

## Exhibit 16: Main Preparation Routes and Current Requirements for Principals of Schools with Fourth Grade Students

Reported by National Research Coordinators

| Country           | Main Principal Preparation Route  | Current Requirements |  | Description of Policy Changes Within Past 10 Years  |
|-------------------|---|----------------------|--|---|
|                   |   | Teaching Experience  | Completion of Specialized School Leadership Training Program |   |
| Australia         | Principals are not required to have any specific qualifications in addition to teaching qualifications and teacher registration. However, most will have substantial experience as teachers and in leadership roles within schools and may also have further qualifications in educational leadership.  | Yes                  | No   | No change in policy   |
| Austria           | A requirement for being appointed as a school head is at least 6 years of professional experience as a teacher. In addition, after the appointment it is necessary to complete a course on school management (at least 30 ECTS).  | Yes                  | Yes  | According to the new teacher service code which was enacted in 2013 a school management course (90 ECTS) has to be completed before being appointed.  |
| Azerbaijan        | In addition to receiving their teaching qualifications from higher education institutions, all principals attend trainings to receive a certificate in educational leadership.  | Yes                  | Yes  | Since 2014, all candidates who have attended the specialized school leadership program and passed an examination can become a school director, regardless of age.   |
| Bahrain           | Principals and deputy principals are usually nominated after having a certain number of years of experience as teachers, senior teachers, curriculum specialists, or educational supervisors. After that, they undergo a special test and interview. The candidates will then go through an education leadership program before being appointed as a principal. | Yes                  | Yes  | No change in policy   |
| Belgium (Flemish) | Most principals were teachers in primary schools. In addition to receiving their teaching qualifications, some principals have a degree in educational leadership (although this depends on individual school policy). Preparatory or inservice programs for principals are different across the networks or associations of schools.                           | Yes                  | No   | No change in policy   |
| Belgium (French)  | In addition to receiving their qualifications, all principals must undergo a training program before entering the profession.   | Yes                  | Yes  | In 2007, support was provided to restore school heads to their primary role of steering the educational team and mechanisms for their periodic evaluation were established.   |
| Bulgaria          | Principals in primary schools are required to hold at least a bachelor's degree and should have several years of teaching experience.   | Yes                  | No   | No change in policy   |
| Canada            | The main preparation route varies across provinces, although most provinces require teaching certification and a university degree. An extra qualification beyond teacher certification is required in most provinces, such as a master's degree, certificate program, or teaching experience.  | Yes                  | Yes  | There were no country-wide changes in policy. However, in 2013, the Teacher Certification and Standards Board Regulations of Prince Edward Island introduced teacher certificate endorsements which serve as guidelines for employers when hiring teachers or when assigning instructional staff. |

A dash (-) indicates data not provided.

SOURCE: IEA's Progress in International Reading Literacy Study—PIRLS 2016

**Exhibit 16: Main Preparation Routes and Current Requirements for Principals of Schools with Fourth Grade Students (Continued)**

| Country              | Main Principal Preparation Route  | Current Requirements |  | Description of Policy Changes Within Past 10 Years  |
|----------------------|---|----------------------|--|---|
|                      |   | Teaching Experience  | Completion of Specialized School Leadership Training Program |   |
| Chile                | Most principals receive a degree in education and have at least 5 years of experience in the educational system.  | Yes                  | Yes  | In 2011, principal positions of public schools began to be selected by the Sistema de Alta Dirección Pública (Public Senior Management System). This changed the way principals were selected in public schools. Policy in private and private subsidized schools has not changed in the last 10 years. |
| Chinese Taipei       | Elementary school principals must be qualified teachers with at least 5 years of teaching experience and 3 years of school administrative experience.   | Yes                  | Yes  | A Teacher's Certificate was officially adopted as a requirement for being an elementary school principal in 2011.   |
| Czech Republic       | A teacher can apply to be a principal without school management education. Appointed principals without school management education need to start this type of education within 2 years of their appointment and finish it by 6 years after their appointment.  | Yes                  | Yes  | No change in policy   |
| Denmark              | Many principals have previously worked as teachers and completed a management training or degree program. Requirements for becoming a principal are the same for all grades. Principals are responsible for development of curricula, specification of school principles, executive tasks and administration, and pedagogical and educational management.                 | No                   | No   | Beginning in 2013, principals must undergo a competency development to be capable of managing learning environments, strategy and process of change, cross-curricular and interdisciplinary cooperation, students' well-being, motivation, and engagement, and the open school.                         |
| Egypt                | In addition to receiving their teaching qualifications, most principals have a degree in educational leadership.  | Yes                  | Yes  | No change in policy   |
| <sup>1</sup> England | The National Professional Qualification for Headship (NPQH) is the standard preparation route to become a head teacher or school principal. Study duration varies between 6 to 18 months and includes undertaking a school placement, the completion of 3 essential modules, 2 further study modules, and a final assessment.   | No                   | No   | The requirement for head teachers to complete the NPQH was abolished in 2012.   |
| Finland              | In addition to teaching qualifications at their respective education level, all principals must have a degree in educational administration (15 ECTS), basic studies in educational leadership (25 ECTS), or have acquired sufficient knowledge of educational administration and sufficient teaching experience in another way.  | Yes                  | Yes  | No change in policy   |
| France               | Principals are called school directors in primary education ( <i>maternelle</i> and elementary). School directors must be teachers of National Education with at least 2 years of effective service in teaching primary education. Candidates are subject to a review by the Director of Departmental Services of Education, a district inspector, and a school director. | Yes                  | No   | No change in policy   |

<sup>1</sup> For publicly funded and independent schools, it is not mandatory for head teachers to have a teaching qualification or experience, but the vast majority of head teachers will have a teaching qualification.

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| Country               | Main Principal Preparation Route  | Current Requirements   |   | Description of Policy Changes<br>Within Past 10 Years  |
|-----------------------|---|------------------------|---|--|
|                       |   | Teaching<br>Experience | Completion of<br>Specialized School<br>Leadership<br>Training Program |  |
| Georgia               | There are no preparation routes for principals.   | No                     | No  | Since 2015, experience in the field of education is mandatory. An exam was introduced in 2007.   |
| Germany               | The qualifications required for school heads are those of teachers at the relevant school level, with a teaching qualification plus several years of teaching and management experience.  | Yes                    | No  | In tandem with teacher education reform in 2005, principals and teachers are now required to attain a bachelor's degree.   |
| Hong Kong SAR         | Principals are required to attain the "Certification for Principalship." Newly appointed principals are required to enroll in professional development programs.  | Yes                    | Yes   | No change in policy  |
| Hungary               | Principals are required to have a professional qualification or degree in educational leadership.   | Yes                    | Yes   | As of September 1, 2012, principals are required to have a professional qualification or degree in educational leadership. Formerly, principals needed only to have completed a teacher qualification examination.   |
| Iran, Islamic Rep. of | There is no specific preparation route for principals.  | No                     | No  | No change in policy  |
| Ireland               | Most applicants must have a minimum of 5 years teaching experience. While not a requirement, many prospective principals complete management or leadership post-graduate courses.   | Yes                    | No  | No change in policy  |
| Israel                | In addition to receiving their teaching qualifications, principals must obtain a master's degree, have 5 years of teaching experience, and participate in a 2-year specialized school leadership program carried out by the Institute for Scholar Leadership. | Yes                    | Yes   | Until 2008, principals were required to hold a master's degree in Leadership and Management of Educational Systems. Although principals must still hold a master's degree, it may be from any field. Additionally, the completion of a specialized school leadership program was required beginning in 2008. |
| Italy                 | Prospective principals must work for at least 5 years as a tenured teacher and pass a specific competitive examination.   | Yes                    | No  | No change in policy  |
| Kazakhstan            | Some principals receive training at the School of Management Program.   | Yes                    | No  | No change in policy  |
| Kuwait                | Principals complete a training course provided by the Ministry of Education.  | Yes                    | No  | No change in policy  |
| Latvia                | Usually, practicing teachers become principals. Principals must hold a bachelor's or master's degree in pedagogy or education or a teacher's qualification.   | Yes                    | No  | New regulations for the education and qualifications of principals were issued by the Cabinet of Ministers in 2014.  |
| Lithuania             | Requirements for principals are documented by the Ministry of Education and Science. All candidates are evaluated and the person who meets all requirements and receives the highest evaluation can take the position.  | Yes                    | No  | Since 2015, the National School Evaluation Agency will evaluate only some of the personal competencies (not all of them as before). All other competencies will be evaluated in accordance with the order certified by the Minister of Education and Science.  |

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|                  |   | Teaching<br>Experience | Completion of<br>Specialized School<br>Leadership<br>Training Program |  |
| Macao SAR        | In addition to receiving teaching qualifications, most principals complete the School Leadership Program (mandatory since September 1, 2013). The principal's academic qualifications should not be lower than that required for teachers teaching in the highest education level of the school.  | No                     | Yes   | From September 2013, principals have to complete professional development courses (School Leadership Program) prior to taking up the post, ensuring that the respective personnel have the professional abilities to lead and develop the school, so as to match with the work in terms of administration, teaching management and financial management. |
| Malta            | In addition to their teaching qualifications, heads of school need to have at least a postgraduate Diploma in Education specializing in Leadership, Management, and Administration. They must also have a minimum of 10 years teaching experience, together with at least 4 years' experience as an Assistant Head of School, Inclusive Education Coordinator, Head of Department, or College Counsellor. | Yes                    | Yes   | No change in policy  |
| Morocco          | Principals are chosen from experienced teachers and they go through 6 weeks of theoretical training and 6 weeks of practical training.  | Yes                    | No  | Beginning in the 2015/2016 school year, all principals are required to go through a year of training in specialized centers and pass a certification exam.   |
| Netherlands      | All principals should have a degree in educational leadership or business management.   | No                     | Yes   | No change in policy  |
| New Zealand      | In addition to receiving their teaching qualifications and having teaching experience, some principals will have completed a postgraduate degree in educational leadership.   | Yes                    | No  | No change in policy  |
| Northern Ireland | Many principals complete the Professional Qualification for Headship (PQH[NI]) provided by the Education Authority, although this is not mandatory. This program is currently under review.   | Yes                    | No  | No change in policy  |
| Norway (5)       | Principals must have pedagogical competence. Most principals have (or will be offered) a degree in educational leadership.  | No                     | No  | No change in policy  |
| Oman             | In addition to receiving their teaching qualifications, principals receive a diploma in school administration and are supported to complete a master's degree in school planning and administration.  | Yes                    | Yes   | No change in policy  |
| Poland           | -   | -                      | -   | -  |
| Portugal         | School principals are generally fully certified teachers who either have specific training in school or educational administration, have previous experience and have served at the school's board of directors, or have relevant experience in the areas of school administration and management.  | Yes                    | Yes   | Pedagogical and administrative boards now cover all grades of Basic and Secondary education.   |
| Qatar            | In addition to their educational qualifications, most principals have degrees in leadership education.  | Yes                    | Yes   | No change in policy  |

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|                    |   | Teaching Experience  | Completion of Specialized School Leadership Training Program |  |
| Russian Federation | In addition to receiving their teaching qualifications, most principals have a degree in educational leadership.  | Yes                  | Yes  | Principals must have higher education training in state and municipal management, general management, or human resource management and 5 years of teaching experience. They must also have further education in public and municipal administration, management, or economics. |
| Saudi Arabia       | In addition to receiving their teaching qualifications, some principals have a degree in educational leadership.  | Yes                  | No   | No change in policy  |
| Singapore          | All principals start their careers in education as classroom teachers and have thus gone through a mandatory preservice teacher education course at the National Institute of Education, Nanyang Technological University. Typically, a prospective principal would have first served in some middle management role (e.g., as Department Head, which also has teaching duties) before they are appraised, interviewed, and selected to participate in a full-time, 6-month Leaders in Education Programme conducted by the National Institute of Education, Nanyang Technological University, and fully paid for by the Ministry of Education. | Yes                  | Yes  | No change in policy  |
| Slovak Republic    | Principals must have at least 5 years of pedagogical practice, achieve first attestation, and accomplish the Leadership Programme for principals and other senior staff within 3 years of becoming the principal.   | Yes                  | Yes  | In 2009, requirements for eligibility, professional and career development, attestation, and continuous education were approved.   |
| Slovenia           | Candidates for the head teacher position must have the same qualifications as teachers and counsellors in the school. Additionally, they must have at least 5 years of work experience in education and the professional title Counsellor or Councillor. The title Mentor shall be adequate if the candidate shall hold it for at least 5 years prior to application. The overall requirement is the headship license. It may be acquired within 1 year of the appointment.   | Yes                  | Yes  | No change in policy  |
| South Africa       | In addition to their teaching qualification, many principals have a certificate or postgraduate qualifications in educational leadership.   | Yes                  | No   | No change in policy  |
| Spain              | In addition to receiving their teaching qualifications, principals need 5 years of experience, a degree in educational leadership, and a project detailing the leadership program he or she would want to implement.  | Yes                  | Yes  | Beginning in 2013, the Organic Law for Improvement of Educational Quality requires principals to have a certificate of a specialized school leadership training taught by the Ministry of Education.   |
| Sweden             | Most principals have a teacher's degree. The National School Leadership Training Programme is compulsory for newly employed principals. Public and private education providers are responsible for ensuring that newly appointed principals are enrolled in and take part in the program or an equivalent program. The training program is to begin as soon as possible after the person has begun their employment and should be completed within 4 years.   | No                   | Yes  | No change in policy  |

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|  |   | Teaching Experience  | Completion of Specialized School Leadership Training Program |   |
| Trinidad and Tobago  | In addition to receiving their teaching qualifications, principals must have a degree in educational administration.  | Yes                  | Yes  | Since approximately 8 years ago, principals are required to have a degree in Educational Administration/Leadership or Management to be considered for the post of principal.  |
| United Arab Emirates   | All principals are required to pass a program of educational leadership in addition to possessing teaching qualifications.  | Yes                  | Yes  | In 2015, a dedicated leadership program with a project and final test was begun.  |
| United States  | Most states require principals to have a minimum of 3 years of teaching experience. Additionally, most principals have advanced degrees. School principals are generally required to hold a master's degree in education leadership or education administration. In 2011/2012, 98% of principals in primary schools held a master's or higher degree. | Yes                  | Yes  | The Every Student Succeeds Act, signed into law in 2015, features several new training opportunities for principals as well as funding for School Leader Residency Programs. These programs would afford clinical experiences, a yearlong residency, relevant coursework, and mentoring support from a current principal to new principal candidates. |
| <b>Benchmarking Participants—Responses Pertain to Benchmarking Provinces/Regions/Emirates/States</b> |   |                      |  |   |
| Buenos Aires, Argentina  | In addition to receiving their teaching qualifications, all school principals must take a mandatory course in educational leadership.   | Yes                  | Yes  | No change in policy   |
| Ontario, Canada  | Principals in publicly funded schools must have an undergraduate degree, 5 years of teaching experience, certification in 3 divisions (Primary, Junior, Intermediate, or Senior), 2 Specialist or Honour Specialist additional qualifications or a master's degree, and must complete the Principal's Qualification Program.                          | Yes                  | Yes  | No change in policy   |
| Quebec, Canada   | In addition to the teaching diploma, principals should have a master's degree in educational leadership or education administration.  | Yes                  | Yes  | No change in policy   |
| Denmark (3)  | Many principals have previously worked as teachers and completed a management training or degree program (such as in management). Requirements for becoming a principal are the same for all grades.  | No                   | No   | Beginning in 2013, principals must undergo a competency development to be capable of managing learning environments, strategy and process of change, cross-curricular and interdisciplinary cooperation, students' well-being, motivation, and engagement, and the open school.   |
| Norway (4)   | Principals must have pedagogical competence. Most principals have (or will be offered) a degree in educational leadership).   | No                   | No   | No change in policy   |
| Moscow City, Russian Fed.  | In addition to receiving their teaching qualifications, all principals have a degree in educational leadership.   | Yes                  | Yes  | The Ministry of Health and Social Development of Russia revised principal requirements in 2012. Under the Law of Education, passed in 2012, candidates for the position of school leader are subject to mandatory certification. Certification consists of qualification tests and an interview with the qualification commission.                    |

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|                                 |  | Teaching<br>Experience | Completion of<br>Specialized School<br>Leadership<br>Training Program |  |
| Eng/Afr/Zulu - RSA (5)          | In addition to their teaching qualification, many principals have a certificate or postgraduate qualifications in educational leadership.  | Yes                    | No  | No change in policy  |
| Andalusia, Spain                | No specific route for principals.  | No                     | No  | No change in policy  |
| Madrid, Spain                   | In addition to receiving their teaching qualifications, principals need 5 years of experience, a degree in educational leadership, and a project detailing the leadership program he or she would want to implement.                                       | Yes                    | Yes   | Beginning in 2013, the Organic Law for Improvement of Educational Quality requires principals to have a certificate of a specialized school leadership training taught by the Ministry of Education. |
| Abu Dhabi, United Arab Emirates | Principals are required to have at least a bachelor's degree in education, current teaching credentials from an accredited academic institution or legislative body, a specified level of English proficiency, and a minimum grade point average of 2.5/4. | Yes                    | No  | Qualifications for principals were updated in 2013.  |
| Dubai, United Arab Emirates     | Principals are required to pass a program of educational leadership and possess a teaching certificate.  | Yes                    | Yes   | There is a program run by a government authority for hiring teachers.  |

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