



ASSOCIATION DES CADRES SCOLAIRES
DU QUÉBEC

2010-2011

ANNUAL REPORT

Submitted at the 42st General Assembly
Friday, June 10, 2011

Looking to the future

Looking to the future

2010-2011 Annual Report

www.acsq.qc.ca

- The 2010-2011 financial statements can be consulted in a separate document, available from the ACSQ.
- A condensed English version is available **on www.acsq.qc.ca** under Publications.
- The masculine form is used without any discriminatory intent, for the sole purpose of streamlining the text.

A MESSAGE FROM THE DIRECTOR GENERAL

I love the ACSQ! I love its inspiring mission, its open-mindedness, its willingness to get to the bottom of things, its ideal of serving its members well. I also love the challenges it involves – particularly the challenge of making the members proud of their Association. This is a demanding challenge that calls for respect, listening and action.

My growing knowledge of the network, my involvement on various committees or issue tables, and my privileged meetings with the members make me realize how rich the ACSQ community is in expertise and generosity. At the same time, I see questioning and anxiety. Like you, I am often left speechless by the prevailing reductionist discourse, by debates without outcomes, by the multiplicity and complexity of ministerial demands. But I am also motivated by the energy, competence and conviction that drive you. We have every reason in the world to affirm and value this pride of achievement. This issue inspired me and served as my guide in my actions and decisions throughout the year.

We initiated some internal changes out of a concern for continuous improvement. We outsourced the coordination and management of our information technology to a specialized outside firm. We opted for online payment through PayPal to ensure better accounting management of registrations for professional development activities. We also established an investment policy and retained the services of an investment management firm to look after the ACSQ's portfolio. New mass mailing software also allowed us to ensure a better flow of our emails to all members and avoid transmission errors or delays. We staked our approach on efficiency.

We also recognize that our membership profile is changing: more women, more youth, departures and arrivals. In short, this is a normal turnover, but requires some adjustments. On the eve of our 40th anniversary, the time is right to review what we have been, where we want to be, what we want to say, and when and how to say it. Initiatives are still in progress. I know that it would be desirable for progress to be faster, but it is important to strengthen our foundations. I wish to assure you of my availability to move things ahead or make changes to respond better to your needs. I will always be honoured by the confidence you have shown in me by inviting me to take part in your activities, reflections and discussions.

I invite you to stay the course on the scope and nobility of your work. Never underestimate the value and importance of the role you play within the network. You can count on me to remind you of this and keep up to date on your good moves, your great achievements and your concern for a job well done.

In conclusion, I have to mention the unflinching support of the members of the Board of Directors, with whom I share challenges and aspirations. Together we are working on issues, both great and small, in the spirit of our mission to defend and promote your interest. And what can I say about “my girls” at headquarters, who put heart and soul into ensuring progress on files with quality and professionalism. Without them, our achievements would not measure up. For this and for all the rest, I extend my warmest thanks.

The year ahead leads us to other challenges, including rethinking the Association, its rationale and its operating conditions. We are all invited to participate in a reorganization which, I am convinced, will give a new breath of life to our identity and our pride.

A handwritten signature in cursive script, reading "Lucie Godbout". The signature is written in dark ink on a light-colored background.

Lucie Godbout

THE PRESIDENT'S REPORT

Before highlighting the issues that marked 2010-2011, I want to remain faithful to tradition by thanking all the people who believe in the Association and participate in its growth.

Let me begin with a special thank you to Michel Simard, who served as President with great distinction from May 2006 and November 2010 and who defended the members' rights and interests with conviction throughout his term of office.

A thousand thanks to the members who apply their time, energy and talents by getting involved in committees, issue tables, regional tables or other activities, ensuring that our expertise contributes to project a positive image of the role of school executives in the network.

I also warmly thank all my colleagues on the Board of Directors, who always respond to the many calls for reflection, discussion or decision-making. Thank you for your confidence and support from the very beginning of my term.

In these difficult times, when the school boards are not always receiving good press, I want to address a very sincere thank you to all the professional board and division council members for their outstanding support in associative life. We can never say enough about your commitment to the Association's dynamics, expansion and vitality. By combining the strength of expertise, the power of experience and strength of numbers, we can make a real difference in the advancement and settlement of our issues.

The headquarters staff also deserves special thanks for their encouragement and support. Thank you for keeping our operations running with your competence, efficiency and great courtesy. The Association can always count on your devotion and your invaluable cooperation. I conclude by saluting the tireless work of Lucie Godbout, my constant accomplice, who gives me solid support and never hesitates to deploy her resources to make my job easier. I consider that complicity adds great value in the current context, letting us take a different but coherent look at the issues or situations at stake.

Looking to the Future

On November 12, 2010, you entrusted me with the presidency of the ACSQ, which I accepted proudly and optimistically. I told you at the time that I liked discussions of ideas and the enlightenment that results from them – that I preferred action and results. You will understand that the current context in education meets my aspirations.

I also shared a vision of the future with you, a vision based on recognition of the Association as an influential player and on the development of the role of school executives in the network. These are two inseparable poles of attraction. The year that is now ending repeatedly allowed us to engage in reflection and discussion on this subject and consider new perspectives, based on your inspiring comments gathered in the April 2010 survey.

We opened new doors by accentuating our interventions at the centre of major debates. Specifically, I am thinking about our participation in the Forum des partenaires on students with disabilities and adaptation or learning difficulties, as well as the creation of a Committee on School Democracy and an Adult Education and Vocational Training Governance Committee in anticipation of other Forums to come. I am also thinking of our presentation on information technology resources to the parliamentary committee, the opinions or memoranda written to follow up on major issues of the day, and the publication of two opinion pieces on pride in being a school executive and on education as a societal project. We made some breakthroughs in the media, while staying the course on the quality rather than the quantity of interventions. I can assure you that all these efforts are beginning to leave visible traces.

We have multiplied our appearances, hoping to take advantage of good networking. The associative community is evolving. New people have taken over as presidents or executive directors of the partner associations. New players are making room for new ideas, creating favourable dynamics for exchanges and alliances, allowing us to position our political role better.

We have lived through a year of major changes and adjustments: new Minister, new issues, new consultation model, new President. Our adaptability undoubtedly is remarkable! Although education, by definition, is an ever-changing world, it is clear that too many changes at the same time can also lead to burnout or disorganization.

A Restrictive Context...

Downsizing, restrictions, rationalization, cutbacks, abolition – this has been an irritating and disconcerting discourse, both from the media and on the political front. In August 2010, we felt that the arrival of a new Minister brought a breath of fresh air. But with perspective, it is difficult to notice any change, openness or empathy. School administration is now on trial. Education has never been so divided and battered. A steep slope lies ahead of us. What is happening? The discourse on education, which should be stimulating, creative, positive and unifying, has drifted instead into illogicality and immoderation. During the year, we defended the idea that education should become a “projet de société”, a structured, mature and inspiring societal project that would mobilize all expertise; a project that everyone would want to join because they would understand its real issues; a stimulating project of the kind that Québec has a reputation for doing so well. In the current context of downgrading, I want to believe in this more than ever! I am committed to take this issue – and this discourse – to every podium that will be offered to me.

Table de concertation-réseau

The ACSQ played an active role in the work of the *Table de concertation-réseau*, the consultation table bringing together all the associative partners, thus creating new alliances and generating new paths for reflection. It is clear that the education network is presenting us with other challenges, but our presence in the front ranks at the Table confirms the importance of our influential role.

Follow-up on Directions for 2010-2011

1. Ways to Meet the Members' Expectations and Needs

The April 2010 survey results served as a reference and inspiration in our exchanges and in-depth discussions to develop our work plan. In light of this data, we directed and coordinated our actions by accentuating our support for the members of the different bodies, knowing that nothing can be settled magically or instantly. We are well aware of the requirements of this commitment, and we take them very seriously. The survey provided us with many clues as to what the members want or do not want. In this spirit, we initiated a major reflection on the Association's operating methods and structure. We will discuss this very clearly in the annual report.

2. Recognition of the Role of School Executives in the Network and Educational Success

The past year did not bring good news. The criticisms far exceeded the praise, jeopardizing the ability to maintain the quality of services and the morale of our troops. To the extent of our resources, we reacted by stepping up the offensives to make ourselves better known, whether through press releases, opinion pieces, advertising, or articles in the magazine *Le Point en administration de l'éducation*. We contributed to the establishment of special committees and participated in MELS-network committees, thus presenting the quality of our expertise. Clearly we must do more, but the visibility process is well under way.

3. Conditions of Employment and Fair and Equitable Classifications

The ACSQ is sparing no effort to ensure that your working conditions measure up to the contribution you make to the network's management.

To avoid repeating the same information, I invite you to read the Labour Relations section on page 7 of this Annual Report for information on the status and progress of all our labour relations issues.

4. Improving Services to the Members

The members' involvement in a division council is a guarantee of successful associative life. The role of the division president is not only important but involves a wide variety of responsibilities for the person who accepts it. The issues are increasingly numerous and complex. The ACSQ understood that it had to invest more to provide faithful support for the people involved, who must be able to rely on clear, accessible and constant information. We began by initiating training sessions and updating the information tools. During the February 2011 General Council, we issued an appeal to the members to express their needs in terms of support in their presidential role. The comments received allowed us to adjust and improve our service offering. Let me make a brief digression on this subject. The ACSQ is fully aware of the requirements of your role, whether you preside over a division or a professional board. Without your devotion and loyalty, we could not exist with such strength and assurance. This is why your comments are so invaluable in the preparation of our intervention plans. Don't hesitate to share them with us. Better than anyone else, you

know the nature and scope of your actions. By listening to you, we can adjust our aim accordingly. Never forget that the Association is always available to accompany you in your approaches.

To improve our services, we have given our information vehicles a major change of course. A monthly newsletter, *InformACSQ*, was launched in October 2010, making it possible to circulate more up-to-date, more factual and better targeted information. I believe this new tool is a good reflection of your concerns, based on the encouraging comments received. We also went live with a new, more user-friendly website, better adapted to your needs. I urge you to consult it regularly to keep track of our associative life and to discover many answers to your questions.

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These are the essential facts about your Association in 2010-2011. It would be false to claim that this exercise is exhaustive, but I hope it reflects a dynamic reality and a constant commitment to improvement. We still have a lot to do. Any organization that wants to evolve and endure must accept reconsideration and imagine new ways of doing things. As it reaches its 40th anniversary, the ACSQ is engaging in a process of change, on which we are basing many hopes and expectations. We have an undeniable history of cooperation and concerted action, which has given us a solid foundation. We must now use it as a springboard to the next level. William Shakespeare said: "The past is prologue". It's now up to us to build the future we want.



Lucie Demers

LABOUR RELATIONS

We saw a change in our labour relations discussion partner in 2010-2011. Jean Beauchesne, Director General of Labour Relations at the MELS, left his position at the beginning of 2011. Despite the departure of this appreciated interlocutor, we resumed our representations and deployed our efforts to create new alliances and achieve progress on our issues.

Rewriting the Decree

We should first remind you that the rewriting of the *Regulation respecting certain conditions of employment of senior staff of school boards and of the Comité de gestion de la taxe scolaire de l'Île de Montréal*, commonly known as the Decree, was intended as an exercise to clarify and simplify the wording. After analyzing the gains obtained in the MELS proposals and the current political and economic context, the ACSQ accepted the new text.

However, the parties disagreed on two issues: the conditions governing the transition to a lower-level position during a transfer of a senior executive to an institution with fewer students, and the possible appointment to senior executive positions of persons not holding the required minimum qualifications. These disagreements have resulted in the suspension of the negotiations since November 2010. We thus continue to seek solutions which can resolve this impasse so that everyone can benefit from the improvements made to the regulation as soon as possible.

Classification Plan and Special Evaluations

The members of the ACSQ Board of Directors and the Labour Relations team are well aware that a large number of school executives are dissatisfied with their classification. To reduce this annoyance, a successful strategy of reevaluating positions through special evaluations had been initiated in conjunction with the *Direction générale des relations du travail* of the MELS. This was the avenue we hoped to pursue for the members working in school boards with fewer than 30,000 students. After Jean Beauchesne's departure, our representation work has to be redone.

With this objective, the ACSQ chose to produce an internal questionnaire on evaluation of positions for members of twenty-four school boards with fewer than 6,000 students. The results confirm that a significant percentage of members should have their classification upgraded. We began by making our representations to the director generals of the school boards, because their cooperation is essential in our approach to influence the MELS.

Concerning the special evaluations, members were able to benefit from our experts' advice, and many of them obtained positive results. However, the MELS informed us that it is tightening its guidelines for handling such cases. We are not giving up and are continuing to monitor the issue very closely.

Special By-laws Nos. 10 and 11

In addition to the General By-laws, the ACSQ has adopted eleven Special By-laws over the years, concerning subjects such as reimbursement of expenses, dues, ACSQ representatives and delegates, and representation of the members.

The purpose of By-law No. 10 is to favour effective member advocacy. It establishes an approach so that the ACSQ adequately fulfills its obligations. This text clarifies the rights and obligations of the Association and its members regarding the individual representation of their working conditions. It defines the role of the officers and staff and the powers and duties of the local and provincial bodies.

To optimize the rewriting of the By-laws, the Labour Relations team worked closely with the Association's counsel and with the Labour Relations Committee. This approach meant that we had to schedule several meetings. With hindsight, practice showed us that some scenarios had not yet emerged, particularly concerning By-law No. 11 regarding intervention with members who request assistance due to a presumed situation of psychological harassment. Meetings with the *Fédération des commissions scolaires du Québec* (FCSQ) are foreseen, to agree on a common approach before having the new versions of the By-laws adopted at the ACSQ General Council.

Pay Equity

In fall 2010, three ACSQ assessors continued their work of analysis and discussions with the representatives of the *Secrétariat du Conseil du trésor* (SCT), with the aim of ensuring the best settlement for our members.

In November 2010, the SCT agreed to adopt the method for estimating differences in compensation proposed by our team of assessors, the 1st degree polynomial. This positive result ended the mandates of Claude Daoust and Raynald Harton and allowed publication of the second posting. Only Jeanne Villeneuve remained in the ACSQ's service until March 31, 2011, to answer questions that could be raised by this second posting. We take the opportunity to thank them for the excellence of their watchdog role throughout this exercise.

In the meantime, the discussions continued regarding the calculation of the scales for the predominantly female job classes. A dispute occurred along the way, since the SCT no longer accepted to consider the increases paid on April 2, 2002 in the calculation of the salary scales. After consulting different experts, the employees' representatives decided to file a dispute with the *Commission d'équité salariale* and to submit an application for conciliation.

We are aware that this choice has the consequence of delaying payment of retroactivity to the members affected by this exercise. However, it must be understood that the establishment of an adequate salary scale will have positive repercussions for our members, on a recurring basis. In addition, 5% interest will be applied on the pay equity payment.

Concerning the pay equity maintenance exercise, the SCT decided to conduct this exercise unilaterally, without our cooperation, just as it did for the other groups in the public and parapublic sectors. Since our members concerned must complete the questionnaires again, we have offered them our support. It must be understood that, despite the heavy burden of this exercise, we must seek quality, which will certainly influence the maintenance results.

Pension Plan of Management Personnel (RRPE)

The actuarial valuation deposited in October 2010 concluded that the contribution rate required to fund the portion of the benefits at the expense of the members had to be established at 13.59% as of January 2011. This increase is due to several factors, mainly including the negative return for 2008. However, it was agreed to set the contribution rate at 11.54%, on condition that a working committee was established with the mandate to study different solutions and propose recommendations allowing the achievement of the following objectives:

- Maintain a reasonable contribution rate for the members;
- Ensure the plan's sustainability;
- Preserve the distinctiveness of the RRPE.

This is the context in which our representatives on the *Regroupement d'associations de cadres en matière d'assurance et de retraite* (RACAR) are analyzing the RRPE's structuring approach and funding.

We cannot ignore the fact that people have a longer life expectancy and that we will soon reach a ratio of one retiree to one active member. The existing funding assumptions are therefore no longer relevant. We must be both creative and realistic. Out of a concern for attracting personnel and recruiting, the government is also aware that it must maintain the RRPE's distinctiveness. The issues are important and the discussions are serious!

Group Insurance

An insurance plan's rating always corresponds to the benefits paid to the insured, plus the administration fees. The right member utilization profile (moderate consumption) results in a low increase in the annual premiums, solely attributable to inflation (cost of prescription drugs).

In some years, the accumulated surpluses also make it possible for you to benefit from premium holidays on your different types of coverage: health insurance and life insurance. This was the case in 2010-2011.

We take this opportunity to remind you that in group insurance, the employer pays 50% of the cost of compulsory coverage, i.e. accident and health insurance, life insurance, long-term disability insurance and the compulsory supplemental long-term disability insurance plan.

Support for the Members in Individual Interventions

It is important to remind the members who want to obtain information, advice and support in labour relations difficulties that they can always contact the ACSQ Labour Relations team. This work is often done behind the scenes, but remains a priority service for the ACSQ.

Last year, we responded to over 500 requests for information, consultation and representation from 64 school boards. **Appendix 1 contains statistics on labour relations activities.**

PROFESSIONAL DEVELOPMENT

Adult Education and Vocational Training (AE-VT) Governance Committee

At their first meeting, held in January 2011, the members of the AE-VT Governance Committee were informed of the progress of the work on the following issues:

- ***Plan d'optimisation des programmes d'études (Plan for optimization of programs of study)***

A newsletter, including the plan and an explanatory note, will be distributed in the network by the MELS.

- **Authorization card – 2011 conditions of operation**

The members were invited to comment on the new management process for requests for permanent and transitional authorizations.

- **Pedagogical renewal**

A report was presented for the 2nd cycle programs in secondary education.

- **AEP/AVS in childcare services**

The MELS will gather information on the needs for the next few years and then will inform the network of the results.

- **VT learning evaluation guide**

A report on this issue and the inherent recommendations will be presented at the next meeting.

Following this meeting, several sub-committees were dissolved and the others were merged or maintained. **Appendix 7 contains a list of all the external committees, including those which are under the AE-VT Governance Committee.**

The Committee on School Democracy

Chaired by the Vice-President, Professional Affairs, Andrée Minguy, the Committee on School Democracy was initiated to prepare effectively for the June 2011 meeting within the context of the *Forum des partenaires en éducation*. The committee met for the first time in Québec City on January 26, 2011. Inspired by the text produced by the ACSQ in 2008, the members began their discussions by accounting for the new realities of the school environment. **Appendix 9 contains the list of members of the Committee on School Democracy.**

Mapping of School Board Operational Structures for Corporate Services

The database on corporate services in the school boards, created in September 2009, was updated during the year. The most recent version of this database is accessible in “*Zone membres*” on the ACSQ website, under *CPFGPE*.

Meeting of the Regional Tables of School Purchasing Groups

The Procurement Services Professional Board reactivated the issue of regional tables of school purchasing groups by holding a meeting of all the interested stakeholders last February, in Trois-Rivières. The day was held in two stages. After sharing their experiences in the morning, the persons present discussed the hot issues that concern them, such as the *Act respecting contracting by public bodies* and its follow-ups, Bill 133 and the Report of the Auditor General of Québec.

Closer Relationship with Hydro-Québec

Following the meeting of the regional tables, the Material Resources PB Council strengthened its relationship with Hydro-Québec. In particular, the Council made the representatives of the government corporation aware of the fact that the school boards, in view of their responsibilities, are not notified adequately during major power failures. The Council wanted to encourage them to establish a specific procedure, with the aim of providing information to the school boards on a priority basis. The discussions are continuing with the aim of reaching an agreement.

Corporate Video

The General, Vocational and Corporate Training Professional Board initiated a video production project with the aim of showing the advantages for a centre’s senior executives to join the ACSQ.

This video, which lasts about five minutes, was produced in April 2011 in collaboration with *Le Groupe TAC com* and *Centre de formation professionnelle des Riverains* of *CS des Affluents*. This combination of expertise allowed young students, under supervision, to apply certain aspects of their training as future camera operators and video editors. The video will be posted on the ACSQ website in June 2011.

Student Safety

The Transportation Services Professional Board continued its advocacy for student safety in collaboration with the *Fédération des commissions scolaires du Québec* (FCSQ), the *Association des transporteurs d’écoliers du Québec* (ATEQ) and the *Association des*

propriétaires d'autobus du Québec (APAQ). They achieved great success with the proposed amendments to the *Draft Regulation respecting road vehicles used for the transportation of children*, and especially the compulsory addition of the crossing control arm.

Opinions and Memoranda

- **Memorandum to the Parliamentary Committee on Public Finance**

On April 6, 2011, the President, Lucie Demers, presented the ACSQ brief, prepared by the Information Technology Professional Board, to the Parliamentary Committee on Public Finance. She began by affirming that the school boards' information technology services are ahead of the game in the efficient, transparent and responsible management of information resources.

The ACSQ acknowledges that management of information resources must be rigorous, but that it must also make room for creativity. School board managers have therefore given themselves the means to succeed by banding together and making informed decisions to pool their respective strengths. The example of partnership with GRICS clearly shows the will to optimize results by combining expertise.

The ACSQ chose to participate in the discussion to testify to its members' experience and knowledge and the actions experienced in the field. Although it deplors the lack of information on the form the governance and accountability framework will take and the planned alignment between Bill 17 (*Act respecting contracting by public bodies*) and Bill 133, the ACSQ is committed to follow the debate rigorously.

- **Opinion to the *Ministère de l'Éducation, du Loisir et du Sport (MELS)***

Opinion of the *Association des cadres scolaires du Québec* regarding the *Draft Regulation to amend the basic school regulation for preschool, elementary and secondary education*.

Although the ACSQ is totally opposed to this draft regulation to amend the basic school regulation, it produced an opinion to avoid deplorable backward steps that would jeopardize the expected benefits of the pedagogical renewal, demobilize school staff and, above all, not encourage educational success or perseverance at school.

Evaluation serves to regulate the system and teaching but, first and foremost, it serves the learning process, of which it is an integral part. It is therefore essential not to introduce factors that would adulterate this function directly or indirectly. The quality of student services depends on it!

Special thanks go to the Educational Services Professional Board, which fueled the content and coordinated the drafting of the opinion.

- **Opinion on the 2011-2012 Budgetary Rules**

Despite the major issue of imposition of a \$110 million budget cut, the members of the Financial Resources Professional Board accomplished a real feat in drafting the opinion on the budgetary rules. Confronted with very short deadlines, they produced the document while ensuring that they consulted all the professional boards and stakeholders concerned.

Participation in the *Forum des partenaires en éducation sur l'intégration des élèves handicapés ou en difficulté (EHDAA)*

Lucie Demers, Andrée Minguy and Marie Dubé represented the ACSQ at the *Forum des partenaires en éducation portant sur l'intégration des EHDAA* (Forum of the partners on students with disabilities and adaptation or learning difficulties) held in Québec City on October 25, 2010. They reaffirmed the position put forward by the Educational Services Professional Board that compulsory collaboration and dynamic cooperation among the different players, both professionals and non-professionals, engaged with students with disabilities and adaptation or learning difficulties, is essential for successful integration. They reiterated the importance for the ACSQ to consider time for consensus building among the different players and to provide for the terms of teamwork in the working conditions of all the staff concerned. For this purpose, a model consistent with the new forms of work must be developed: multidisciplinary teams, increasingly collaborative teams of teachers, cooperating with the complementary educational services and the partners.

Preparation of the ACSQ's participation in the *Forum des partenaires en éducation sur l'adéquation formation-emploi*

In January 2011, the General, Vocational and Corporate Training PB Council set up a working group in charge of preparing the ACSQ position for the *Forum des partenaires sur l'adéquation formation-emploi* (Forum of the partners on matching training with jobs). As the regional meetings were held, contacts were established with our members in attendance to monitor the progress on the issues on each region.

Professional Development Sessions

Eight professional development sessions and one training day (Educational Services PB) were held in 2010-2011. For the second year in a row, three professional boards combined their efforts to hold a joint professional development session: the Material Resources PB, the Institutional Administrative Services PB and the Procurement Services PB.

Despite a difficult financial year, due to the budget restrictions occasioned by the coming into force of Bill 20, the professional boards came off relatively unscathed. Most of the PB councils maintained the same registration costs as in the previous year. The Financial Resources PB contributed to greenhouse gas reduction by reserving a shuttle for the interested Convention delegates. This initiative was a success.

Since management of registrations (billing, payment, cancellation, recovery) is increasingly difficult, the ACSQ chose to offer online payment by credit card. *PayPal* software was implemented. Over 90% of the participants used online payment when they registered. After a first round, we consider that this change of direction was successful. **Appendix 2 contains the list of professional development sessions and the growth of registrations.**

COMMUNICATIONS

A Representative ACSQ

A statistical exercise has shown us that the ACSQ is the biggest association of service managers in the Québec education network. The ACSQ is also the second biggest group of education executives (school or centre) with 575 members. We should continue to build on this strong membership and positioning to consolidate our discourse.

Press Releases and Messages to the Members

At least 150 communications were emailed to the members during the year. Some of them were also directed to the media. These communications concerned many subjects, such as retirement and insurance, the presidency, working conditions, elections, professional development sessions, current events, and much more... It should be noted that we rigorously select the messages to avoid any overflow or excess.

***En Bloc* and *InformACSQ* Newsletters**

The *En Bloc* newsletter was produced twice during the year, in summer and fall 2010, before giving way to *InformACSQ* in October 2010, reflecting a change of name, presentation and direction. We adopted your suggestion to simplify the formula and focus more on information. Distributed in electronic version on the last Friday of every month, *InformACSQ* gives access to more up-to-date and more factual news. The many comments received show your great satisfaction. The newsletter is emailed to all the members and is posted on the ACSQ website, in French and English (condensed) versions.

ACSQ Agenda

In summer 2010, we decided to stop producing the ACSQ Agenda, considering the eventual arrival of the *InformACSQ* newsletter. In retrospect, this decision allowed us to improve the focus of our production efforts, by offering a formula that meets your information needs better.

Remodelling the Website

The idea of rethinking our website dates back to spring 2010. Nearly one year elapsed between the beginning and the end of the process – a normal period, according to the experts. We monitored every stage of production very closely, benefiting from everyone's expertise. The big new feature is a zone reserved for members, the "*Zone membres*", with secure private access, allowing greater flexibility in depositing documents. The site also

features chat rooms, customized to each professional board, allowing privileged exchanges of information. This great venture not only developed closer relations but made it possible to offer you a high value-added product, enriched along the way by the good ideas of a focus group that brought together a few members of the Association last January. After going live on February 28, 2011, the website has gained popularity with each passing week. Given that the site is still new, we must continue to promote it, but we are happy with the number of visits to date.

2012 ACSQ Convention

This Convention already has a long history... Initially scheduled for May 2011 to respect the tradition of organizing a biennial event, it was postponed to May 2012, the year of the ACSQ's 40th anniversary. Throughout the preparations and meetings, the Organizing Committee, chaired by Alain St-Pierre, Director of Educational Services at *CS des Découvreurs*, questioned the low participation rate at the previous events and the more difficult spinoffs that resulted. An agreement then was proposed to the Chairs of the professional boards, inviting them to combine their respective professional development session with the Convention. Three of them accepted the invitation: Educational Services, Human Resources Services and Transportation Services. The Anglophone members subsequently joined.

By adopting the theme *Notre réseau: 40 ans de force collective*, we chose to take a path that leads us to others. Networking means learning, opening up, progressing and evolving. The event will be held at Fairmont Le Château Frontenac on May 9, 10 and 11, 2012.

Bravo les cadres!

The *Bravo les cadres!* sheets were introduced in 2007 as a testimonial to the creativity of school executives who initiate projects that promote success in their workplaces. Only one sheet – on energy efficiency and carbon credits – was published in 2010-2011. We would have wanted to produce more, but we are at the mercy of your suggestions. Don't hesitate to share them with us! The fourteen sheets produced since 2007 are available at www.acsq.qc.ca under Publications.

Policy on Sustainable Development – Update Report No. 3

The good news is that, regardless of the nature of the discourse, we have developed automatic reflexes, which are now part of our current management. Think of paper selection and recycling, massive reduction of disposable materials, holding eco-responsible events, increased use of information technology, and more... In 2010, the ACSQ maintained its average use at ± 70,000 sheets of blank paper (nearly 2,800 lb). Despite our constant concern for favouring the virtual approach, we are aware that it would be possible, by

concerted action, to reduce our consumption even more. Paradoxically, print is making a comeback. Is this nostalgia, or a new trend? No matter what, the environmental problem remains the same. We reiterate our position of reducing our paper consumption. If print turns out to be a better choice, for valid reasons, 100% recycled fibre paper should be part of the solution. Could the future hold other options in store for us? We hope so. In the meantime, we are continuing our crusade, convinced of the rationale of our actions.

Update Report on Advertising, Donations and Sponsorships

The ACSQ must deal with numerous canvassing efforts each year. Our choices are established in direct relation to our objectives of promoting school executives. **Appendix 3 contains the list of projects to which we gave a positive response.**

CURRENT BUSINESS

Board of Directors

The Board of Directors held fourteen meetings, including conference calls, to make decisions on current business and review major ongoing issues.

Michel Simard's departure in November 2010 left a vacant seat, which was filled in January 2011 by the arrival of Louis-T. Blais on the Board. A reorganization within the Board was then necessary. **Appendices 4, 5 and 6 contain the official list of elected members who served on the Board of Directors in 2010-2011.**

General Council

The General Council is composed of the elected directors of the Association, the division presidents and professional board representatives, and one representative of the Association of Administrators of English Schools of Quebec. The General Council ensures that the ACSQ's operations run smoothly and decides on the General and Special By-laws.

The ACSQ held its General Council three times during the year, in June and November 2010 and in February 2011. The June meeting marked the ACSQ's 100th General Council meeting.

In conjunction with these meetings, the ACSQ held two workshops. The first workshop, *Bien jouer son rôle* (Playing your role properly) was intended for the division presidents. The second workshop focused on the *Guide to Managerial Skills for School Executives* and was attended by the members of the PB councils.

College of Professional Boards

Andrée Minguy, Vice-President, Professional Affairs, coordinated the College's three work sessions, which brought together the ten Chairs of the professional boards. The meetings were held in June and November 2010 and in March 2011. It should be noted that, out of a concern for reducing costs and the carbon footprint, the College now meets the day before or after the General Council.

Among the major issues raised and discussed during the year, we should mention:

- the application of Special By-law No. 3 on operating budgets, sponsorships, etc.;
- preparation for the Forum on School Democracy;
- training on the *Guide to Managerial Skills for School Executives*;
- the impact of the school boards' 25% reduction measures on the ACSQ's activities;
- the budget of the professional boards;
- information gathering on the new website's needs ;

- the interest in combining sessions with the Convention.

The Labour Relations Committee

Jean-François Parent became Vice-President, Labour Relations during the year. He chaired three work sessions, on June 4 and November 11, 2010 and on February 24, 2011, the day before the General Council meetings.

The Committee brings together members designated at the General Council and has the power to make recommendations to the Board of Directors. During the year, the Committee looked into major labour relations issues, such as:

- Pay equity;
- Rewriting of the decree;
- Special evaluations;
- Training group hours;
- Insurance and retirement.

General Assembly

The General Assembly was held on June 4, 2010, with 68 members attending, following the General Council. The President in office, Michel Simard, submitted his report, outlining all the activities of the past year. The financial statements were presented by the Secretary-Treasurer, who gave a very positive report on the Association's finances. Four directions, constituting the Association's work plan for the year, were adopted by the Assembly.

Active Members

As of April 30, 2011, the ACSQ had a total of 2,228 members, including 1,055 men and 1,173 women. We welcomed 270 new members during the year.

PARTNERSHIP ACTIVITIES

The Comité de perfectionnement des cadres et des gérants (CPCG)

- **Greeting Days for New School Managers**

The CPCG is chaired by Anne Ledoux, Vice-President, Divisions of the ACSQ.

The mixed success of the 2010 Greeting Days for New School Managers is undoubtedly the reflection of the first effects of Bill 100 (2010, c. 20). The reduced number of registrations for the Québec City Greeting Day resulted in its cancellation. However, the interested registrants were able to join the group that met in Saint-Hyacinthe, on October 27, 2010. The CPCG will make every effort so that, next fall, as many new school managers as possible can attend these information-rich events, at which the first connections are established with peers from other school boards.

- **Guide to Managerial Skills for School Executives**

The members of the CPCG maintained their interest in focusing on the distribution and use of the *Guide to Managerial Skills for School Executives*. In addition to funding Guide integration sessions, the Committee members modified the grant application form for professional development activities by adding a new requirement – to link the activities offered to the skills covered in the Guide. From now on, the organizers must account for this new criterion in evaluating funding applications.

- **Workshop and Training on the Guide to Managerial Skills for School Executives**

In the wake of the CPCG's new orientation, requiring that the *Guide to Managerial Skills for School Executives* be taken into account in evaluating grant applications, a workshop was presented to the members of the PB councils on November 11, 2010, entitled *Identifier les compétences en préparant les sessions de l'ACSQ... Comment y parvient-on?* (Identifying skills in preparing the ACSQ sessions?... How can this be done?). By its content and practical exercises, the workshop familiarized the participants with how to identify skills and then include them in the programs of their professional development sessions. Sessions to integrate the Guide and related facilitation tools were then held in the school boards and divisions during the year.

- **Mentoring Program**

In 2010-2011, the CPCG coached the active cohorts of the Marie-Victorin and Riverside school boards. In each of these organizations, a group of new managers completed their program in fall 2010 and a new group started at the beginning of 2011.

The CPCG assists school boards in implementing a mentoring program for their managers, for their first three cohorts, before they are encouraged to go it alone. With regards to human resources, the CPCG delegates resources from universities to facilitate training and co-development sessions, produce a report and conduct the evaluation. Financially, the CPCG pays the school board a monetary reward for each mentor paired with a mentee

(executive or manager). It also covers the costs of developing, printing and distributing training materials. School boards must identify one person in charge of the program, select participants (both mentors and mentees) and organize meetings on their premises. The program is delivered in French and in English.

External Committees and MELS Committees and Sub-committees

Once again this year, the ACSQ was active in more than fifty committees, sub-committees and work groups, in which several members are actively and generously involved. We want to thank them for their time and effort in defending the ACSQ's positions competently, professionally and skillfully. **Appendix 7 contains the list of committees and participants.**

Table nationale de lutte contre l'homophobie du réseau scolaire

This National Issue Table Against Homophobia at School, on which the ACSQ has served for three years, was held on April 14 and 15, 2011 in Montréal on the theme *Homophobie: briser le silence... une responsabilité à partager* (Homophobia: breaking the silence... a shared responsibility).

In the course of their work, the members of the two National Issue Tables (school and college) recognized that homophobia still exists in the institutions, even though legal equality exists for same-sex couples in Québec. All the players recognize that gay, lesbian, bisexual, transgender, transsexual or questioning (GLBTTQ) individuals have not achieved social equality. The symposium therefore enabled the participants (teaching staff, students, parents, administrators) to become aware of the harmful effects of homophobia on students and staff, and to act immediately to say no to homophobia. They were particularly sensitized to the impacts of homophobic violence on educational success and the school dropout phenomenon. **Appendix 8 contains the list of the Table's members.**

The Success for Youth Foundation

The Success for Youth Foundation was created in 1994, on the initiative of the ACSQ and Weston Bakeries, which wanted to provide financial sponsorship to educational projects. The mission was defined at that time: to counter the school dropout phenomenon and favour success. As a distinctive feature, elders were associated with implementing the projects submitted by the schools. The ACSQ then took over management of the projects, a responsibility it still assumes today.

In 2010-2011, the Foundation made it possible for over 750 young people and more than 65 elders to share the experience of formative and motivating projects. After more than fifteen years of involvement, the Foundation last year felt the need to reconsider its

objectives and refocus its mission to better direct the financial assistance granted to projects and schools. It chose to put its website on hiatus to give it time to redefine its real identity and its rationale.

- ***Olympiades Réussite Jeunesse***

Organized by the Québec CFER Network, thanks to the financial support of the Success for Youth Foundation, which is its major partner, the *Olympiades Réussite Jeunesse* involve youths 15 to 18 years of age who attend the *Centres de formation en entreprise et récupération (CFER) du Québec*.

Inspired by a well-known formula, the *Olympiades Réussite Jeunesse* are the culmination of a pedagogical exercise carried on throughout the school year. This is a competition in which the trials are pedagogical in nature and in which overall learning is a Québec-wide issue.

The 4th edition of the *Olympiades* was held in June 2010. Once again, they were a theatre of palpable emotions. It was difficult to resist the determination of these youths who, despite their cognitive or physical handicaps, courageously choose to measure their knowledge and skills in the presence of their peers. These young people, on a rocky journey through life, have chosen pride, dignity and hope for a better future.

Since 2009, the Association has paid a \$1,200 reward to youths who achieved distinction during the year. The 2010 *Prix Persévérance scolaire* was awarded to Louis-Albert Corriveau-Jolin of *CFER de Bellechasse* for school perseverance. The 2010 *Prix Performance scolaire* was awarded to Alex Tellier-Boucher of *CFER Asbestos* for school performance.

The Foundation also supports the *Musiciens en herbe* project with *Les Violons du Roy*, a project carried out with the students of *École secondaire de La Seigneurie* of *CS des Premières-Seigneuries*.

Grand défi Pierre Lavoie

In 2010, the ACSQ registered in the *Grand défi Pierre Lavoie* cycling marathon, which aims at developing healthy lifestyles in children ages 6 to 12 and, indirectly, in their parents. The initiative was sponsored by Michel Simard, then President of the Association. Six cycling enthusiasts chose to live the experience by joining the team *Association des cadres scolaires du Québec et ses partenaires*. The marathon was held on June 18, 19 and 20, 2010. The cyclists rode over 1,000 kilometres to encourage youths to live an active life, to eat better and to raise funds for research in orphan diseases. **Appendix 8 contains the list of teammates who completed the 2010 marathon.**

Québec Entrepreneurship Contest

As a contributing partner of the Québec Entrepreneurship Contest since 2004, the ACSQ presented the *Prix Association des cadres scolaires du Québec* at the June 2010 National Awards Night. The \$1,500 prize was awarded to students from *Centre d'éducation des adultes des Sommets-Windsor* of *CS des Sommets* for their *Coop Jardis-Serre* project, a greenhouse gardening coop.

This award recognizes the best student project in the Vocational Training and Adult Education category, where the entrepreneurial activities best contributed to strengthening the ties between the school and the business community.

The Provincial Issue Table on Violence, Youth and the School Environment

The ACSQ is represented on the Issue Table by Anne Ledoux, Vice-President, Divisions.

The Issue Table held five meetings during the year. The update and addition of Annex 4 of the *Police Presence in Educational Institutions Frame of Reference*, the *Street Gangs* initiative of the *Ministère de la Santé publique* and the MELS Action Plan were at the centre of the discussions.

Initiated in September 1995 by the ACSQ and currently administered by the *Fédération québécoise des directions d'établissement d'enseignement* (FQDE), the Provincial Issue Table on Violence, Youth and the School Environment adopted the mandate to raise public awareness and mobilize the stakeholders to promote peaceful behaviours, prevention and reduction of violence among youth at school. **Appendix 8 contains the list of Issue Table members.**

Allô prof

The ACSQ has served on the Board of Directors of *Allô prof* from the very beginning. Michel Simard and Lucie Demers participated in turn in the meetings of the Board in 2010-2011.

Created in 1996 after the Estates General on Education, *Allô prof* is a charity supporting school perseverance, with the mission to provide all Québec students and their parents with homework assistance.

To support its mission, *Allô prof* makes a telephone service and online services available, involving a team of qualified teachers and a virtual community composed of student helpers, parents and education stakeholders. Since its founding, *Allô prof* has responded to 1.8 million queries from students and their parents. **Appendix 8 contains the list of members of the *Allô prof* consortium.**

Le Point en administration de l'éducation magazine

For the past three years, the ACSQ has served on the Editorial Committee of the *Le Point en administration de l'éducation*. This privilege allows us to keep abreast of upcoming topics, to let our members have their say, and to show the value of their expertise. In 2010-2011, we collaborated on writing six articles of interest. **Appendix 9 contains the documentary record of the articles written or co-written by our members.**