

Exhibit 8.11: Principals' Years of Experience

Reported by Principals

Country	Percent of Students by Principals' Years of Experience as a Principal				Average Years of Experience as a Principal
	20 Years or More	At Least 10 but Less than 20 Years	At Least 5 but Less than 10 Years	Less than 5 Years	
Australia	18 (3.0)	31 (3.5)	26 (3.4)	25 (3.9)	11 (0.6)
Bahrain	8 (0.1)	13 (0.2)	37 (0.2)	43 (0.2)	7 (0.0)
Belgium (Flemish)	4 (1.6)	40 (3.8)	32 (3.5)	24 (4.0)	9 (0.5)
Bulgaria	22 (3.4)	42 (5.6)	20 (3.8)	16 (4.1)	13 (0.7)
Canada	3 (0.9)	35 (3.3)	30 (2.8)	32 (2.6)	8 (0.3)
Chile	17 (3.5)	24 (3.8)	22 (3.9)	37 (4.5)	10 (0.8)
Chinese Taipei	4 (1.7)	37 (4.0)	32 (3.6)	27 (3.7)	9 (0.4)
Croatia	11 (3.0)	30 (3.4)	22 (2.6)	36 (3.8)	9 (0.7)
Cyprus	6 (1.4)	3 (1.4)	27 (4.6)	65 (4.9)	5 (0.4)
Czech Republic	13 (2.5)	42 (4.2)	23 (3.6)	22 (3.3)	11 (0.6)
Denmark	20 (3.3)	36 (3.9)	21 (3.3)	22 (3.8)	12 (0.7)
England	4 (1.7)	38 (4.6)	24 (3.7)	34 (4.6)	9 (0.5)
Finland	18 (3.4)	38 (4.1)	25 (4.0)	18 (3.5)	12 (0.7)
France	9 (2.7)	40 (4.5)	27 (4.0)	23 (4.1)	10 (0.6)
Georgia	17 (3.2)	15 (3.1)	38 (4.6)	30 (4.4)	9 (0.7)
Germany	15 (2.7)	25 (3.1)	29 (3.4)	30 (3.7)	10 (0.6)
Hong Kong SAR	14 (3.0)	44 (4.3)	20 (4.0)	22 (3.1)	12 (0.6)
Hungary	14 (3.3)	32 (4.3)	31 (3.8)	22 (3.6)	11 (0.7)
Indonesia	5 (1.5)	17 (2.7)	42 (3.6)	36 (3.6)	7 (0.4)
Iran, Islamic Rep. of	16 (2.6)	38 (3.5)	25 (2.8)	21 (3.1)	11 (0.6)
Ireland	17 (3.5)	32 (4.3)	22 (3.6)	30 (4.1)	11 (0.8)
Italy	15 (3.1)	25 (3.8)	30 (3.7)	30 (3.5)	10 (0.7)
Japan	0 (0.0)	5 (1.8)	39 (4.0)	56 (3.9)	4 (0.2)
Kazakhstan	14 (2.5)	28 (3.7)	29 (3.8)	30 (3.6)	10 (0.7)
Korea, Rep. of	33 (4.2)	0 (0.0)	22 (3.1)	45 (4.1)	14 (1.4)
Kuwait	12 (2.9)	19 (4.0)	45 (4.3)	24 (3.8)	9 (0.7)
Lithuania	40 (3.6)	36 (3.6)	19 (3.0)	6 (1.9)	17 (0.6)
Morocco	3 (1.0)	57 (2.9)	26 (2.7)	13 (2.1)	11 (0.2)
Netherlands	13 (4.0)	30 (4.7)	28 (4.8)	30 (4.9)	10 (1.0)
New Zealand	31 (3.4)	34 (3.5)	20 (3.1)	15 (2.7)	14 (0.6)
Northern Ireland	17 (3.7)	36 (4.8)	24 (4.9)	23 (4.9)	12 (0.8)
Norway (5)	11 (3.1)	24 (3.6)	33 (4.2)	32 (4.6)	9 (0.7)
Oman	14 (2.5)	44 (3.4)	19 (2.7)	23 (3.0)	11 (0.5)
Poland	16 (3.3)	44 (4.0)	26 (3.2)	13 (3.1)	12 (0.6)
Portugal	11 (2.5)	29 (4.3)	38 (4.4)	22 (3.0)	10 (0.6)
Qatar	8 (1.7)	21 (2.9)	43 (3.7)	28 (2.9)	8 (0.4)
Russian Federation	21 (3.4)	29 (3.9)	24 (3.6)	26 (3.5)	12 (0.7)
Saudi Arabia	14 (2.7)	33 (3.7)	22 (3.1)	31 (4.0)	11 (0.6)
Serbia	1 (0.8)	33 (3.8)	23 (3.5)	43 (3.5)	7 (0.4)
Singapore	2 (0.0)	41 (0.0)	30 (0.0)	27 (0.0)	8 (0.0)
Slovak Republic	13 (2.6)	38 (4.1)	20 (3.3)	29 (3.4)	10 (0.6)
Slovenia	7 (2.1)	37 (4.2)	33 (4.3)	23 (3.7)	10 (0.5)
Spain	6 (1.4)	27 (3.5)	29 (3.4)	38 (3.7)	8 (0.4)
Sweden	12 (3.1)	32 (4.4)	31 (3.6)	25 (2.9)	10 (0.6)
Turkey	8 (2.1)	24 (3.5)	29 (3.1)	39 (3.3)	8 (0.6)
United Arab Emirates	20 (1.8)	27 (1.8)	28 (2.2)	25 (1.8)	11 (0.3)
United States	5 (1.6)	27 (3.1)	27 (3.2)	42 (3.6)	7 (0.4)
International Avg.	13 (0.4)	30 (0.5)	28 (0.5)	29 (0.5)	10 (0.1)

SOURCE: IEA's Trends in International Mathematics and Science Study – TIMSS 2015

() Standard errors appear in parentheses. Because of rounding some results may appear inconsistent.

An "r" indicates data are available for at least 70% but less than 85% of the students. An "s" indicates data are available for at least 50% but less than 70% of the students.

Exhibit 8.11: Principals' Years of Experience (Continued)

Country	Percent of Students by Principals' Years of Experience as a Principal				Average Years of Experience as a Principal
	20 Years or More	At Least 10 but Less than 20 Years	At Least 5 but Less than 10 Years	Less than 5 Years	
Benchmarking Participants					
Buenos Aires, Argentina	9 (3.1)	13 (4.0)	36 (5.1)	42 (5.1)	8 (0.6)
Ontario, Canada	0 (0.0)	38 (5.7)	31 (4.5)	31 (4.3)	8 (0.4)
Quebec, Canada	4 (2.5)	37 (5.1)	29 (5.1)	30 (4.9)	9 (0.7)
Norway (4)	10 (2.6)	24 (3.4)	33 (4.4)	32 (4.8)	9 (0.7)
Abu Dhabi, UAE	21 (3.9)	34 (4.1)	19 (4.4)	26 (3.9)	11 (0.7)
Dubai, UAE	12 (0.2)	25 (0.2)	36 (0.3)	27 (0.3)	10 (0.0)
Florida, US	4 (2.9)	25 (6.6)	29 (7.4)	42 (7.1)	7 (0.9)

SOURCE: IEA's Trends in International Mathematics and Science Study – TIMSS 2015