Resources and
Transportation (retired)
CSS des Phares

Renowned for his strategic leadership, critical thinking and collaborative approach, Mr. Ruest's remarkable achievements include the establishment of a farm school and the construction of an agricultural mechanics workshop.

Emerging Talent Category



Éric Larochelle
Director, Material Resources
CSS des Portages-de-l'Outaouais

Hired as Assistant Director of Material Resources, his responsibilities included overseeing the construction of an elementary school and two high schools. Challenges met with flying colors.

Innovation Category



Éric Leclerc
Coordinator, Educational Success
CSS des Premières-Seigneuries

Mr. Leclerc has developed interfaces to facilitate the use of Power BI in schools. He has designed customized tools, including those for identifying students at risk of dropping out and tracking student results.

Team Achievement Category



Lynda Blanchette, Annick
Carpentier, France D'Aoust,
Stéphane Poulin, Julie
Grenier, Émilie Lacroix,
Line Bourdeau
CSS des Grandes-
Seigneuries

The recipients work in five different administrative departments at the school service center. They have pooled their expertise in a project aimed at improving the efficiency and budgetary monitoring of the human resources used by the establishments.

Selection Committee for the 2023 School Executive Emeritus Awards

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



RECOGNITION AWARD

The year 2024 marks the 20^e anniversary of the Recognition Award, a distinction that highlights a member's remarkable contribution to the influence of the AQCS. On April 4, 2024, at the AQCS congress, this award was presented to Ms. Nathalie Provost, Director of School Organization and Transportation Services at CSS Marguerite-Bourgeoys.

Since 2019, Ms. Nathalie Provost has been Chair of the Professional Board of School Organization (CPOS), a group that brings together 125 AQCS member executives working in the school organization departments of school service centers and school boards. Our award-recipient has put in place strategies for communicating, welcoming and sharing issues that have mobilized and retained CPOS members. Ms. Provost has also been Chair of her Section, the group of AQCS member school administrators in her region, for nearly two years.

2024 Recognition Award Selection Committee

- Mr. Benoît LeBel, 2022 recipient, retired Director of Adult Education Services at CSS des Mille-Îles
- Mr. Stéphane David, Account Manager, La Personnelle, group auto, home and business insurer
- Ms. Julie Larouche, Chair of the AQCS Board of Directors
- Mr. Jean-François Parent, President and CEO, AQCS
- Mr. Dany Boulette, Coordinator, AQCS Professional Development Department
- Ms. Louyse Trudel, Administrative Manager, AQCS General Management



Jean-François Parent, AQCS CEO, Nathalie Provost, 2024 recipient, and Benoît LeBel, 2022 recipient.



OPINIONS CONSULTED

The list of our 2023-2024 publications can be viewed below.

The AQCS presented its opinion on Bill n° 47, An Act to strengthen the protection of students, to the Commission de la culture et de l'éducation on January 30, 2024. The AQCS was at a joint hearing with the presidencies of FQDE, AQPDE and AMDES. AQCS CEO Jean-François Parent was accompanied by Mélanie Boisselle, Co-Chair of the Professional Board of Human resources Services (CPSRH), at the parliamentary committee hearing. Ms. Boisselle, along with Mr. Tristan Lussier, Co-Chair of the CPSRH and Ms. Catherine Houpert, Co-Chair of the Professional Board of the General Secretariat and communications (CPSSGC), participated in the drafting of the opinion.

Furthermore, on February 2, 2024, the AQCS submitted a brief on budgetary rules to the MÉQ and the Ministère des Finances before the usual consultation period. Our aim was to contribute to improving a number of situations, including building maintenance, manpower, cybersecurity and school transportation.



Ms. Mélanie Boisselle, Co-Chair of the Professional Board of Human Resources Services (CPSRH) and Mr. Jean-François Parent, CEO of the AQCS.

PUBLICATIONS

DATE OF PUBLICATION	PUBLICATION	PROFESSIONAL BOARD OR PARTNER CONTRIBUTING TO THE DRAFTING
July 6, 2023	Notice - Draft regulation on the procedure for filing and processing complaints	FCSSQ
December 7, 2023	Press release: "Journée des cadres scolaires: engagés-es pour la réussite" (School Executives' Day: committed to success)	
December 7, 2023	Press release: "AQCS presents its 2023 School Executive Emeritus Awards"	
January 26, 2024	Opinion on Bill No. 47 - <i>An Act to strengthen student protection</i>	
February 5, 2024	Memorandum - Proposals for draft budget rules 2024-2025	CPSRM, CPTI, CPFGE, CPST
June 5, 2024	Notice - Concerted offensive planning in vocational training, general adult education and business services	CPFGE
June 19, 2024	Joint opinion on the 2024-2025 to 2026-2027 budget rules	FCSSQ



— *PROFESSIONAL BOARD AND SECTION CHAIRS*

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

PROFESSIONAL BOARD	CHAIR
PB of School Organization	Nathalie Provost Marie-Claude Gaudreau
PB of General, Vocational and Business Training	Nancy Roy Caroline Comeau Nathalie Mongeon François Lemire
PB of School Administrative Services	Martin-Hugues Gauthier Elaine Cholette Pascal Bilodeau
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PB of Transportation Services	Jonathan Leggitt Julie Martineau
PB of Educational Services	Luc Chrétien Patrice Filiatreault Karine Labelle
PB of Information Technology	Brigitte St-Louis Michaël Bilodeau François Loiseau
OTHER GROUPS	CHAIR
Regroupement des responsables de la gestion administrative (RRGA)	Josée Jolicoeur Karine Tremblay Mélanie Bouthillier Manon Dubé
Table des gestionnaires en communication (CPSSGC)	Annie Goyette, President Johanne Godbout, Vice-President



SECTION	CHAIR
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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	Nancy Gilbert Pascal Carpentier
Charlevoix	Jérémi Forgues
Chemin-du-Roy	Hughes Gauthier
Chênes	Yves Hébert
Chic-Chocs	Patricia Banville
Comité gestion taxe scolaire Île de Montréal	Pierre Venne
Côtes du Sud	Louis Fillion
De La Jonquière	Jessie Audet
Discovreurs	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
Laurentians	Mario Aubuchon
Laval	Christian Robert
Lester B. Pearson	Jeffrey Wood
Marguerite-Bourgeoys	Nathalie Provost
Marie-Victorin	Christian Hinse
Mauricie	Charles Dessureault
Milles-îles	Linda Laforest



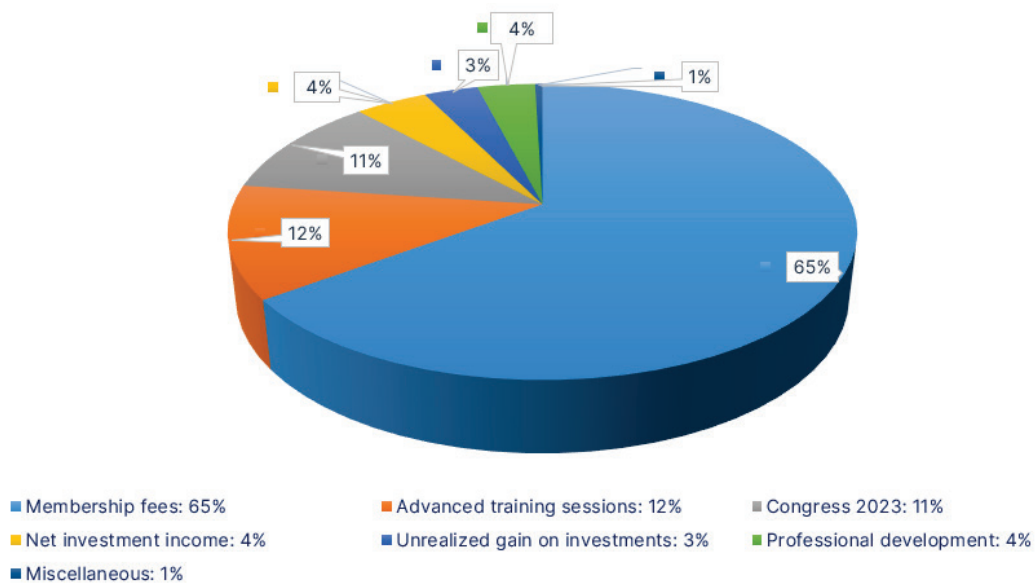
SECTION	CHAIR
Montréal	Caroline Lefebvre
Monts-et-Marées	Jenny Blanchette
Navigateurs	Samina Sai
Outaouais	Étienne-Mamadou Bertrand
Patriotes-Riverside	Dominic Arpin
Pays-des-Bleuets	Jean-François Ouellet
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Pointe-de-l'Île	François Lemire
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Riveraine	Alex Pruneau
Rives-du-Saguenay	Stéphane Angers
Rivière-du-Nord	Atiogbe Ghislain Tovor
Rouyn-Noranda	Éric Rousseau
Sir-Wilfrid-Laurier	Heather Joy Halman
Sorel-Tracy	Jonathan Charbonneau
Val-des-Cerfs	Audrey Leboeuf
Yamaska	Gaétan Dion



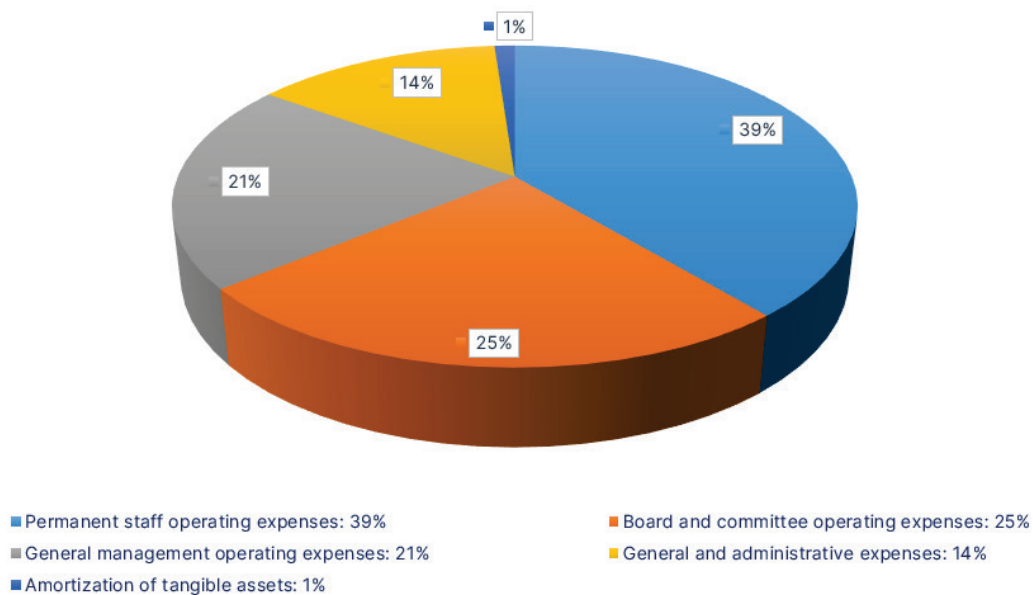


— REVENUE AND EXPENSE ALLOCATION

OPERATING REVENUES



OPERATING EXPENSES





— HEAD OFFICE TEAM

General Management



Jean-François Parent
President & CEO



Louyse Trudel
Administrative Manager



Maude Caron
Administrative Technician
(accounting)

Labor relations



Conrad Berry
CRIA, Director



Anne-Marie Dussault
CHRP, Coordinator



Jennyfer Robinson
Administrative Technician

Professional development



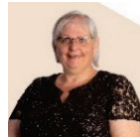
Dany Boulette
Coordinator



Rebecca Cloutier
Manager



Martin Caron
Manager



Elaine Laberge
Administrative Technician



Sandra Melançon
Administrative Technician



Sonia Lagacé
Office Agent



Jessica Laforge
Office Agent

Communications



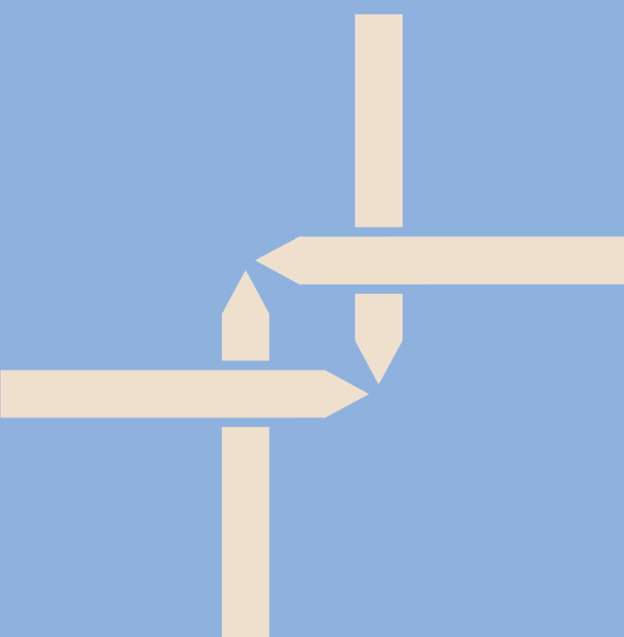
Josée St-Hilaire
Coordinator



Manon Cloutier
Administrative Technician

5600 des Galeries Boulevard, Suite 610
Québec City, Québec G2K 2H6

Telephone: 418 654-0014
Fax: 418 654-1719



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