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Since 1961.

September 29, 2017

RE: FOIA Request No. 17-0137

This is in response to your Freedom of Information Act (FOIA) request. Specifically, you wrote: *“This is a request for records under the provisions of the Freedom of Information Act. I request a copy of the Early Termination Report (which is extracted from the PCVDBMS) for*

*Fiscal Year 2010  
Fiscal Year 2011  
Fiscal Year 2012  
Fiscal Year 2013  
Fiscal Year 2014  
Fiscal Year 2015  
Fiscal Year 2016”*

Please note, the reports you are requesting are available on the website and can be accessed here <https://www.peacecorps.gov/about/open-government/reports/>. We noticed that Fiscal Year 2010 and 2011 reports are not available on the website, therefore I have attached them. No information has been withheld.

FY 10 Report (23 pages)  
FY 11 Report (14 pages)

FOIA Request No.17-0137  
Page Two

If you are not satisfied with this response, you may administratively appeal within 90 business days of your receipt of this letter. The appeal should be addressed to William L. Stoppel, Acting Associate Director - Management, Peace Corps, 1111 20th Street NW, Washington, DC 20526. Your appeal must include the FOIA request number and a statement explaining what you are appealing. It is possible to submit the appeal by U.S. mail (see above) or fax or email.

Note that our fax number is 202-692-1385 and email is foia@peacecorps.gov. Also, however you submit the appeal, "Freedom of Information Act Appeal" should be clearly marked on the appeal letter and envelope, or the email subject line, or the fax cover sheet.

If you have any questions regarding this response, please contact Chanel Diggs, FOIA/Privacy Act Specialist, at 202-692-1181 or foia@peacecorps.gov.

Sincerely,

Denora Miller  
FOIA/PA Officer

Attachments



# Report on Early Terminations FY 2010

Prepared by:

Office of Strategic Information, Research, and Planning

March 2010

## Table of Contents

Introduction .....	2
Definitions and Methodology .....	3
FY 2010 ET Report Findings.....	5
Summary and Next Steps.....	16
Appendix A: Summary of Demographic Analysis.....	17
Appendix B: FY 2006 to FY 2010 Resignation and Early Termination Rates by Post .....	18

## Introduction

Peace Corps has long recognized the significance of early terminations (ETs). When a Volunteer's service is terminated, it represents the loss of a talented American engaged in cultural exchange and grassroots development within their assigned community and country of service. It also disrupts the relationship Peace Corps has with the host country, since the unexpected departure of a Volunteer is likely to have a negative impact on the Volunteer's project and, by proxy, the goals and objectives established between Peace Corps and the host country. Moreover, it represents a lost investment for the Peace Corps, which expended its limited resources to recruit and train the individual.

It is important to note that early terminations, and in particular resignations, should not necessarily be viewed as a direct measure of post management. A post's resignation rate may simply be an indicator of Volunteer resilience as opposed to a judgment on the relative merits of post staff. Furthermore, it is also possible that a Volunteer may have a significant positive impact on their community but leave early, while a less effective Volunteer may serve their full term of service but provide just adequate value to their site.

The true value of early termination data is in the ongoing review of termination and resignation rates. While the examination of stand-alone rates will tell us little about agency performance or post management, fluctuations in the rates or consistently high rates are an indicator that further investigation is warranted. Indeed, the Comprehensive Agency Assessment Team recommends "continued review of resignation data and the development of action items at headquarters and at post, when indicated by high resignation rates or an increase in resignation rates" (p.179). Familiarity with early termination and resignation data will positively influence decisions about next steps.

The Office of Strategic Information, Research, and Planning (OSIRP) developed this report to help inform offices and posts on early termination statistics and data. In summary, this report provides the following information:

- Worldwide, regional, and post ET and resignation rates (FY 2006 to FY 2010)
- Timing of resignation occurrence by month into service (FY 2003 to FY 2008)
- FY 2010 ET rates by demographic variables of gender, age group, ethnicity, marital status, and education level
- FY 2010 ET rates by post

## Definitions and Methodology

### Description of Terms

Peace Corps Manual Section 284 establishes the policies and procedures governing the circumstances under which a Peace Corps Volunteer's service may end prior to the completion of service date. For the purpose of this report, the term "Volunteer" includes anyone who has entered on duty, i.e. both Trainees and Volunteers. An ET occurs when a Volunteer "cannot or should not remain in service until his or her completion of service (COS) date." There are four types of early termination, each discussed separately in this Manual Section:

Resignation (RS): A resignation is a decision made by a Volunteer that he/she no longer wishes to continue in Peace Corps service.

Medical Separation (MD): If a Volunteer has or develops a medical condition that Peace Corps cannot medically accommodate or resolve within forty-five (45) days, the Volunteer will be medically separated. This decision is made by the Office of Medical Services (OMS) in consultation, as needed, with appropriate medical consultants.

Administrative Separation (AD): Pursuant to the Peace Corps Act, 22 U.S.C. 2504(i), the service of a Volunteer may be terminated at any time at the pleasure of the President. The authority of the President to terminate service has been delegated to the Director of the Peace Corps. Accordingly, the Director, or anyone to whom the Director delegates such authority, may separate a Volunteer at any time purely at the discretion of the deciding official and as otherwise expressly provided herein.

Interrupted Service (IS): A Volunteer may be separated with interrupted service status if the Country Director determines that circumstances beyond the control of the Volunteer make it necessary for the Volunteer to leave his or her present assignment.

### Methodology

This report, as has been the practice for the past few years, uses the "annual method" in reporting ET data. A data set was created by identifying every Volunteer that served at any point during the time period in question ( $n = 12,225$  for FY 2010). All demographic and group variables pertaining to each Volunteer are contained within the data set for each fiscal year. The "ET rate" using the annual method is the number of Volunteers who separated from the Peace Corps during the fiscal year ( $n = 1,016$  for FY 2010) divided by the total number of trainees and volunteers who served at any time during the fiscal year.

The majority of this report concerns data from Fiscal Year 2010 – the period from October 1, 2009 to September 30, 2010. There are some instances where data from previous fiscal years are reported. Any change to methodology for that data is explained within the relevant section.

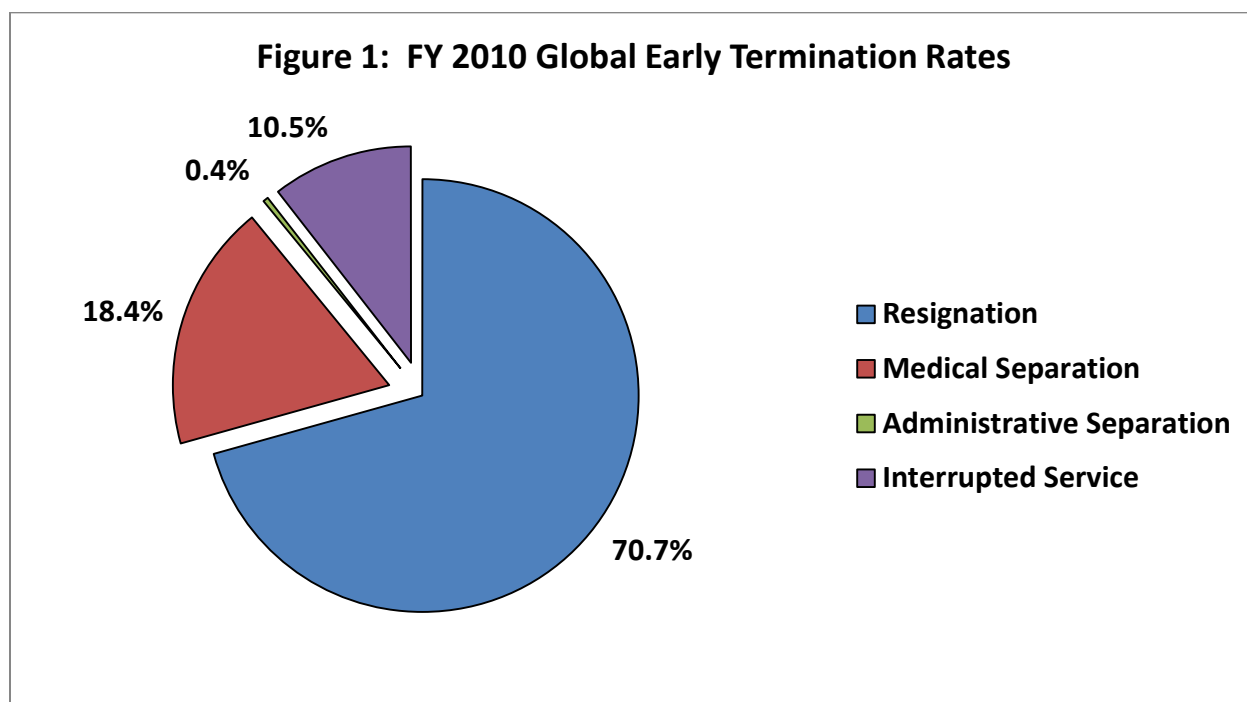
Analysis of the data was done using the analytical software package SPSS and Excel pivot tables. OSIRP has prepared a Standard Operating Procedure for the methodology used, as well as SPSS syntax files to allow for identical analysis for future reports. This will ensure consistency in future years and ensure greater reliability of the various analyses conducted, in particular when analyzing trends.



## FY 2010 ET Report Findings

### Worldwide and Regional

As described in the previous section, there are four types of early terminations (ETs) defined by the agency. Figure 1, shown below, reports the types of ETs worldwide for all Volunteers for FY 2010.



- Resignations continued to account for the greatest percentage of ETs (71% where n=718).
- Medical separations accounted for another 18% (n=187).
- Interrupted service ETs accounted for almost 11% (n=107).
- Administrative separations were less than 1% of all ETs (n=4)<sup>1</sup>.

Table 1, below, reports the early termination rate (ET%) and resignation rate (RS%) for each region, as well as worldwide, for each of the past five fiscal years.

Over time, the data suggest that the ET rate for the entire agency (global data) has stayed within a fairly narrow range, but demonstrates a declining trend for the past five fiscal years. Similarly, the resignation rate is also within a fairly narrow range, and also shows a declining

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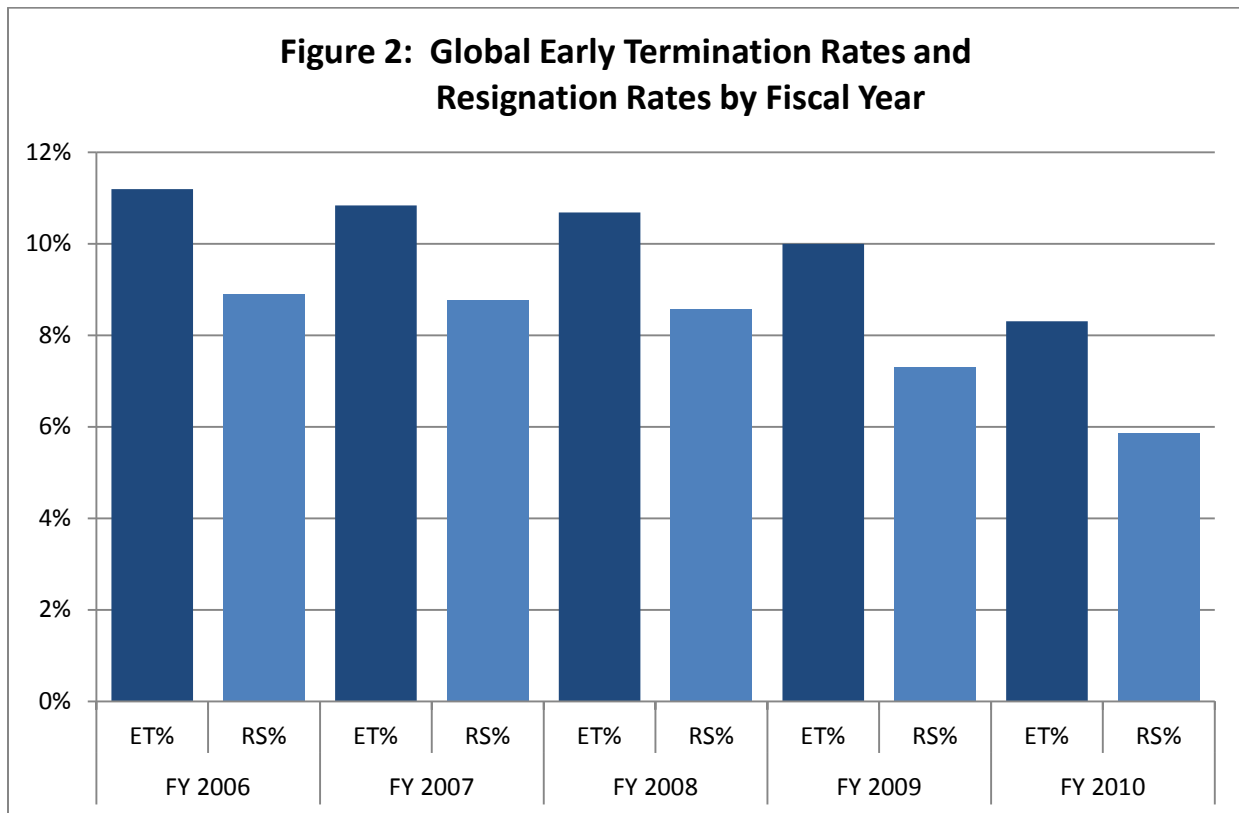
<sup>1</sup> Volunteers informed by their Country Director that they will be administratively separated from Peace Corps are given a 24-hour window to voluntarily resign from their service. If they choose this alternative, they are entered into the database as a resignation.

trend for the past five fiscal years. It should be noted however, that the recent increase in the number of Volunteers in the field has, in effect, inflated the denominator of the ratio, thereby leading to a lower ET and RS rate. More specifically, Peace Corps input a large number of trainees at the end of the 4<sup>th</sup> quarter, i.e. the end of the 2010 fiscal year. This large influx of trainees inflated the denominator, but had little effect on the numerator since the trainees had only a small window of opportunity to terminate their service before the data sample timeframe ended on September 30th. The result was a lower ET and RS rate in FY 2010.

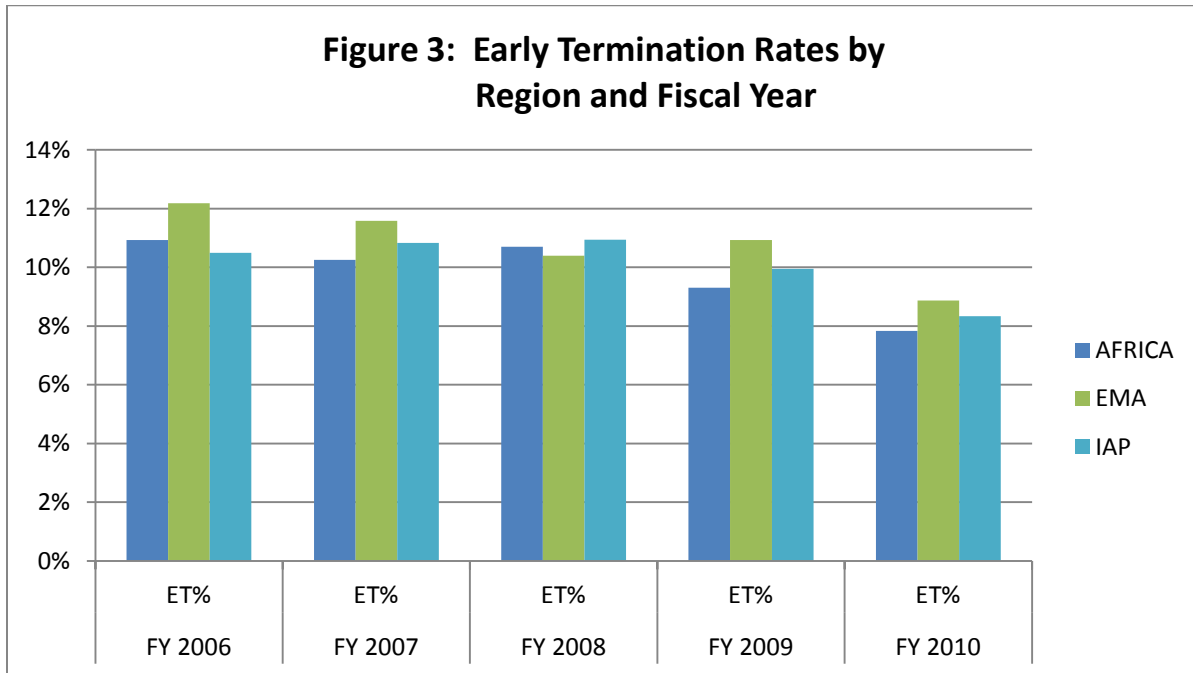
**Table 1: Early Termination and Resignation Rates by Region and Fiscal Year**

	FY 2006		FY 2007		FY 2008		FY 2009		FY 2010	
	ET%	RS%	ET%	RS%	ET%	RS%	ET%	RS%	ET%	RS%
AFRICA	10.9%	8.7%	10.3%	8.4%	10.7%	8.8%	9.3%	7.1%	7.8%	5.5%
EMA	12.2%	9.9%	11.6%	9.6%	10.4%	8.3%	10.9%	7.6%	8.9%	6.4%
IAP	10.5%	8.1%	10.8%	8.5%	10.9%	8.5%	9.9%	7.2%	8.3%	5.8%
<b>GLOBAL</b>	<b>11.2%</b>	<b>8.9%</b>	<b>10.8%</b>	<b>8.8%</b>	<b>10.7%</b>	<b>8.6%</b>	<b>10.0%</b>	<b>7.3%</b>	<b>8.3%</b>	<b>5.9%</b>

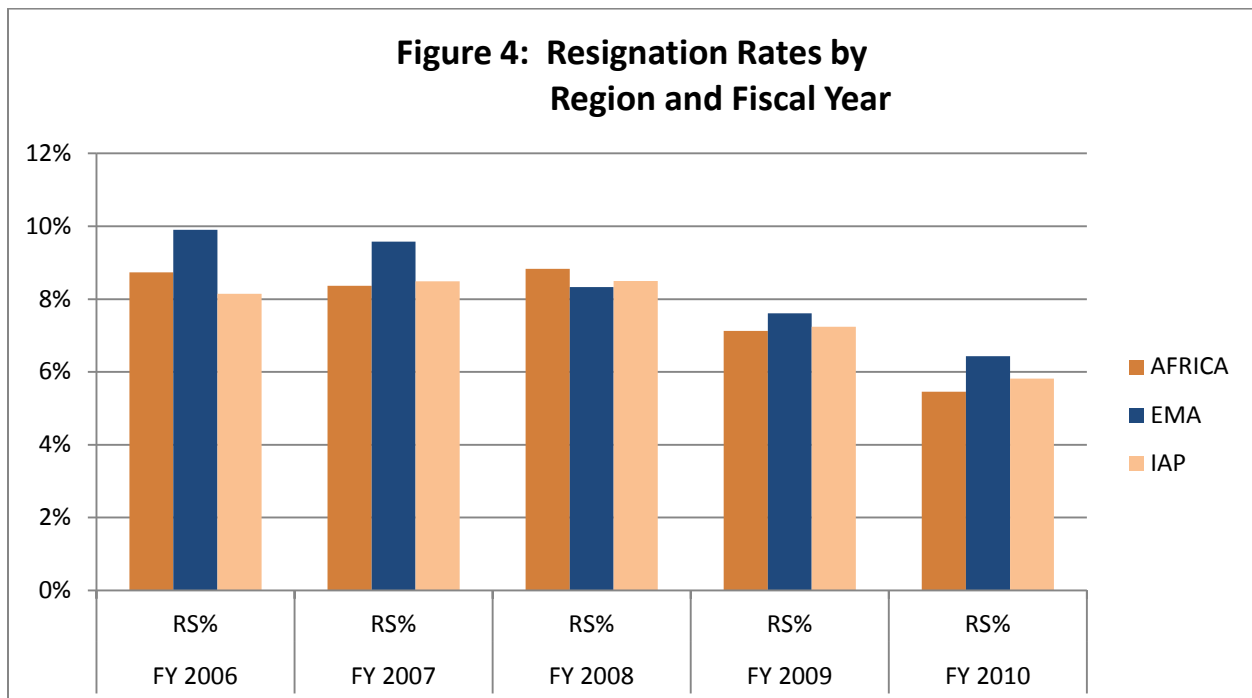
The data above are illustrated in Figures 2, 3, and 4 below. As mentioned earlier, ET and resignation rates have very similar variations from year to year.



When looking at the early termination rates by region (Figure 3), EMA demonstrates higher rates than IAP or Africa, except for FY 2008 when it had the lowest regional ET rate. It should be noted, however, that the ET rates for all three regions consistently fall within a narrow range.



Resignation rate trends by region (Figure 4) mirror the early termination rate trends, further indicating that resignation rates are the main driver of the ET rate, despite being just one of four factors contributing to the overall rate.



## Posts

Early termination data by post for FY 2010 are presented in Tables 2, 3, and 4. The data is ordered from highest to lowest resignation rate to discount the negative impact that interrupted service has on an individual country. Additional country data are located in the appendices for each fiscal year from 2006 to 2010.

**Table 2: FY 2010 Africa Early Termination and Resignation Data**

POST	PCVs	ET	RS	MD	AD	IS	RS%	ET%
SOUTH AFRICA	215	26	23	2	0	1	10.7%	12.1%
BOTSWANA	172	18	18	0	0	0	10.5%	10.5%
ZAMBIA	254	30	24	4	1	1	9.4%	11.8%
MADAGASCAR	116	9	8	1	0	0	6.9%	7.8%
TOGO	181	19	12	6	0	1	6.6%	10.5%
NIGER	157	31	10	3	0	18	6.4%	19.7%
ETHIOPIA	127	10	8	2	0	0	6.3%	7.9%
KENYA	129	13	8	3	2	0	6.2%	10.1%
MALAWI	194	15	12	3	0	0	6.2%	7.7%
SENEGAL	285	18	17	1	0	0	6.0%	6.3%
SWAZILAND	101	10	6	2	0	2	5.9%	9.9%
MALI	242	14	13	1	0	0	5.4%	5.8%
UGANDA	227	18	12	6	0	0	5.3%	7.9%
TANZANIA	251	19	13	3	0	3	5.2%	7.6%
SIERRA LEONE	39	2	2	0	0	0	5.1%	5.1%
RWANDA	103	12	5	7	0	0	4.9%	11.7%
NAMIBIA	210	14	10	1	0	3	4.8%	6.7%
BENIN	169	13	8	4	0	1	4.7%	7.7%
LIBERIA	24	2	1	0	0	1	4.2%	8.3%
GHANA	242	14	9	4	0	1	3.7%	5.8%
MOZAMBIQUE	255	11	9	1	0	1	3.5%	4.3%
BURKINA FASO	201	12	6	4	0	2	3.0%	6.0%
LESOTHO	139	7	4	3	0	0	2.9%	5.0%
CAMEROON	249	7	7	0	0	0	2.8%	2.8%
CAPE VERDE	83	4	2	2	0	0	2.4%	4.8%
GAMBIA	129	8	1	4	0	3	0.8%	6.2%
GUINEA	53	0	0	0	0	0	0.0%	0.0%
<b>AFRICA</b>	<b>4547</b>	<b>356</b>	<b>248</b>	<b>67</b>	<b>3</b>	<b>38</b>	<b>5.5%</b>	<b>7.8%</b>
<b>GLOBAL</b>	<b>12225</b>	<b>1016</b>	<b>718</b>	<b>187</b>	<b>4</b>	<b>107</b>	<b>5.9%</b>	<b>8.3%</b>

**Table 3: FY 2010 EMA Early Termination and Resignation Data**

<b>POST</b>	<b>PCVs</b>	<b>ET</b>	<b>RS</b>	<b>MD</b>	<b>AD</b>	<b>IS</b>	<b>RS%</b>	<b>ET%</b>
JORDAN	72	17	16	0	0	1	22.2%	23.6%
CAMBODIA	126	20	19	1	0	0	15.1%	15.9%
MONGOLIA	193	28	21	5	0	2	10.9%	14.5%
MOLDOVA	195	23	21	2	0	0	10.8%	11.8%
THAILAND	153	20	16	3	0	1	10.5%	13.1%
INDONESIA	20	2	2	0	0	0	10.0%	10.0%
KAZAKHSTAN	239	24	18	5	0	1	7.5%	10.0%
ALBANIA	121	12	9	3	0	0	7.4%	9.9%
ARMENIA	136	10	10	0	0	0	7.4%	7.4%
AZERBAIJAN	188	16	12	4	0	0	6.4%	8.5%
CHINA	200	13	11	2	0	0	5.5%	6.5%
MOROCCO	399	24	21	2	0	1	5.3%	6.0%
BULGARIA	229	13	11	1	0	1	4.8%	5.7%
ROMANIA	151	9	7	2	0	0	4.6%	6.0%
UKRAINE	599	31	25	5	0	1	4.2%	5.2%
PHILIPPINES	281	17	11	4	0	2	3.9%	6.0%
KYRGYZSTAN	168	42	5	2	0	35	3.0%	25.0%
MACEDONIA	140	7	4	2	0	1	2.9%	5.0%
TURKMENISTAN	107	5	3	1	0	1	2.8%	4.7%
GEORGIA	60	2	1	1	0	0	1.7%	3.3%
<b>EMA</b>	<b>3777</b>	<b>335</b>	<b>243</b>	<b>45</b>	<b>0</b>	<b>47</b>	<b>6.4%</b>	<b>8.9%</b>
<b>GLOBAL</b>	<b>12225</b>	<b>1016</b>	<b>718</b>	<b>187</b>	<b>4</b>	<b>107</b>	<b>5.9%</b>	<b>8.3%</b>

**Table 4: FY 2010 IAP Early Termination and Resignation Data**

<b>POST</b>	<b>PCVs</b>	<b>ET</b>	<b>RS</b>	<b>MD</b>	<b>AD</b>	<b>IS</b>	<b>RS%</b>	<b>ET%</b>
JAMAICA	112	18	15	3	0	0	13.4%	16.1%
GUYANA	94	19	12	5	0	2	12.8%	20.2%
MICRONESIA	104	11	10	1	0	0	9.6%	10.6%
ECUADOR	274	34	26	5	0	3	9.5%	12.4%
BELIZE	113	11	10	1	0	0	8.8%	9.7%
SAMOA	58	9	5	2	0	2	8.6%	15.5%
SURINAME	64	5	5	0	0	0	7.8%	7.8%
HONDURAS	290	31	21	7	0	3	7.2%	10.7%
GUATEMALA	338	28	21	7	0	0	6.2%	8.3%
TONGA	66	11	4	3	0	4	6.1%	16.7%
DOMINICAN REPUBLIC	297	16	16	0	0	0	5.4%	5.4%
FIJI	97	8	5	2	1	0	5.2%	8.2%
PARAGUAY	335	22	16	3	0	3	4.8%	6.6%
EASTERN CARIBBEAN	127	9	6	3	0	0	4.7%	7.1%
PANAMA	279	16	13	3	0	0	4.7%	5.7%
VANUATU	134	8	6	0	0	2	4.5%	6.0%
EL SALVADOR	208	13	9	4	0	0	4.3%	6.3%
COSTA RICA	166	10	6	3	0	1	3.6%	6.0%
PERU	339	15	10	5	0	0	2.9%	4.4%
NICARAGUA	315	29	9	18	0	2	2.9%	9.2%
MEXICO	91	2	2	0	0	0	2.2%	2.2%
<b>IAP</b>	<b>3901</b>	<b>325</b>	<b>227</b>	<b>75</b>	<b>1</b>	<b>22</b>	<b>5.8%</b>	<b>8.3%</b>
<b>GLOBAL</b>	<b>12225</b>	<b>1016</b>	<b>718</b>	<b>187</b>	<b>4</b>	<b>107</b>	<b>5.9%</b>	<b>8.3%</b>

## Timing of Resignations

This next section analyzes when resignations occur during the course of Volunteers' service. To produce an accurate picture of the resignation timeframe, data for the timeframe of FY 2003-2008 is presented. The data query was limited to those Volunteers which had both entry dates and end dates within this timeframe in order to avoid contamination from Volunteers who had not had the opportunity to serve a full 27-month tour. Figure 5 visually represents this data, and indicates that of those Volunteers that resigned from service, resignations peaked during the first 3 months of service.

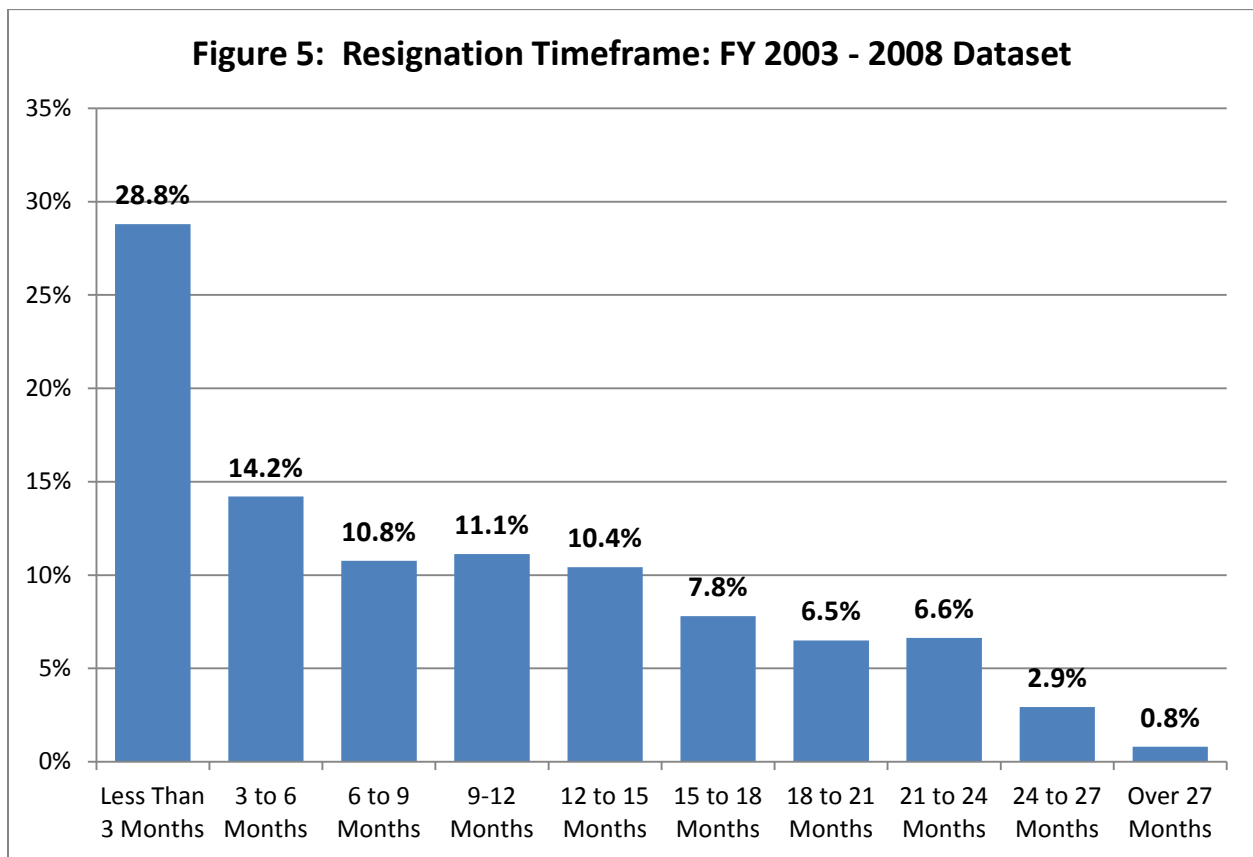
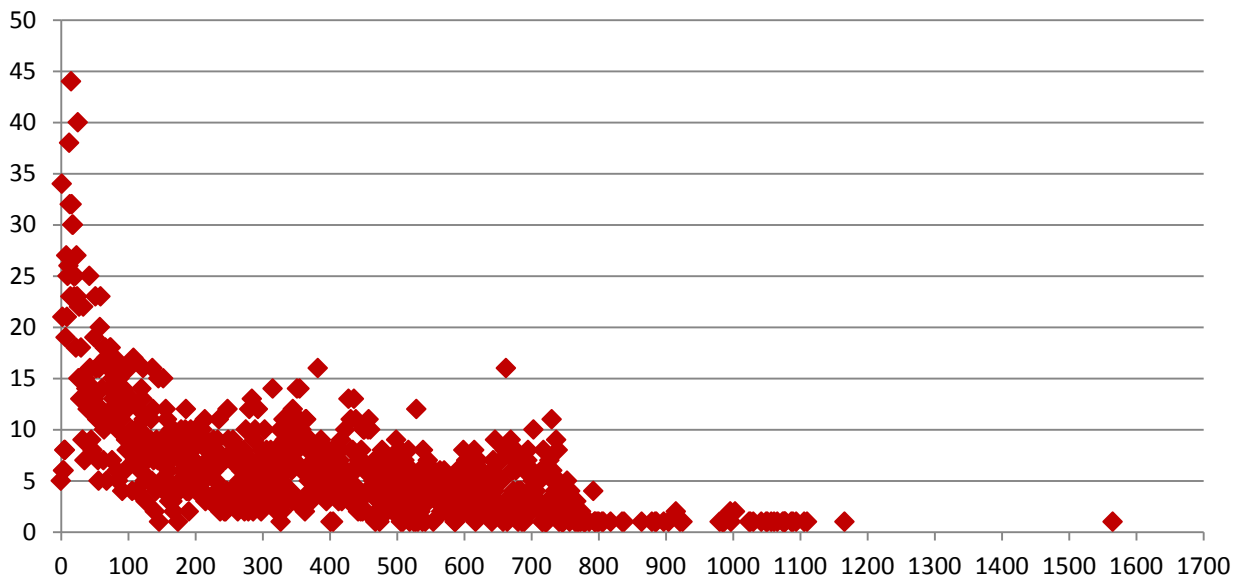


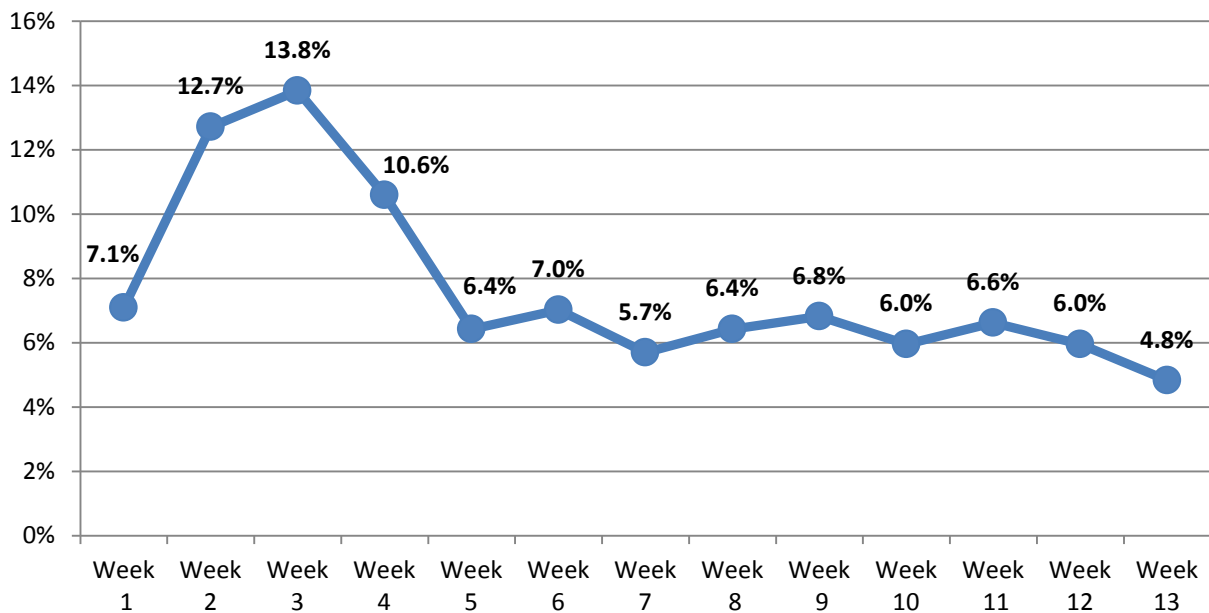
Figure 6 is a more in-depth analysis of this data which displays the count of resignations as they occurred by days of service. The scatter points during the first 100 days of service clearly indicate a higher resignation count during this timeframe, which corroborates the higher incidence of resignations seen during the first three months in Figure 5. The scatter points for the remaining portion of the graph also reinforce the resignation incidences in Figure 5. Resignations settle into a consistent pattern over the final 720 days of the traditional 27-month assignment.

**Figure 6: Resignation Count by Days of Service: FY 2003 - 2008**



As the bulk of resignations occur during the first three months, deeper analysis was done to examine the resignation rates by week for the resignations occurring during this initial three-month period. As shown below in Figure 7, resignations peaked during the second and third week. Indeed, nearly half (44%) of all resignations that occurred during the first three months took place in the first four weeks.

**Figure 7: Resignation Rate by Weeks of Service:  
FY 2003-2008 Dataset**





## Demographics

This next section examines early terminations through the lens of a variety of demographic characteristics. To generate an ET rate for each demographic factor presented in this report, the number of Volunteers terminating their service early was divided by the total number of Volunteers within the specified demographic.

Figure 8 presents the breakdown of Volunteers by gender that served during FY 2010.

**Figure 8: FY 2010 Volunteers, by Gender**

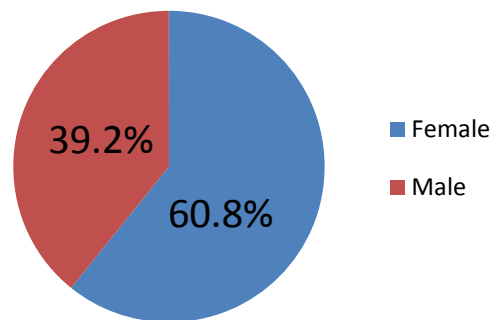


Figure 9 presents the ET rates by gender for FY 2010, and includes the global ET rate as a point of reference. The ET rate for female Volunteers (9%) was slightly higher than the rate for male Volunteers (7.3%).

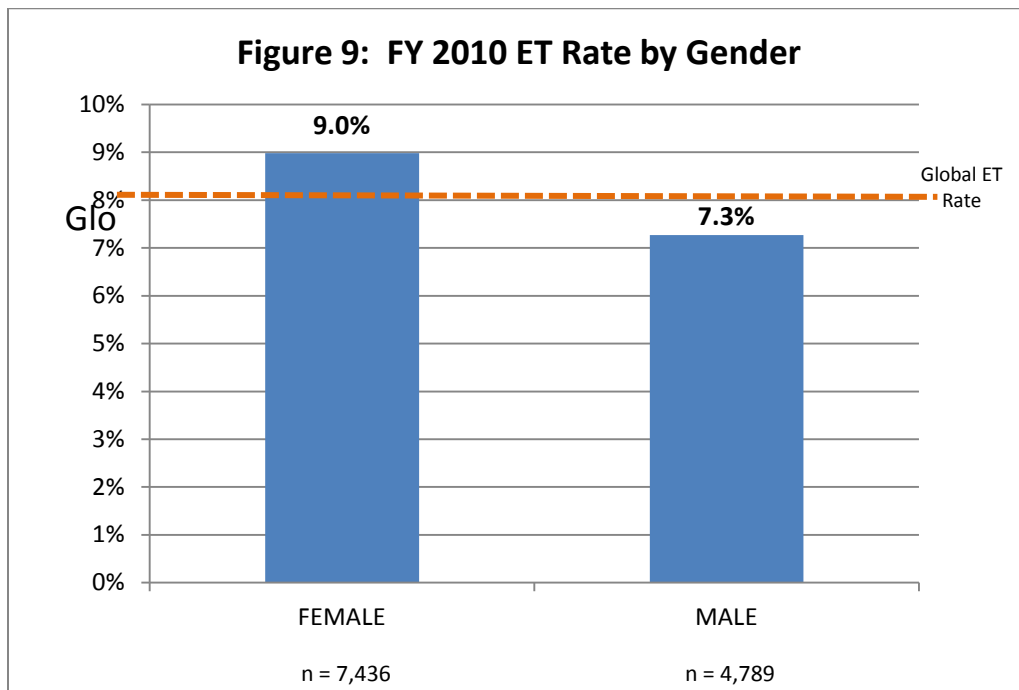


Figure 10 illustrates the percentage breakdown of Volunteers' self-identified ethnicities. Please note that Volunteers that selected 'Prefer not to Respond' (n=118) were not included in the dataset.

**Figure 10: FY 2010 Volunteers, by Ethnic Code**

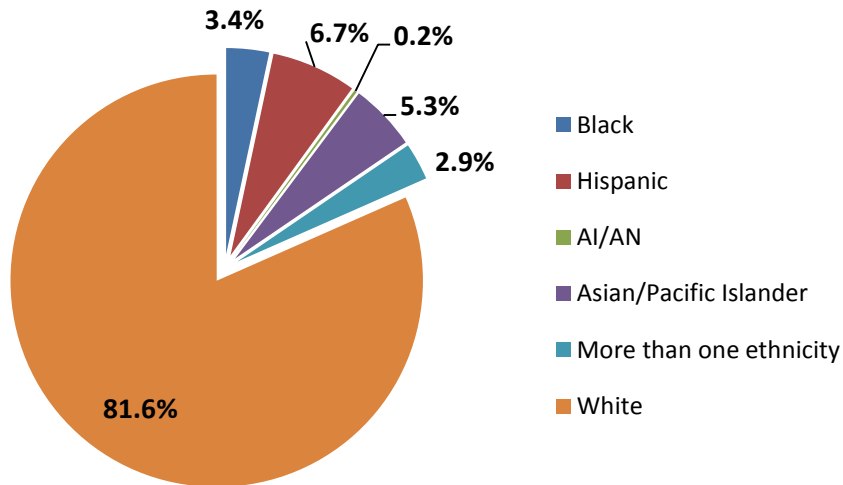


Figure 11 presents the ET rates by ethnic code for FY 2010 Volunteers, and includes the global ET rate as a point of reference. Volunteers identifying themselves as Asian / Pacific Islander, Hispanic, White, and American Indian / Alaska Native fell below or met the global average for early terminations in FY 2010.

**Figure 11: FY 2010 ET Rate by Ethnic Code**

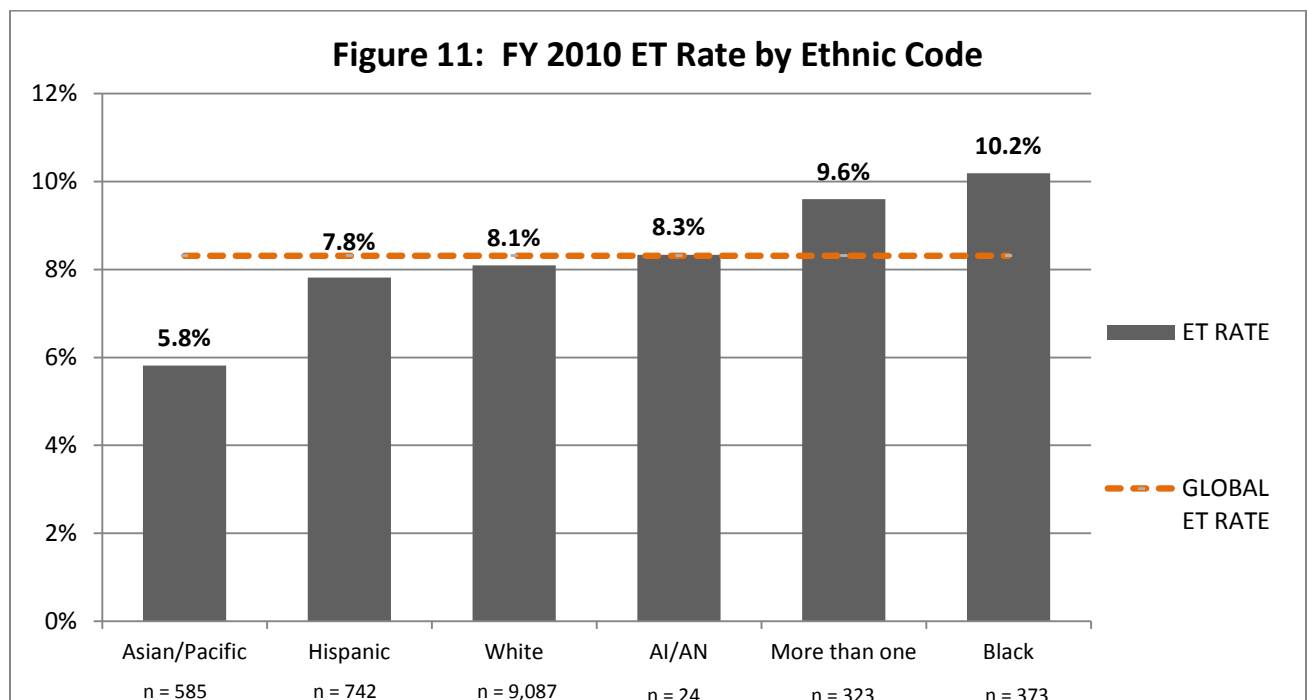


Figure 12 illustrates the percentage breakdown of Volunteers' self-identified marital status. Please note that Volunteers that married during their Peace Corps service are not included in the dataset, as only six Volunteers met this criterion.

**Figure 12: FY 2010 Volunteers, by Marital Status**

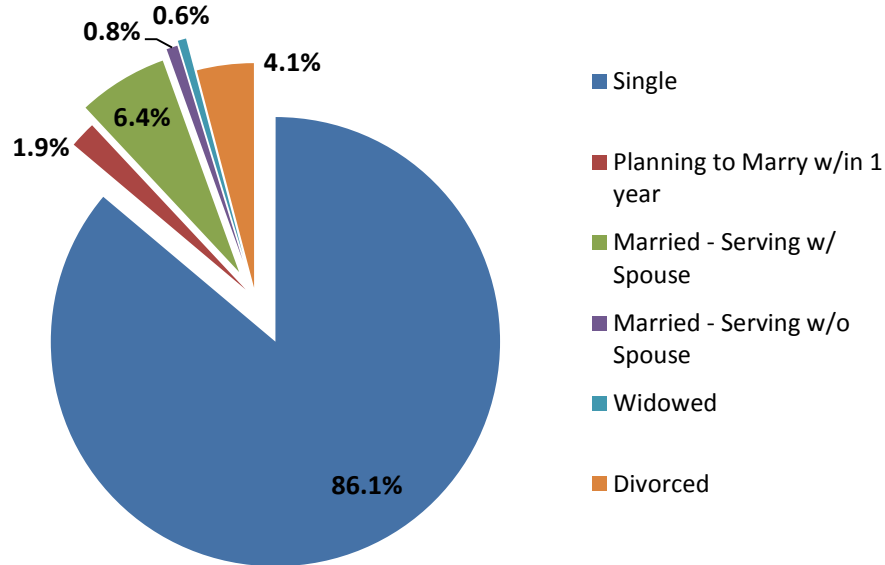


Figure 13 presents the ET rates by marital status for FY 2010 Volunteers, and includes the global ET rate as a point of reference. Only the Volunteers that identified themselves as 'Single' fell below the FY 2010 global ET rate of 8.3%.

**Figure 13: FY 2010 ET Rate by Marital Status**

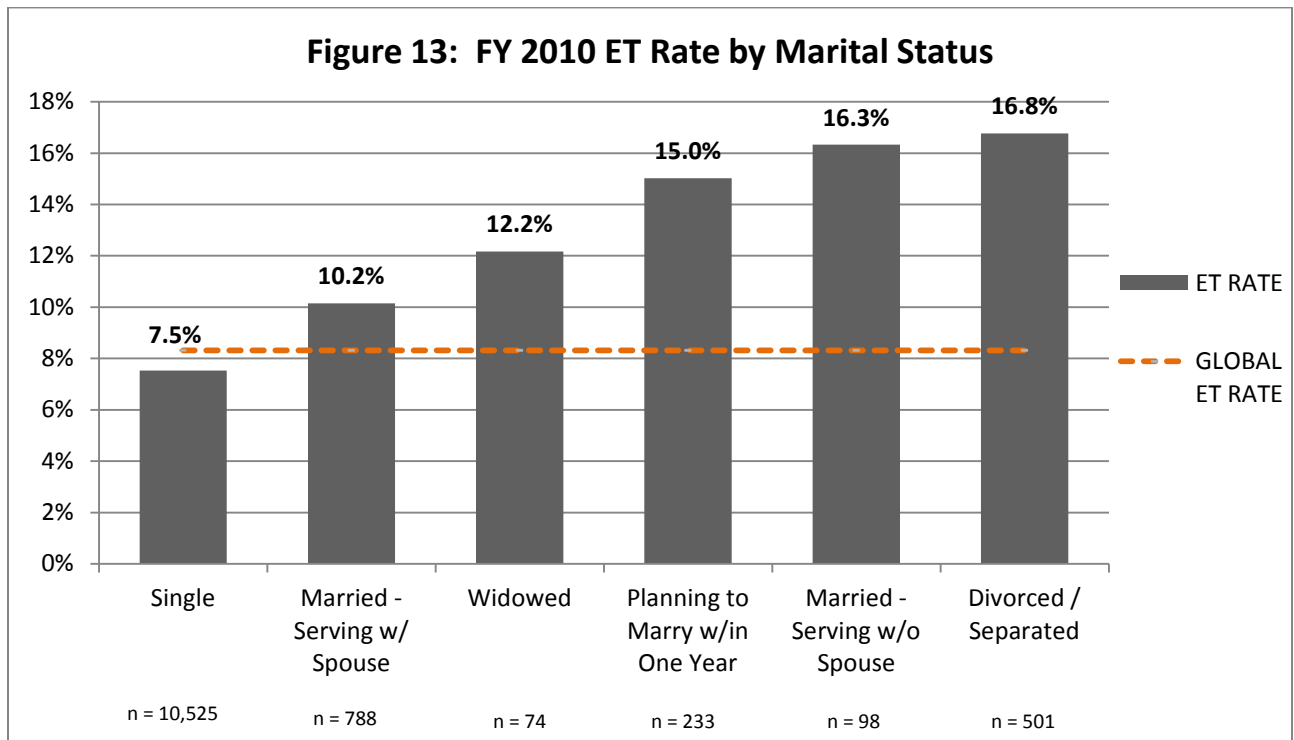


Figure 14 illustrates the percentage breakdown of Volunteers' self-identified education level. Please note that Volunteers who indicated their education level as Other (4) and Did Not Complete High School (5) are not included in this dataset due to their low numbers.

**Figure 14: FY 2010 Volunteers, by Education Level**

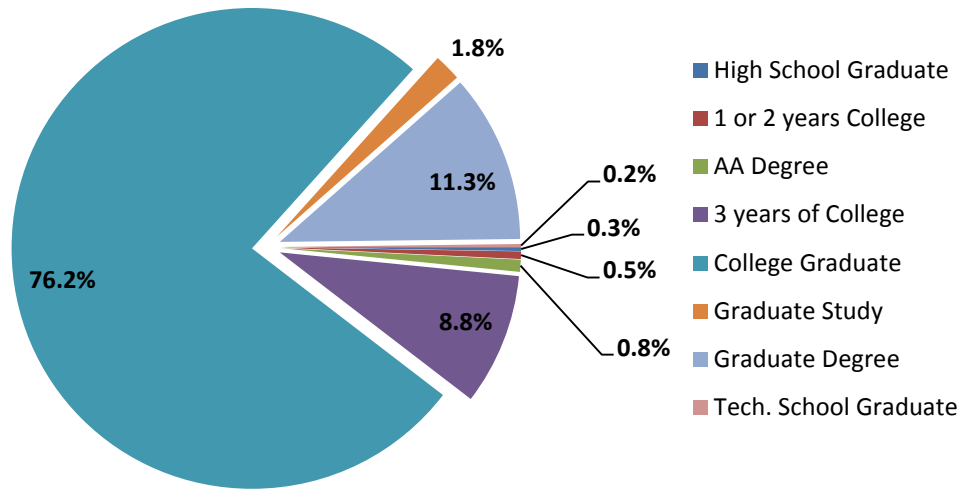


Figure 15 presents the ET rates by education level for FY 2010 Volunteers, and includes the global ET rate as a point of reference. Only Volunteers that indicated their education level as Technical School Graduate, College Graduate, and Graduate Study had ET rates below the global average. It should be noted, however, that the number of Volunteers indicating their education level as Technical School Graduate was quite low (n=21), so no conclusions should be drawn from the ET rate for this cohort.

**Figure 15: FY 2010 ET Rate by Education Level**

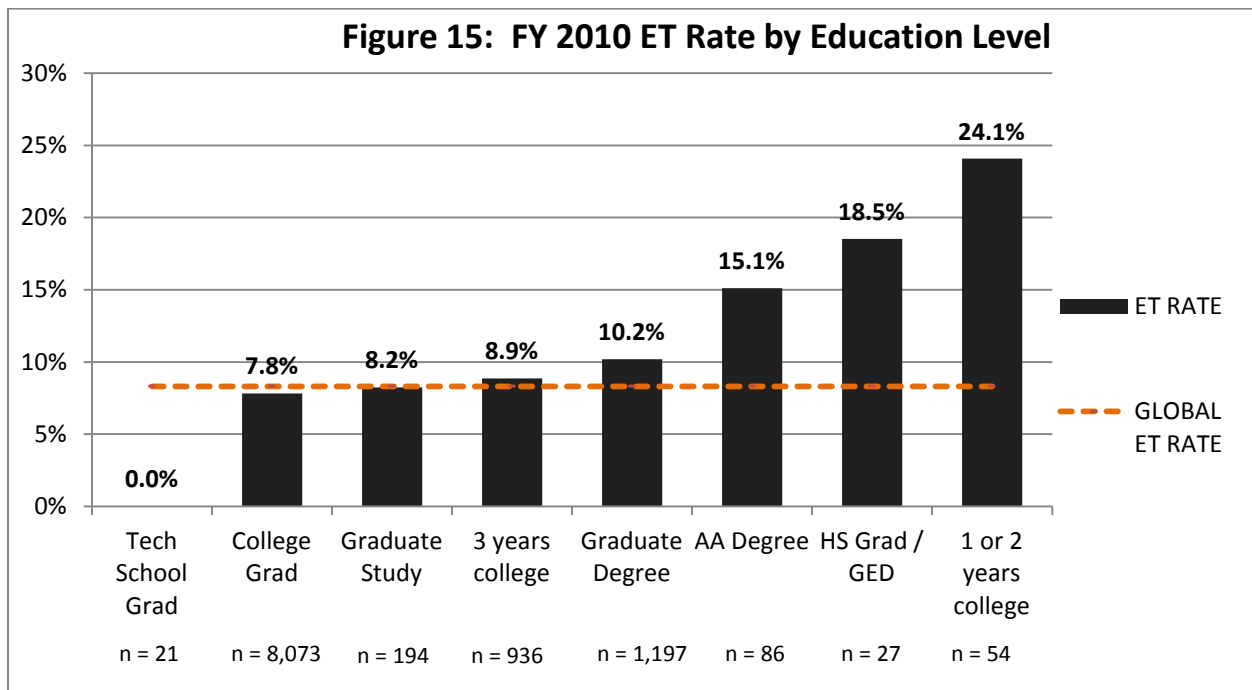


Figure 16 illustrates the percentage breakdown of Volunteers by program sector.<sup>2</sup>

**Figure 16: FY 2010 Volunteers, by Sector**

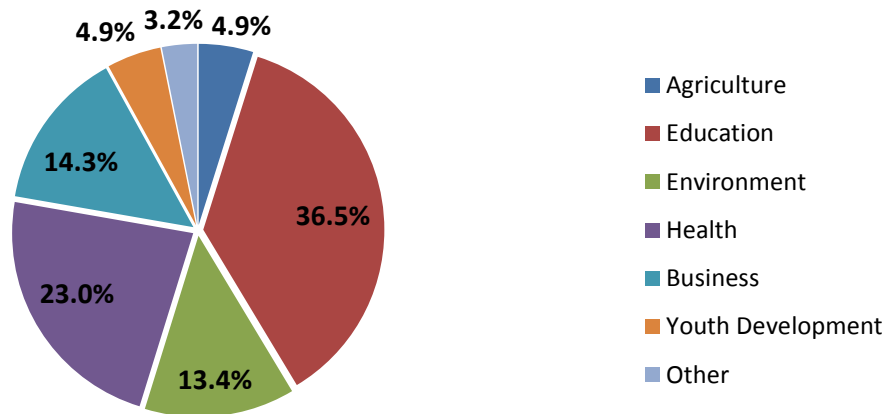


Table 6 breaks down the total number of FY 2010 Volunteers to illustrate the regional differences in program sectors.

**Table 6: FY 2010 Percentage of Volunteers by Sector**

	AFRICA	EMA	IAP	GLOBAL
Health	35.0%	9.1%	22.3%	23.0%
Business	11.5%	14.2%	17.5%	14.3%
Education	34.9%	59.9%	15.7%	36.5%
Agriculture	3.5%	1.2%	10.0%	4.9%
Environment	15.0%	6.5%	18.3%	13.4%
Youth Development	0.1%	3.0%	12.2%	4.9%
Other	0.0%	6.1%	4.0%	3.2%
<b>Total</b>	<b>37.2%</b>	<b>30.9%</b>	<b>31.9%</b>	<b>100.0%</b>

In Table 7, the ET rate is provided by program sector and broken out by region.

**Table 7: FY 2010 ET Rate by Program Sector and Region**

	AFRICA	EMA	IAP	GLOBAL
Health	9.7%	11.6%	8.9%	9.7%
Business	7.8%	7.3%	7.7%	7.6%
Education	6.4%	9.4%	9.5%	8.3%
Agriculture	10.8%	4.3%	8.0%	8.4%
Environment	6.2%	6.5%	6.7%	6.5%
Youth Development	0.0%	8.8%	8.0%	8.1%
Other	N/A	6.6%	12.8%	9.1%
<b>Total</b>	<b>7.8%</b>	<b>8.9%</b>	<b>8.3%</b>	<b>8.3%</b>

<sup>2</sup> Program sector is contained within a Volunteer's VAD Code. OSIRP's analysis of Volunteer VAD Codes uncovered many inaccuracies, and this finding should be taken into account when reviewing the above findings.

Figure 17 illustrates the percentage breakdown of Volunteers by age range.

**Figure 17: FY 2010 Volunteers, by Age**

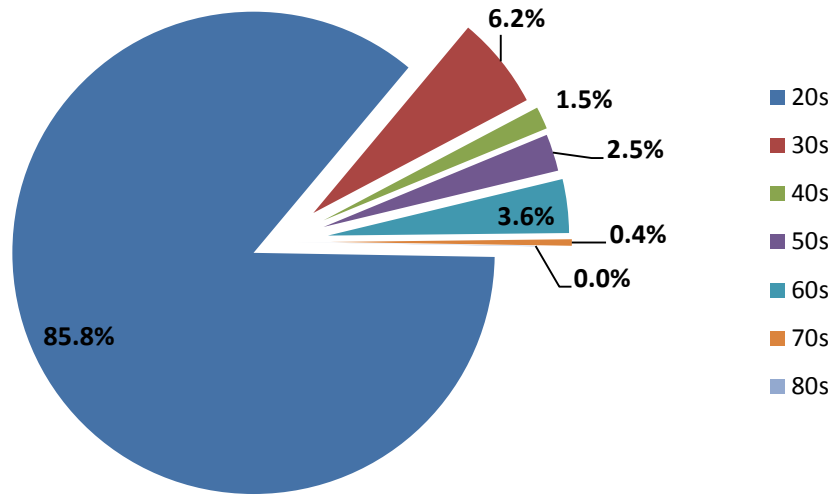
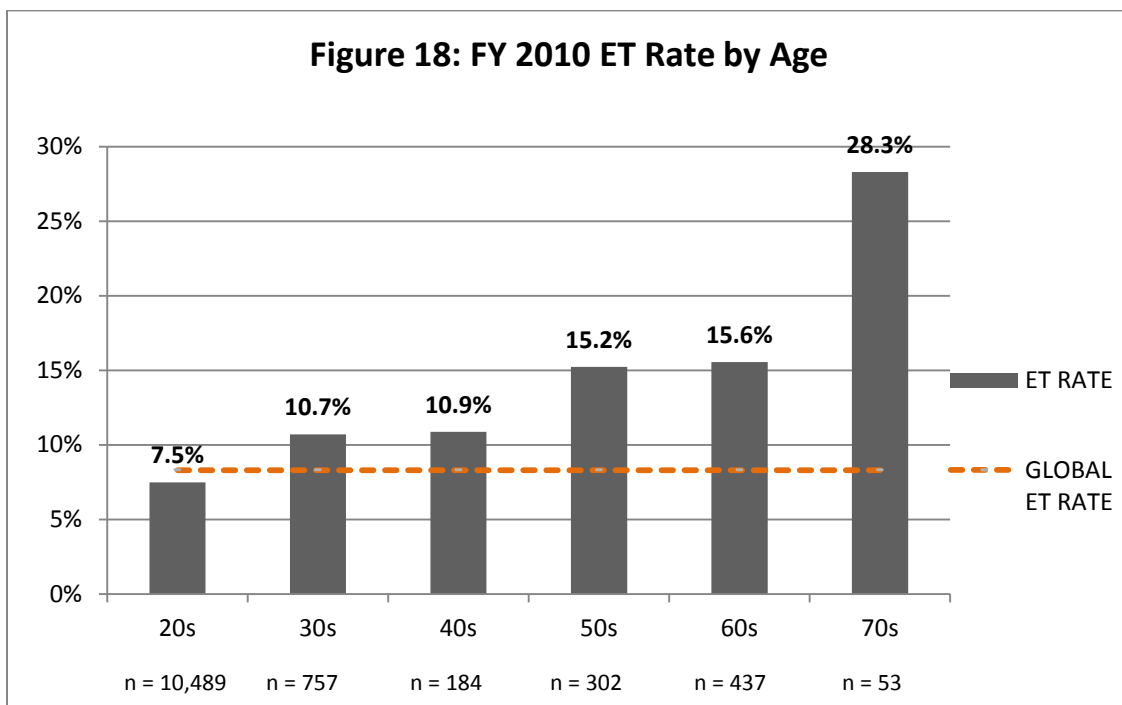


Figure 18 presents the ET rates by age range for FY 2010 Volunteers, and includes the global ET rate as a point of reference. Only Volunteers in their 20s had an ET rate (7.5%) below the global average. As there were so few Volunteers serving in their 80s (n = 3), this dataset was not included in the chart. It should be noted, however, that of these 3 Volunteers, 2 terminated their service early.

**Figure 18: FY 2010 ET Rate by Age**



## Summary and Next Steps

With increased public scrutiny of federal agencies and a renewed agency commitment to data-driven management – as demonstrated by the Comprehensive Agency Assessment, the Country Portfolio Review, agency-wide quarterly performance reviews, and the IPBS submission process – consistent monitoring and review of early termination and resignation rates takes on additional importance.

This report provides a solid foundation for the examination of early termination data, particularly in the areas of fluctuating or consistently high rates (as seen during the first three months of Peace Corps service, as well as in a handful of posts—see Appendix B). The report also makes it possible to analyze the data in terms of specific demographic characteristics. For more information on the statistical significance of demographic factors, see Appendix A.

In keeping with the findings of the Comprehensive Agency Assessment recommending “continued review of resignation data and the development of action items at headquarters and at post,” OSIRP recommends that the early termination and resignation data contained within this report be reviewed by all relevant and interested offices and posts to encourage familiarity with historical patterns and trends, and that early termination and resignation data be considered an integral component of the agency’s Country Portfolio Review process.

## Appendix A: Summary of Demographic Analysis

More in-depth statistical analysis can be done to examine the relationship between the demographic factors explored above and the early termination rate in greater detail. Chi-square statistical tests are used to compare the relationship between two categorical variables. The chi-square statistic tests the hypothesis that the two variables being compared are independent, or unrelated. The lower the significance value, the less likely it is that the two variables being compared are unrelated. The standard threshold of this value, 0.05, and results less than this value, indicate what is considered a “significant association.” Additionally, for Chi-square tests to be accurate, an N over 5 is required. To meet this requirement, some data categories with low Ns were combined or removed from the test, but data were not compromised.

Analysis of the demographic variables’ relationship with early termination was conducted, and generated the following results.

No statistically significant association was found between early termination and ethnic code ( $p = .118$ ).

A statistically significant association was found between early termination and gender ( $p = .001$ ), age group ( $p < .001$ ), marital status ( $p < .001$ ), education level ( $p = .004$ ), and program sector ( $p = .010$ ).



## Appendix B: FY 2006 to FY 2010 Resignation and Early Termination Rates by Post

POST	FY 2006		FY 2007		FY 2008		FY 2009		FY 2010	
	RS%	ET%	RS%	ET%	RS%	ET%	RS%	ET%	RS%	ET%
ALBANIA	4.2%	6.3%	6.1%	6.1%	11.0%	12.7%	5.7%	7.5%	7.4%	9.9%
ARMENIA	11.8%	13.2%	12.8%	12.8%	12.0%	13.5%	10.3%	12.7%	7.4%	7.4%
AZERBAIJAN	11.1%	11.1%	14.0%	14.0%	4.1%	6.1%	7.8%	7.8%	6.4%	8.5%
BELIZE	17.0%	18.9%	7.0%	8.0%	12.8%	13.8%	15.0%	15.0%	8.8%	9.7%
BENIN	9.5%	13.7%	8.3%	10.1%	18.2%	18.8%	4.5%	9.0%	4.7%	7.7%
BOTSWANA	11.9%	12.8%	12.0%	13.7%	8.5%	10.6%	6.8%	8.6%	10.5%	10.5%
BULGARIA	11.7%	13.8%	10.7%	12.6%	5.8%	6.6%	2.2%	7.2%	4.8%	5.7%
BURKINA FASO	10.4%	13.3%	17.9%	21.2%	13.5%	15.4%	3.8%	6.3%	3.0%	6.0%
CAMBODIA			6.7%	10.0%	9.4%	10.9%	4.9%	5.9%	15.1%	15.9%
CAMEROON	13.0%	14.5%	7.5%	8.5%	7.5%	10.1%	3.1%	3.1%	2.8%	2.8%
CAPE VERDE	13.8%	17.5%	8.9%	11.4%	7.2%	8.4%	0.0%	0.0%	2.4%	4.8%
CHINA	10.1%	11.3%	6.5%	7.7%	3.3%	4.6%	0.0%	4.6%	5.5%	6.5%
COSTA RICA	6.7%	8.2%	8.2%	11.0%	14.5%	16.4%	4.8%	7.5%	3.6%	6.0%
DOMINICAN REPUBLIC	6.7%	10.4%	4.5%	7.5%	9.2%	9.9%	5.2%	7.3%	5.4%	5.4%
EASTERN CARIBBEAN	9.4%	9.9%	4.6%	7.1%	13.5%	15.9%	18.5%	22.6%	4.7%	7.1%
ECUADOR	3.1%	5.8%	16.3%	17.1%	13.9%	16.0%	9.5%	11.5%	9.5%	12.4%
EL SALVADOR	11.2%	13.6%	4.4%	4.4%	9.0%	11.6%	7.8%	8.7%	4.3%	6.3%
ETHIOPIA							21.7%	21.7%	6.3%	7.9%
FIJI	11.5%	12.5%	18.6%	18.6%	7.1%	9.5%	7.9%	11.2%	5.2%	8.2%
GAMBIA	9.0%	9.0%	9.2%	12.0%	12.3%	14.2%	6.8%	10.5%	0.8%	6.2%
GEORGIA	13.2%	17.4%	9.4%	15.7%	14.2%	18.3%	6.7%	6.7%	1.7%	3.3%
GHANA	4.5%	7.0%	7.6%	10.3%	12.5%	14.3%	6.3%	7.1%	3.7%	5.8%
GUATEMALA	7.3%	8.8%	5.3%	6.5%	3.2%	6.0%	4.8%	6.2%	6.2%	8.3%
GUINEA	4.7%	8.8%	3.2%	7.4%	8.9%	11.4%	7.2%	8.1%	0.0%	0.0%
GUYANA	12.7%	13.9%	9.0%	14.1%	17.1%	18.4%	10.6%	11.8%	12.8%	20.2%
HONDURAS	8.4%	12.6%	9.1%	11.6%	7.3%	10.7%	9.8%	13.0%	7.2%	10.7%
INDONESIA									10.0%	10.0%
JAMAICA	11.6%	12.8%	11.0%	14.6%	14.1%	18.6%	13.1%	14.8%	13.4%	16.1%
JORDAN	17.0%	17.0%	10.9%	14.1%	15.0%	19.0%	26.3%	28.1%	22.2%	23.6%
KAZAKHSTAN	16.3%	17.3%	6.3%	8.9%	10.8%	11.3%	5.8%	7.9%	7.5%	10.0%
KENYA	8.2%	10.9%	14.0%	16.7%	5.2%	7.3%	12.8%	14.9%	6.2%	10.1%
KYRGYZSTAN	13.9%	16.4%	18.1%	20.1%	18.2%	21.2%	20.3%	20.3%	3.0%	25.0%
LESOTHO	9.0%	11.9%	7.4%	8.3%	5.3%	6.0%	4.1%	4.9%	2.9%	5.0%
LIBERIA							1.5%	6.1%	4.2%	8.3%
MACEDONIA	7.4%	8.1%	3.4%	4.8%	5.9%	9.9%	3.4%	5.4%	2.9%	5.0%
MADAGASCAR	5.9%	9.4%	6.8%	10.6%	9.2%	11.1%	4.0%	7.0%	6.9%	7.8%
MALAWI	10.1%	13.4%	9.9%	11.0%	6.4%	8.5%	9.6%	11.3%	6.2%	7.7%

MALI	9.9%	11.2%	6.0%	8.6%	8.6%	9.1%	9.7%	15.3%	5.4%	5.8%
MEXICO	8.9%	8.9%	5.7%	9.4%	9.3%	10.7%	7.0%	8.1%	2.2%	2.2%
MICRONESIA	5.1%	7.1%	4.9%	9.7%	7.3%	10.1%	9.5%	12.4%	9.6%	10.6%
MOLDOVA	7.8%	10.3%	14.8%	17.5%	9.2%	10.6%	13.0%	14.9%	10.8%	11.8%
MONGOLIA	6.0%	7.3%	10.7%	12.0%	8.1%	10.6%	14.8%	15.3%	10.9%	14.5%
MOROCCO	11.1%	13.1%	11.7%	13.5%	7.4%	10.2%	7.3%	9.2%	5.3%	6.0%
MOZAMBIQUE	4.0%	5.6%	3.0%	5.0%	5.4%	7.7%	1.3%	2.6%	3.5%	4.3%
NAMIBIA	9.1%	12.6%	7.5%	9.4%	5.5%	6.1%	3.0%	6.0%	4.8%	6.7%
NICARAGUA	6.6%	10.1%	6.6%	7.7%	5.8%	8.2%	2.9%	7.7%	2.9%	9.2%
NIGER	11.1%	13.6%	9.5%	10.4%	13.9%	19.6%	7.5%	8.6%	6.4%	19.7%
PANAMA	4.9%	6.7%	7.8%	9.2%	4.4%	7.6%	9.2%	11.8%	4.7%	5.7%
PARAGUAY	11.1%	11.8%	9.3%	9.7%	3.3%	4.0%	0.7%	3.4%	4.8%	6.6%
PERU	4.5%	5.0%	7.7%	8.5%	5.2%	6.3%	4.0%	6.1%	2.9%	4.4%
PHILIPPINES	4.2%	8.4%	7.0%	8.5%	3.0%	5.5%	9.0%	10.6%	3.9%	6.0%
ROMANIA	7.2%	9.1%	6.6%	9.0%	7.6%	8.5%	7.5%	9.1%	4.6%	6.0%
RWANDA							11.4%	17.1%	4.9%	11.7%
SAMOA	5.1%	11.4%	17.5%	20.0%	15.6%	19.5%	5.8%	9.6%	8.6%	15.5%
SENEGAL	5.5%	6.8%	12.4%	12.8%	6.6%	7.4%	3.4%	3.8%	6.0%	6.3%
SIERRA LEONE									5.1%	5.1%
SOUTH AFRICA	8.4%	8.9%	8.1%	8.9%	10.5%	12.1%	20.6%	22.5%	10.7%	12.1%
SURINAME	12.3%	15.4%	13.1%	18.0%	12.9%	20.0%	13.8%	18.5%	7.8%	7.8%
SWAZILAND	22.0%	25.0%	4.8%	11.9%	7.8%	10.4%	8.2%	8.2%	5.9%	9.9%
TANZANIA	5.3%	6.1%	7.7%	9.4%	6.4%	7.6%	12.1%	13.7%	5.2%	7.6%
THAILAND	7.5%	8.1%	7.8%	8.4%	9.3%	11.1%	8.1%	8.7%	10.5%	13.1%
TOGO	3.3%	4.9%	7.1%	8.1%	9.6%	11.1%	8.8%	17.0%	6.6%	10.5%
TONGA	9.3%	14.0%	20.9%	23.9%	9.2%	15.4%	12.5%	23.4%	6.1%	16.7%
TURKMENISTAN	10.9%	14.5%	8.3%	12.5%	5.9%	8.1%	4.0%	40.0%	2.8%	4.7%
UGANDA	13.1%	18.2%	5.8%	5.8%	7.6%	11.2%	7.6%	8.5%	5.3%	7.9%
UKRAINE	8.7%	11.3%	7.5%	9.8%	6.8%	8.8%	4.9%	6.6%	4.2%	5.2%
VANUATU	7.9%	7.9%	6.6%	10.6%	7.2%	10.5%	3.5%	7.6%	4.5%	6.0%
ZAMBIA	9.3%	10.5%	5.3%	6.9%	7.3%	8.7%	9.0%	11.8%	9.4%	11.8%



**Peace Corps FY 2011 Early Termination Report**  
**GLOBAL**

**Office of Strategic Information, Research, and Planning**

**February 2012**

## Early Termination Global Report

Peace Corps has long recognized the significance of early terminations (ETs). When a Volunteer's service is terminated, it represents the loss of a talented American engaged in cultural exchange and grassroots development within their assigned community and country of service. It also has an impact on the relationship Peace Corps has with the host country, since the unexpected departure of a Volunteer can have a negative impact on the Volunteer's project and, by proxy, on the goals and objectives established between Peace Corps and the host country. Moreover, it represents a lost investment for the Peace Corps, which devoted its limited resources to recruit and train the individual.

This report summarizes current and historical information on early termination at the global level, and is intended to help inform evidence-based management decisions. It presents fiscal year data from seven different types of measurement that Peace Corps utilizes to analyze and understand the early termination decisions and trends of Peace Corps Volunteers and Trainees.

While the information is presented here in charts, the Office of Strategic Information, Research, and Planning also produces and publishes quarterly early termination tables, which are available [here](#). In addition, given the significance of early terminations, the Office of Strategic Information, Research, and Planning has developed an additional management tool by calculating ET rates for every post, which are available [here](#).

Peace Corps Manual Section 284 establishes the policies and procedures governing the circumstances under which a Peace Corps Volunteer's service may end prior to the projected completion of service date. For the purposes of this report, the term "Volunteer" includes anyone who has entered on duty, i.e. both Trainees and Volunteers. An ET occurs when a Volunteer "cannot or should not remain in service until his or her projected completion of service (COS) date." There are four types of early termination, each discussed separately in this Manual Section:

**Resignation:** A resignation is a decision made by a Volunteer who no longer wishes to continue in his/her Peace Corps service.

**Medical Separation:** If a Volunteer has or develops a medical condition that Peace Corps cannot medically accommodate or resolve within forty-five (45) days, the Volunteer will be medically separated. This decision is made by the Office of Health Services (OHS) in consultation, as needed, with appropriate medical consultants.

**Administrative Separation:** Pursuant to the Peace Corps Act, 22 U.S.C. 2504(i), the service of a Volunteer may be terminated at any time at the pleasure of the President.

The authority of the President to terminate service has been delegated to the Director of the Peace Corps. Accordingly, the Director, or anyone to whom the Director delegates such authority, may separate a Volunteer at any time purely at the discretion of the deciding official and as otherwise expressly provided herein.<sup>1</sup>

Interrupted Service: A Volunteer may be separated with interrupted service status if the Country Director determines that circumstances beyond the control of the Volunteer make it necessary for the Volunteer to leave his or her present assignment.

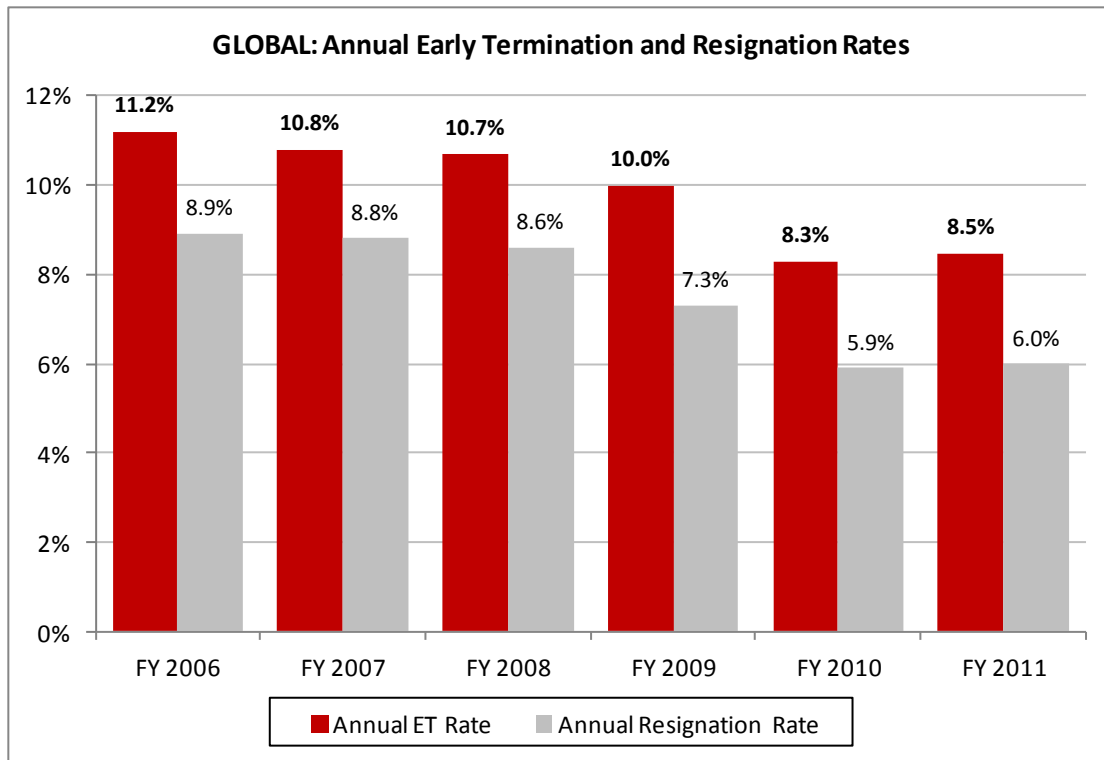
The true value of early termination data is in the ongoing review of termination and resignation rates. While the examination of stand-alone rates tell us little about agency or post performance, fluctuations in the rates or consistently high ET rates are an indicator that further investigation is warranted. Indeed, the Comprehensive Agency Assessment Team recommended “continued review of resignation data and the development of action items at headquarters and at post, when indicated by high resignation rates or an increase in resignation rates” (p.179). Familiarity with early termination and resignation data will help inform decisions about next steps.

In the ensuing pages of this report, early termination information is presented in six charts and one table. In the first three charts, the data provided includes the global early termination rates, which is comprised of all four categories of early termination, and also breaks out the global resignation rates. Resignations comprise the majority of ETs (approximately 70% of the total ETs each year). As a resignation represents a voluntary decision to terminate Peace Corps service early, the resignation information presented in this report may assist the agency in identifying areas for improvement. Finally, all data presented in the first six charts is provided in a single table in the Appendix.

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<sup>1</sup> Volunteers informed by their Country Director that they will be administratively separated from Peace Corps are given a 24-hour window to voluntarily resign from their service. If they choose this alternative, they are entered into the database as a resignation.

## Annual Early Termination Rate



### Importance/Rationale

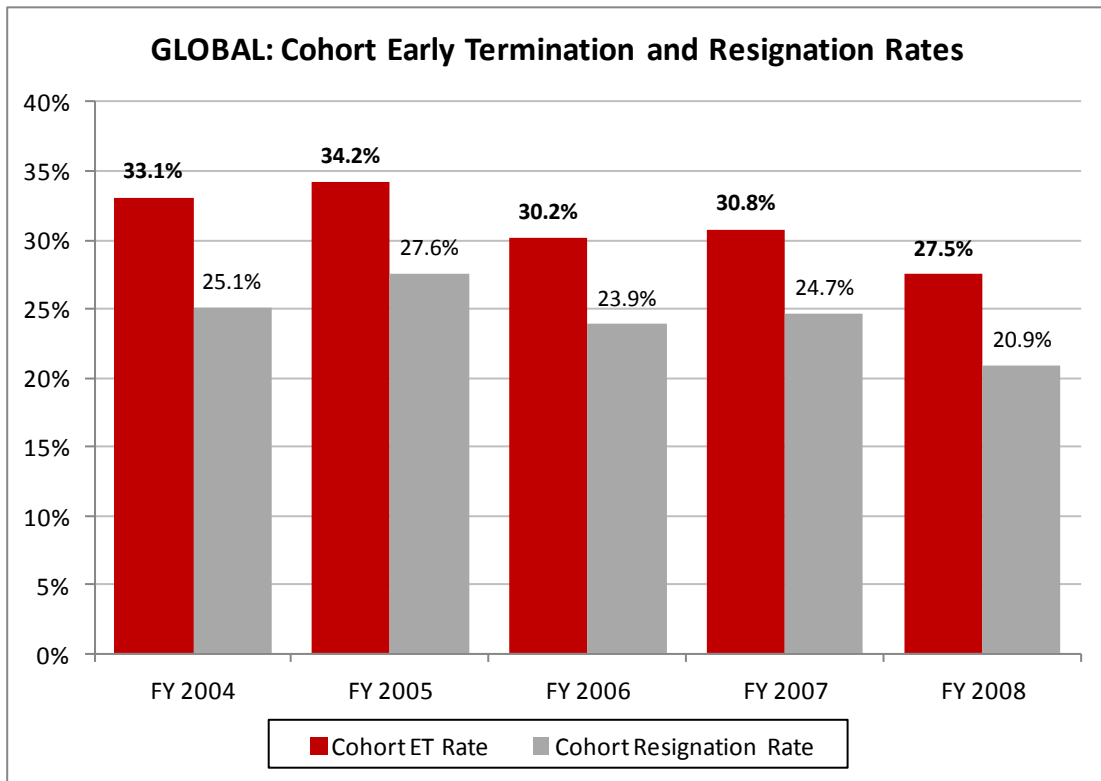
For the most current information on early termination, the Peace Corps uses the annual early termination rate for analysis and management. The advantage of the annual method is that the analysis can be conducted as soon as a fiscal year ends, thereby providing immediate and actionable data to headquarters offices and posts. This measure is akin to asking what percentage of a high school's entire student body will drop out during the school year.

### Calculation

To develop the Annual ET rate, a dataset is created by identifying every trainee and Volunteer who served at any point during the fiscal year. The Annual ET Rate is then calculated as the number of trainees and Volunteers who separated from the Peace Corps during the fiscal year divided by the total number of trainees and Volunteers who served at any time during the fiscal year.

$$\text{Annual Early Termination Rate} = \left( \frac{\text{Number of Volunteers Early Terminating in a Fiscal Year}}{\text{Total Number of Volunteers Serving in a Fiscal Year}} \right) \times 100\%$$

## Cohort Early Termination Rate



### Importance/Rationale

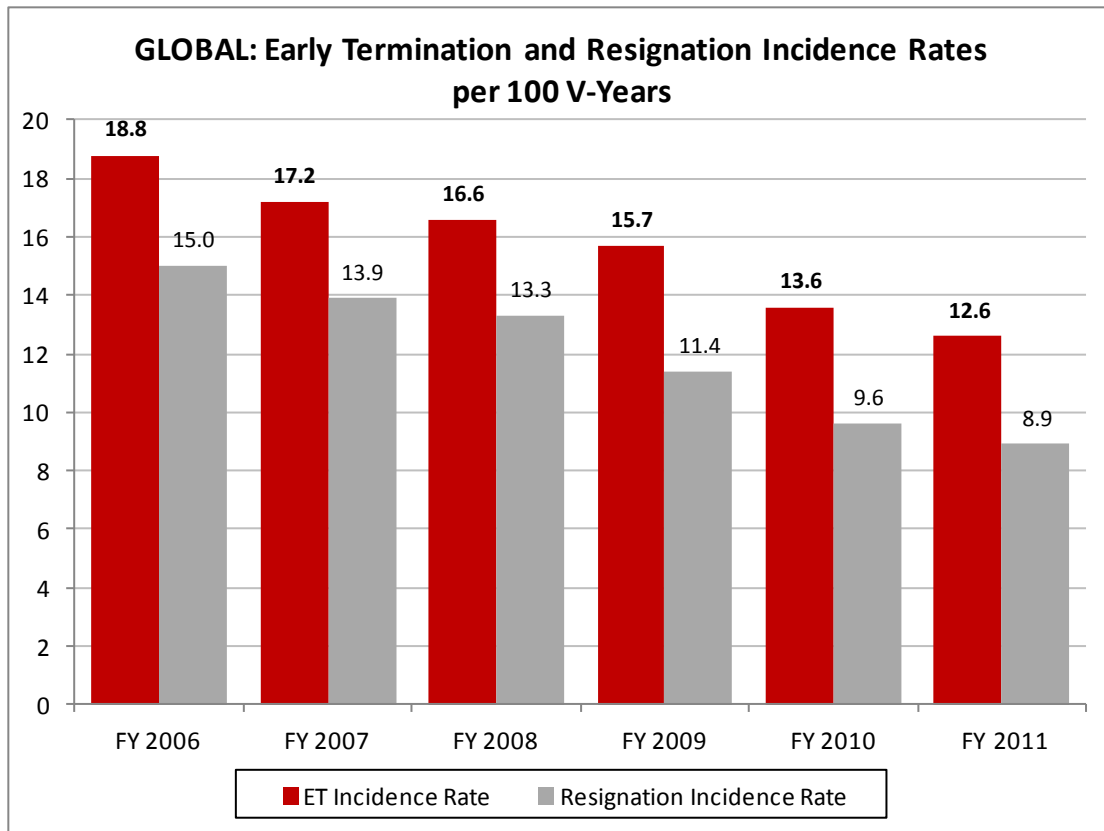
Peace Corps also calculates the cohort early termination rate to measure and analyze ETs. This method looks at Volunteers who enter Peace Corps service in the same fiscal year and then follows them throughout their service, i.e., a cohort. The advantage of using this method is that the information is complete and there is no ambiguity. This measure is akin to asking what percentage of freshmen entering high school will drop out before graduation. The cohort method therefore requires the collection of data for the entire 27 months of a cohort's service. As a result, cohort early termination rates for Volunteers beginning their service in FY 2009 and later cannot yet be calculated because these cohorts have not yet ended their service.

### Calculation

To obtain the Cohort Early Termination Rate, we divide the number of cohort trainees and Volunteers who early terminated from their enter-on-duty date forward (when the individual arrives at staging) by the total number of cohort trainees and Volunteers.

$$\text{Cohort Early Termination Rate} = \left( \frac{\text{Number of Cohort Volunteers Early Terminating}}{\text{Total Number of Cohort Volunteers}} \right) \times 100\%$$

## Early Termination Incidence Rate



### Importance/Rationale

The annual ET rate weighs all Volunteers in the dataset as equal, regardless of their time served. The cohort ET rate has a lag time of at least 27 months. To adjust for these limitations, OSIRP developed the ET incidence rate. The rate is the frequency at which early terminations occur within the Volunteer population during the fiscal year. When using a calculation that focuses on time-in-service rather than just a timeframe, it addresses the situation where the amount of observation time differs between Volunteers, or when the Volunteer population varies with time. These situations characterize Peace Corps service, as trainee input occurs on a rolling basis throughout the year. Additionally, if two posts have the same annual ET rate, the ET incidence rate will be higher in the post where Volunteers are deciding to ET earlier in their service. Like the annual ET rate, the value of the ET incidence rate is that it can be calculated on an annual basis. However, while the annual ET rate indicates the prevalence (or how widespread) early terminations are, the ET incidence rate conveys information on the risk (or the rate of new occurrences) of early terminations.

### Calculation

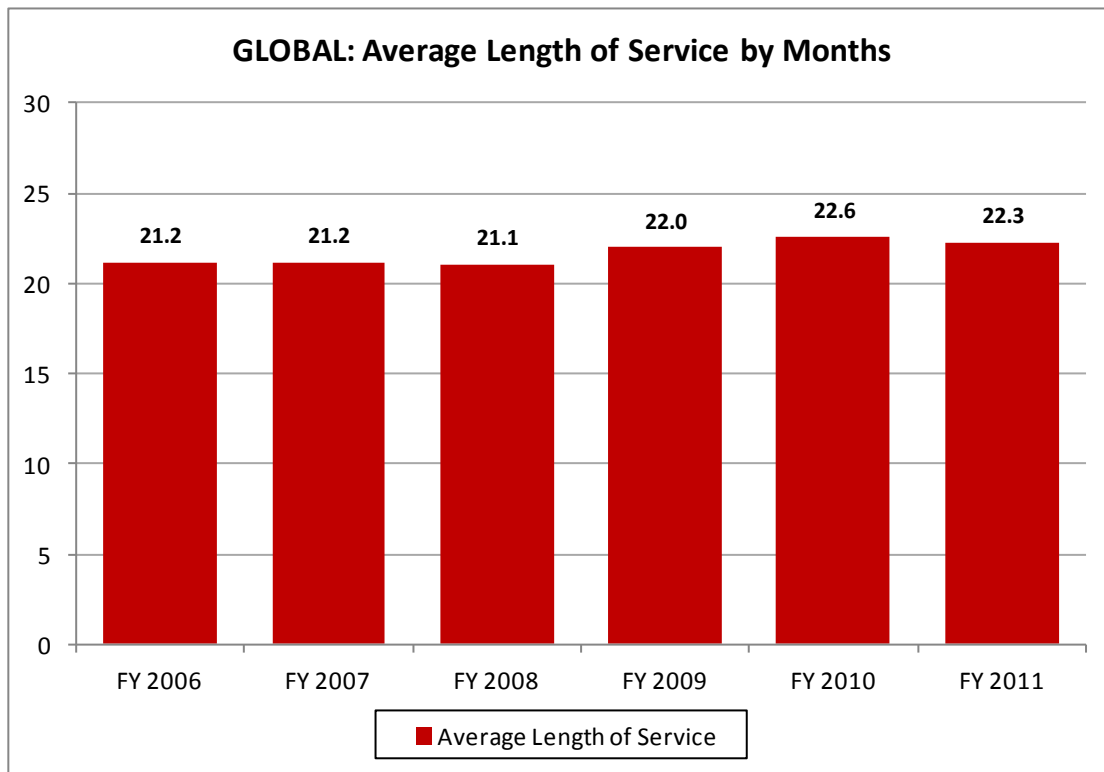
Like the annual ET method, the incidence method sets a defined timeframe (usually a fiscal year). But the incidence method then calculates the number of days each Volunteer served within the timeframe



and divides the sum by 365 (OCFO refers to this calculation as the Volunteer-year, or V-year). The incidence rate is then calculated as the number of Volunteers who early terminated from the Peace Corps within the defined timeframe divided by total V-years. For ease of comparison with the annual ET rate, the result is then multiplied by 100. The ET incidence rate can then be read as: X number of early terminations that can be expected at a post for every 100 V-years served.

$$\text{Early Termination Incidence Rate} = \left( \frac{\text{Number of Volunteers Early Terminating in a Fiscal Year}}{(\text{Total Number of Days Served in a Fiscal Year} / 365)} \right) \times 100$$

## Average Length of Service



### Importance/Rationale

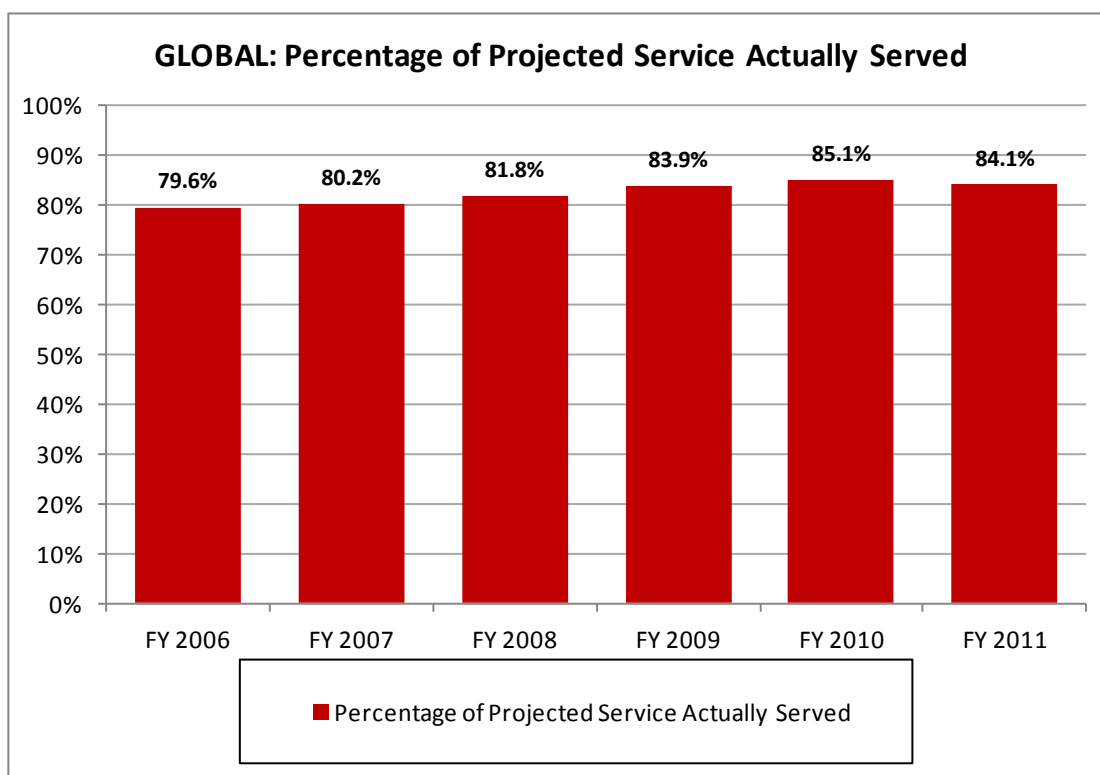
Length of service is the amount of time, in months, that a Volunteer serves in Peace Corps. Average length of service is the mean service time, in months, of all Volunteers completing their service within a fiscal year. The length of service measure indicates how much opportunity Volunteers had to impact their communities.

### Calculation

The average length of service period is calculated from the trainee's Enter on Duty (EOD) date (when the individual arrives at staging) and ends with either their COS or ET date. To develop the length of service measure, a dataset is created by identifying every Volunteer who completed service during the time period in question (usually by fiscal year). The measure is then calculated as the total number of months served divided by the number of Volunteers in the dataset.

$$\text{Average Length of Service} = \frac{\text{Total Number of Months Served by Volunteers in Fiscal Year}}{\text{Number of Volunteers Completing or Ending Service in Fiscal Year}}$$

## Percent of Projected Service Actually Served



### Importance/Rationale

In-country programs are designed to require a specific amount of Volunteer service time for effective implementation. A high percentage of projected length of service actually served indicates Volunteers are in the field for a sufficient amount of time to meet program goals. This measure is similar to the Average Length of Service from the previous page. However, the Percentage of Service Served measure accounts for additional factors that affect a Volunteer's time in country, including transfers, extensions, and the length of time a post sets for each Volunteer's service.

### Calculation

Projected length of service is the length of service time that Peace Corps plans for a Volunteer to serve in Peace Corps and is established at the start of service. The period begins with the Enter on Duty (EOD) date and ends with the projected Close of Service (COS) date. The projected COS date is system-generated and is updated by Peace Corps staff if a Volunteer extends their service or transfers to another project.

Actual length of service is the time a Volunteer actually serves in Peace Corps. The period begins with the start date of the Volunteer's service and ends with either their Close of Service or Early Termination date.

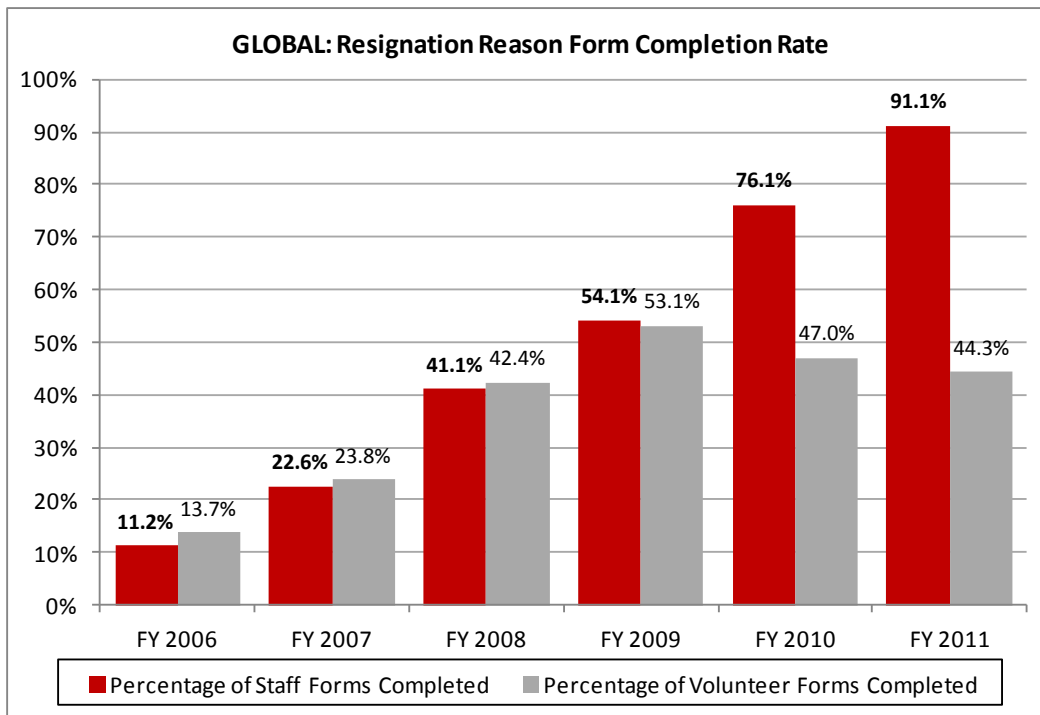
To calculate the percentage of projected length of service actually served by Volunteers, the total months of actual service for the Volunteers who ended service in the fiscal year is divided by total months of projected service for the Volunteers who ended service in the fiscal year.

Occasionally, Volunteers with a COS action have a projected COS date before or after their actual COS date. This happens as a result of a Country Director's decision to allow Volunteers to COS 30 days before or after their projected COS date. The projected COS date is not always corrected to mirror the actual COS date. To correct this, when the projected COS date is before or after the actual COS date, the percentage of projected length of service actually served is assigned a result of 100% to demonstrate that the projected service time was achieved. This reflects the practice of considering any Volunteer who ends their service with a COS as a completed term of service.

Similar to the scenario just discussed, any Volunteer who ends their service in a program by being transferred out is considered a completed term of service. For Volunteers who were transferred out (TRO) of their program, the percentage of projected length of service actually served is assigned a result of 100% to demonstrate that the projected service time was achieved. A TRO could be associated with a Volunteer ending their two-year service (100% of service complete) and transferring to another post; it could also be due to an evacuation where the maximum time of service possible has been completed due to conditions at the post.

$$\text{Projected Service Actually Served} = \left( \frac{\text{Total Number of Months Served by Volunteers in Fiscal Year}}{\text{Total Number of Projected Months to be Served by Volunteers in Fiscal Year}} \right) \times 100\%$$

## Resignation Reason Form Completion Rate



### Importance/Rationale

Upon resigning, the Volunteer and Peace Corps staff are provided an opportunity to offer their reasons for resignation via the Resignation Form (the most current version of the Volunteer Resignation Form is available [here](#)). In FY 2011, it became mandatory for staff to provide resignation reasons via the Volunteer End of Service Information (VESI) system. The activity remains optional for Volunteers at this time. A high Resignation Form completion rate will yield a more reliable dataset of resignation reasons (see next table). A low Resignation Form completion rate will return a less reliable dataset of resignation reasons. A low Volunteer Resignation Form completion rate may also signal a procedural problem in the paper form submission process between a post and OSIRP that will need to be examined.

### Calculation

To calculate the completion rate of Resignation Forms in a fiscal year, the number of forms completed by staff is divided by the number of Volunteers who resigned. The same calculation is done for forms completed by the Volunteers. As Resignation Forms are now mandatory for staff via the VESI system, this completion rate should be as close to 100% as possible in FY 2011. While Volunteer Resignation Forms are not mandatory, Volunteers should be strongly encouraged to complete them given the inherent value of this information.

$$\text{Resignation Reason Form Completion Rate} = \left( \frac{\text{Number of Resignation Reason Forms Completed by Staff/Volunteer in a Fiscal Year}}{\text{Number of Volunteers who Resigned in a Fiscal Year}} \right) \times 100\%$$

## Resignation Reasons

GLOBAL: FY 2008 - 2011 Resignation Reasons Cited	Number of Times Staff Cited this as the Primary Resignation Reason	Number of Times a Volunteer Cited this as the Primary Resignation Reason
other personal/family related	351	203
friend(s) or other family responsibility	146	77
other career opportunity	132	87
resignation in lieu of administrative separation	132	55
emotional/mental health	116	79
further education	99	70
romantic interest	85	48
physical health	82	68
unrealistic expectations	81	23
matching skills with work assignment	69	54
host country culture	61	21
amount of work	49	55
host country counterpart/support	46	50
other program/work assignment	37	20
spousal responsibility	29	28
Peace Corps policies	25	27
other country assignment/adaptation	24	10
financial	21	18
project/site development	20	39
site location	20	14
host community/host family	18	11
language skills	16	9
crime and personal safety	15	17
other personal safety	14	9
other Peace Corps support	11	11
preferred another country/region	10	7
administrative support	9	22
other volunteers/trainees	9	4
Peace Corps staff in country	8	14
sexual assault/harassment	8	11
technical skills	8	4
living arrangements/housing	5	11
technical support	5	4
living arrangements/housing location	5	3

physical assault/harassment	4	4
medical support	4	3
illegal substance	4	2
Personal/Family	3	4
alcohol	3	0
political/civil unrest	2	2
road safety/traveling	2	1
death/illness of close friend or family member	1	2
other family	1	1
adaptation	1	0
conflict with Volunteers/trainees	1	0
Prefer not to respond	0	2
dissatisfied with other support (please explain)	0	1
other (please explain)	0	1
other personal safety (please explain)	0	1
other program/work related (please explain)	0	1

### Importance/Rationale

The table shows the total number of primary resignation reasons cited by Volunteers and staff from FY 2008 – 2011 via the Resignation Reason Form. When provided, the primary resignation reasons provided by the Volunteer do not need to match those provided by a staff member, but discrepancies should be analyzed. A high Resignation Reason Form completion rate during this four-year timeframe (see previous chart) will yield a more reliable dataset, and a low Resignation Reason Form completion rate will return a less reliable dataset. While the previous six charts provide quantitative information on global early termination and resignation rates, the table of resignation reasons provides qualitative information on why Volunteers made the decision to terminate their service early.

### Calculation

The table provides a simple sum of the number of times a resignation reason was cited as the primary reason for resignation during the four-year timeframe. No additional calculation was made.

## Appendix

GLOBAL: Table of Early Termination Data

Fiscal Year	Annual ET %	Annual RS %	Cohort ET %	Cohort RS %	Incidence ET	Incidence RS	Average Length of Service in Months	% of Projected Service Served	% Staff Resignation Forms Rec'd	% Volunteer Resignation Forms Rec'd
FY 2004			33.1%	25.1%						
FY 2005			34.2%	27.6%						
FY 2006	11.2%	8.9%	30.2%	23.9%	18.8	15.0	21.2	79.6%	11.2%	13.7%
FY 2007	10.8%	8.8%	30.8%	24.7%	17.2	13.9	21.2	80.2%	22.6%	23.8%
FY 2008	10.7%	8.6%	27.5%	20.9%	16.6	13.3	21.1	81.8%	41.1%	42.4%
FY 2009	10.0%	7.3%			15.7	11.4	22.0	83.9%	54.1%	53.1%
FY 2010	8.3%	5.9%			13.6	9.6	22.6	85.1%	76.1%	47.0%
FY 2011	8.5%	6.0%			12.6	8.9	22.3	84.1%	91.1%	44.3%