

U.S. Navy and Army Recruiter Selection Study



May 2003

We are pleased to share the findings of the US Navy and Army recruiter study.

Purpose

To improve the recruiter selection process by testing an assessment instrument that will identify those who are more productive.

Recruiter effectiveness was defined by the number of contracts signed with recruits as the dependent variable. The study took less than 90 days to complete and answered the following questions.

Questions

- **What is the relationship between behavioral profiles and recruiter productivity?**
- **How does the Xyte assessment help in identifying more productive recruiters?**
- **Can the number of recruiters needed to make mission be reduced?**
- **What is the ROI using Xyte's new tool?**

We will present a summary of the analysis and how we came to our conclusions based on the findings of the study.

Because of the relationship established between profiles and recruiter productivity, the Xyte assessment can be used to identify Soldiers who will be more productive recruiters.

Yes, the number of recruiters needed to make mission can be reduced, in fact, we will present today a formula you can use and the assumptions. The following shows how the Xyting Insight assessment can be used for a dramatic decrease in the number of recruiters required to make mission, resulting in a large number of recruiters who can be returned to the field, and a substantial cost savings.

Study Methodology

- 4,000 presently assigned Navy/Army recruiters with 12 months of continuous production were selected.
- Commanding officers were notified of study purpose.
- Recruiters were notified of their selection for the study and given directions and passwords.
- Recruiters logged in, entered basic demographic information and took the 20 minute assessment.
- Xyte analyzed the data, predicted the most effective profiles, and sent the results of the assessments back to respective commands.
- Navy/Army merged data on production and returned it to Xyte for analysis.
- Xyte and respective Military branches performed analysis.

These are the steps we took. Each recruiter received a 15-page report on his/her innate strengths and abilities, leadership style, and much more. If you would like to experience the tool, call (608) 327-1000 and ask for a password.

		APTITUDE MODES				
		WEAVERS		DRIVERS		
		PLURAL	SINGULAR	PLURAL	SINGULAR	
		TRY IT TO CONTROL	EXPLORE IT TO UNDERSTAND	ACT UPON IT TO DIRECT	TEST IT TO IMPROVE	
WORK MODES	SHORT TERM	BODY People	1. Initiate 	2. Perform 	3. Classify 	4. Reliable 
		HAND Tangible Things	5. Operate 	6. Practical 	7. Implement 	8. Organize 
		WORD Abstract Feelings	9. Perceive 	10. Compose 	11. Verbal 	12. Clarify 
		MIND Abstract Things	13. Plan 	14. Theory 	15. Analyze 	16. Conceptual 

Copyright © 2001 Xyte, Inc. All rights reserved.

Let's take a few minutes to identify profiles who make good recruiters by examining the assessment system.

The *Xyting Insight*[™] assessment is based on a model developed using principles of neuroscience, psychology, sociology, physiology, and systems engineering. It was scientifically derived and reflects a new scheme of how the mind functions rather than observations of behaviors grouped into profiles as other instruments have done. *Xyting Insight*[™] reflects innate behaviors based on the way a person thinks and processes information.

The instrument identifies sixteen primary profiles with four distinct constructs based on the understanding of how people absorb, process, and delineate information into their competencies of actions, words, and thinking. Each profile has a unique behavioral set and explains the thinking process and talent. The implications are dramatic for job matching, tailoring training, improving communications/building teams, and predicting every aspect of human behavior. Corporate America uses the tool for these applications and solving other "people" problems.

Profiling System

- Identify a person's competencies based on the way they think and process information
- Everyone has strengths and natural competencies in the use of either their "Body", "Hand", "Word", or "Mind" work mode
- Environment is a factor
- Scientifically derived tool based on information theory, systems engineering, and brain research

Everything in nature is organized—so is the mind. The way a person thinks determines a core set of behaviors that are very predictable. So like the natural athlete that everyone can see, every person has natural talents, we just can't see them as readily and we don't recognize that people are really different and look for their strengths. This tool identifies the work modes of body, hand, word, and mind. These are competencies that people have and will enjoy what they do more if they can use them the majority of the time during the day. In addition to being "hard wired", the environment affects the personality of an individual.

Recruiter Demographics

	Navy		Army	
	Number	Percent	Number	Percent
Number of Study Participants	1504	81%	1041	52%
Average Age				
All Recruiters	31		34	
RINC/Station Mgr	35		34	
Gender				
Male		90%		93%
Female		10%		7%
Race				
API	69	5%	15	1%
Black	303	20%	228	22%
Hispanic	151	10%	80	8%
White	973	65%	714	69%

As we walk through the basic demographics of the sample population, you will see that it is representative of all recruiters. We had a very high return, Navy 81 percent; Army 52 percent. The purpose of the study is not to compare Navy and Army, however, there are some differences in the population sample that should be noted. For example, as you can see here the average Army recruiter is 3 years older.

Recruiter Demographics

	Navy		Army	
	Number	Percent	Number	Percent
Marital Status				
Married		76%		83%
Education				
High School		38%		7%
Some College		44%		57%
2 Year College		10%		26%
Rank				
E-5	598	40%	103	10%
E-6	583	39%	581	56%
E-7	185	21%	357	34%

Most recruiters are married. The majority have some college, however, the Navy had a much higher number of recruiters with only a high school education; less education than an Army recruiter. There was also some difference in rank. The Navy had more E-5s, a lower rank.

Recruiter Demographics

	Navy		Army	
	Number	Percent	Number	Percent
Primary Job				
Recruiter	1221	81%	729	70%
RINC/Station Mgr	283	19%	299	29%
Volunteer				
Yes		77%		55%
No		23%		45%
# of Months Recruiting				
All Recruiters	24		33	
RINC/Station Mgr	35		48	

Since one of our variables in the study is the number of contracts, we wanted to verify whether the recruiter worked full time in recruiting activities. We understood that there are smaller recruiting stations where recruiters have to assume duties as Station Managers. For purposes of analysis we looked at the data with and without Station Managers. We also were curious to see if whether they had volunteered made a difference in their productivity. Another variable was their months of recruiting. The Army recruiter had 9 months more experience than the Navy recruiter and 13 more months experience if they had Station Manager responsibilities.

Average Contracts Per Year

	Navy		Army	
	Number	Mean	Number	Mean
Contracts				
All participants in study	1504	16.0	1041	21.2
Recruiters	1221	17.4	729	22.8
Active			461	20.5
Reserve			268	27.4
RinC/Station Mgr	283	9.9	312	17.4

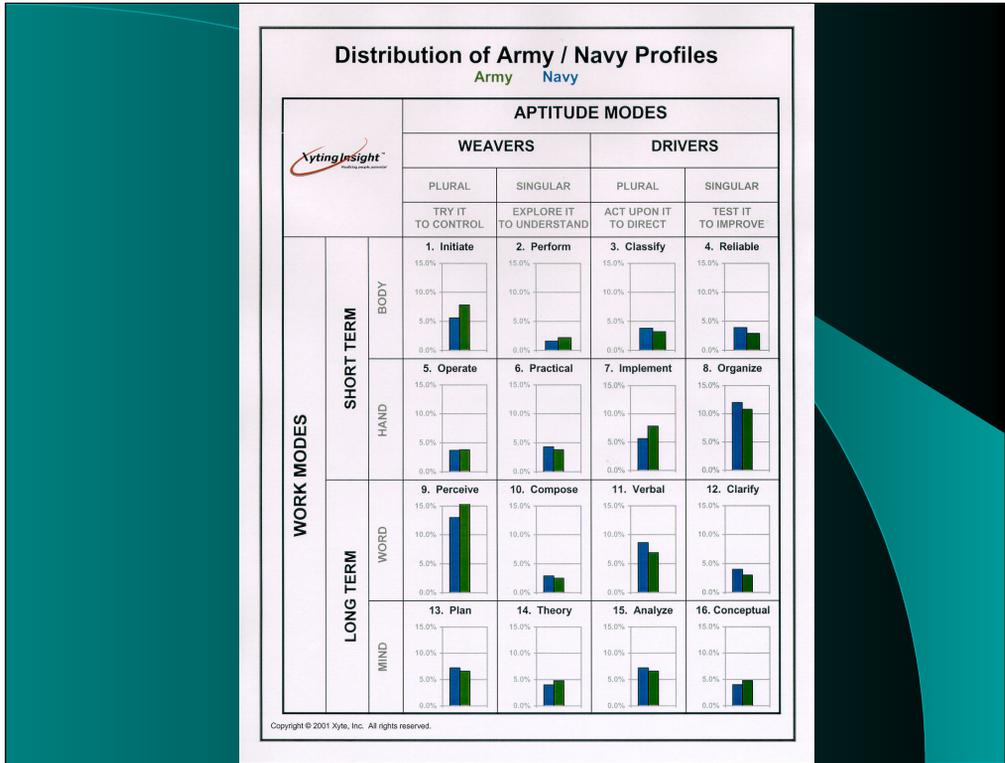
We found a great deal of difference in the number of contracts between recruiters and Station Managers and therefore analyzed both groups together and separately. We also learned that the Army recruiter sample was made up of Active and Reserve recruiters whose write rate varied considerably. When this group was considered separately for analysis, it reduced the sample size. The Navy had a larger sample (1,504); Army (1,041). But when we take out all the Station Manager and Reservists the sample is only 461 for the Army. The Navy had a much larger sample of 1221. All of this information is important to consider when analyzing the data.

Statistically Significant Findings

Army Recruiters and Station Managers

- Female Recruiters and Station Managers averaged 3 more contracts per year than males
- The more education a Recruiter or Station Manager has, the higher the write rate with the exception of 10 Recruiters with graduate level education
- Minorities on average write 1-6 more contracts per year
- Recruiters who volunteer write on average 4 more contracts per year
- Low quartile recruiters write on average 13.7 contracts per year; high quartile recruiters average 31.5 contracts per year
- Recruiters write on average 5.7 more contracts per year than Station Managers
- No correlation between age and number of contracts for the total Army study population exists, however, for recruiters only, the older the recruiter, the more contracts written

The data in this study were examined using standard statistical methods such as descriptive statistics, histograms, contingency tables, and ANOVA (Analysis of Variance). In using statistics to determine the relationship between variables, we found a few more highlights.



The distribution of profiles is as indicated on this grid showing the percentage for each profile from the Navy (blue) and Army (green). The largest number of recruiters in both Navy and Army are in the Perceive profile. The Army has recruiters of all profiles, supporting a randomness in the selection process. But our job was to relate the number of contracts to the sixteen different profiles. So determining the recruiters' profiles was just the first step.

Average Number of Annual Army Contracts by Profile

(Active & Reserve Recruiters - Station Managers Not Included)

Profile	Mean	No. Recruiters
Verbal	26.900	50
Perceive	25.383	120
Theory	24.429	35
Operate	23.679	28
Analyze	23.487	76
Implement	21.765	34
Initiate	22.544	57
Conceptual	22.481	79
Compose	22.444	18
Plan	22.438	48
Organize	22.405	74
Classify	22.304	23
Perform	22.125	16
Reliable	21.762	21
Clarify	21.182	22
Practical	20.714	28
Total	366.042	729
Average Mean	22.878	

The top producing profiles are highlighted in yellow (Station Managers not included). This table includes Active and Reserve recruiters. The three largest numbers of recruiters per profile are Perceive, Analyze, and Verbal. Station Managers were not included because of the great differences in mean and small numbers which limits statistical significance.

Average Number of Annual Army Contracts by Profile

(Active Recruiters - Station Managers Not Included)

Profile	Mean	No. Recruiters
Perceive	23.800	65
Operate	23.444	18
Verbal	23.269	26
Analyze	21.056	54
Conceptual	20.842	57
Reliable	20.733	15
Initiate	20.571	35
Implement	20.185	27
Theory	20.000	23
Perform	20.000	9
Plan	19.906	32
Classify	19.714	14
Organize	19.350	40
Compose	18.917	12
Practical	18.389	18
Clarify	17.875	16
Total		328.051
Average Mean		20.503

If we summarize just the Active recruiters, the same three profiles, Perceive, Analyze, and Verbal have the largest numbers of recruiters and means. If we analyze just the Reserve recruiters the numbers get very small. The numbers were also too small when we examined Army recruiters by Quartiles. (See spreadsheets) In order to adjust for any differences in location all study participants were put into four quartiles within their 41 Brigades.

It may have been better not to use the Quartiles but to use actual population density as an independent variable, because the end result needs to be a predictive model using regression and the derived Quartile is not used as a dependent variable in the regression analysis for two reasons. First, the distribution is not normal and second it is confounded with information regarding the exposure to available candidates. In a regression model, the proper place to introduce variables that will change with the dependent variable is on the left hand side of the equation, the independent variable side. Therefore, it is recommended that the regional variable be transformed into a continuous scale that reflects something like the population per recruiter in that area. This would more accurately represent the real condition and would place the information where it belongs. One is then in a position to compute the variance in contracts as related to the population density per recruiter.

Average Number of Annual Navy Contracts by Profile (RINCs Not Included)

Profiles	Mean	No. Recruiters
Verbal	18.771	105
Analyze	18.757	148
Implement	18.595	42
Plan	18.386	88
Operate	18.311	45
Initiate	18.206	68
Compose	18.114	35
Perceive	18.101	159
Clarify	17.286	49
Classify	17.217	46
Theory	16.694	49
Conceptual	16.527	146
Organize	16.367	120
Reliable	16.167	48
Perform	16.150	20
Practical	14.868	53
Total	278.517	1221
Average Mean	17.407	

Let's examine the Navy data.

This table shows the average number of contracts signed by each profile. The RINCs (Station Managers) were not included because of the difference in their average number of contracts. The top producing profiles are highlighted in yellow. We also note that within these top eight the largest number of recruiters per profiles are Verbal, Analyze, and Perceive—profiles with excellent verbal skills. Please note the bottom producing profiles of Practical, Perform, Reliable, and Organize these have opposite behavioral characteristics. Perhaps one of the important conclusions of the study was the identification of these four profiles that do not make good recruiters.

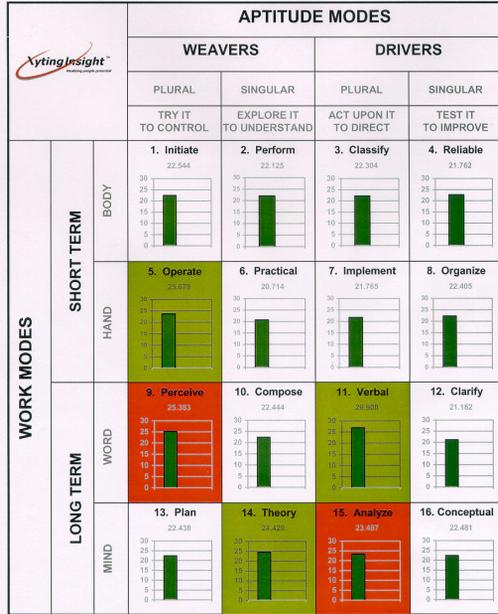
Average Navy Contracts for Q4

Quartile 4 - High		
Profile	Mean	No. Recruiters
Verbal	28.853	34
Analyze	27.000	47
Initiate	26.800	25
Compose	26.750	8
Conceptual	26.268	41
Operate	26.267	15
Practical	25.889	9
Perceive	25.754	57
Reliable	25.727	11
Organize	25.643	28
Classify	25.133	15
Plan	24.929	28
Implement	24.833	12
Theory	24.714	14
Clarify	24.158	19
Perform	21.667	3
Total	410.385	332
Total Mean	25.649	

We examined a number of different dimensions about Army and Navy recruiters. We wanted to take into consideration any difference in location or region. So all recruiters in each of the 31 regions were divided into quartiles, with Quartile 4 being the highest producers and Quartile 1 the lowest. Please note the profiles highlighted in yellow, again you see Verbal, Analyze, and Perceive. Practical jumps up; however, it has only 9 people and they were placed into this Quartile based on region. We also know that the typical behaviors of this profile are not as conducive to sales. These numbers are also getting too small to generalize.

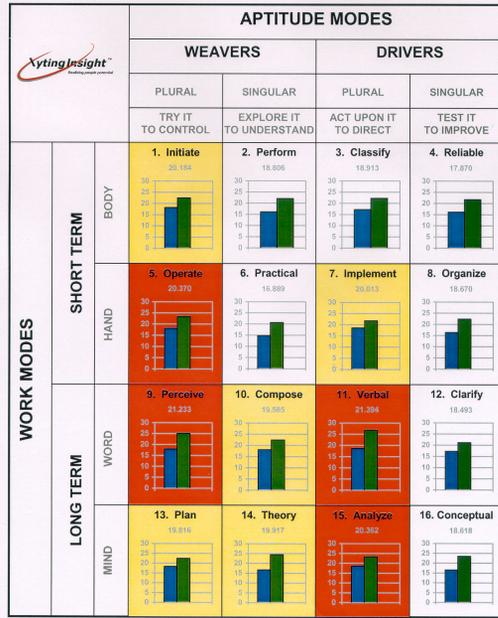
Average Number of Army Contracts Per Profile

Active and Reserve Recruiters (Station Managers not included)



The Army results look like this with the top profiles of Perceive and Analyze in red. Verbal is in the second tier of producers. This is for Active and Reserve recruiters. This group has a better sample size for analysis.

Average Number of Army & Navy Contracts Per Profile
 Recruiters (RINCs and Station Managers not included)

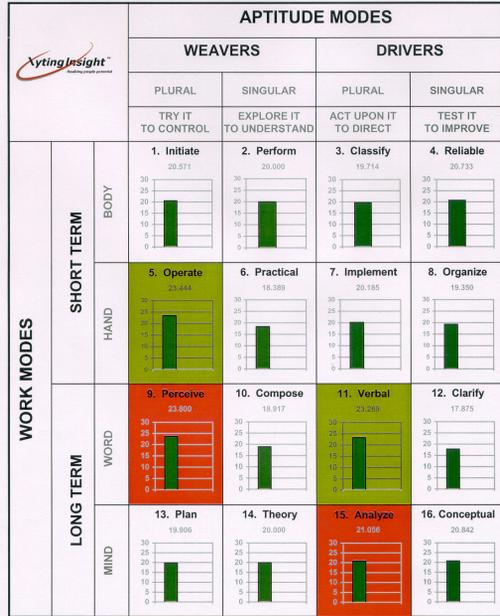


Copyright © 2001 Xyle, Inc. All rights reserved.

When both the Army and Navy recruiter profiles are combined, almost the same profiles appear as high producers. The additional “red” or top producing profile is Operate.

Average Number of Army Contracts Per Profile

Active Recruiters (Station Managers not included)

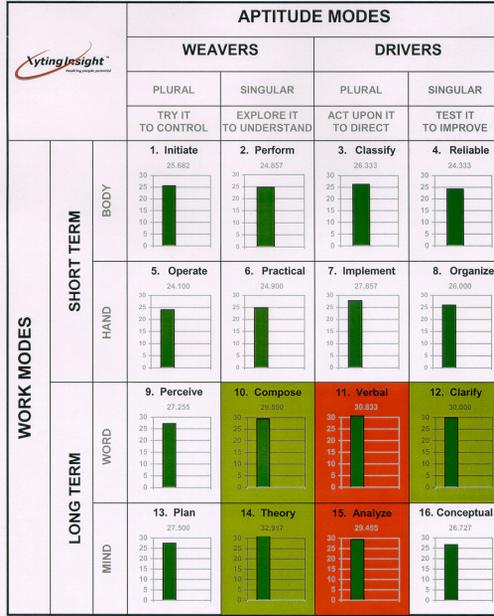


Copyright © 2001 Xyle, Inc. All rights reserved.

If we look at just the Active Army recruiters which the job is more like Navy recruiters, the top profiles are these, Perceive and Analyze, an “apple-to-apple” comparison. The Theory profile falls out.

Average Number of Army Contracts Per Profile

Reserve Recruiters (Station Managers not included)

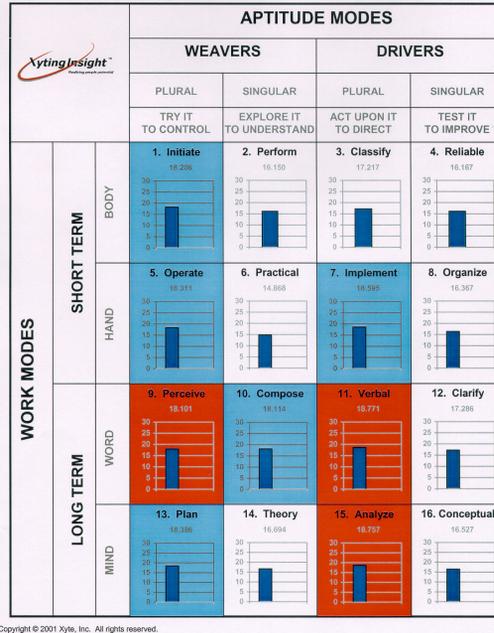


Copyright © 2001 Xytle, Inc. All rights reserved.

These are the top producing profiles for the Army Reserve. The sample size was too small to generate conclusions.

Average Number of Navy Contracts Per Profile

Recruiters (RINCs not included)



The average number of Navy contracts per profile is illustrated on this grid. The top three are Perceive, Verbal, and Analyze. The others noted in blue are the next “set” of top eight profiles that produce well. Note that all the profiles in columns one and three like to interact with people and of the three profiles in the word row, two are of the highest producers, Perceive and Verbal.

Best Profiles for Navy and Army Recruiters

		APTITUDE MODES				
		WEAVERS		DRIVERS		
		PLURAL	SINGULAR	PLURAL	SINGULAR	
		TRY IT TO CONTROL	EXPLORE IT TO UNDERSTAND	ACT UPON IT TO DIRECT	TEST IT TO IMPROVE	
WORK MODES	SHORT TERM	BODY	1. Initiate	2. Perform	3. Classify	4. Reliable
		HAND	5. Operate	6. Practical	7. Implement	8. Organize
		WORD	9. Perceive	10. Compose	11. Verbal	12. Clarify
		MIND	13. Plan	14. Theory	15. Analyze	16. Conceptual

Copyright © 2001 Xyte, Inc. All rights reserved.

The best profiles for Navy and Army recruiters based on the data in the study are Perceive, Verbal, and Analyze. This coincides with what we find in the private sector for sales and marketing people. We also know that there are additional profiles that won't produce as well but can function successfully in the recruiter position. There are also some profiles that have behaviors which are not conducive to high write rates.

Percent of Variance Explained by Group and Profile

Group	All Study Participants			All Navy Participants			All Army Participants		
All Study Participants	26	0.000	2,528						
All Navy Participants				28.6	0.000	1,504			
All Army Participants							15.9	0.000	1,041
Profile	Variance	Sign.	No.	Variance	Sign.	No.	Variance	Sign.	No.
Initiate**	30.7	0.000	169	45.8	0.003	83	37.1	0.026	86
Perform	58.7	0.030	55	90.2	0.105	27	73.9	0.420	28
Classify***	42.9	0.004	92	47.7	0.172	55	53.8	0.607	37
Reliable***	32.9	0.027	81	52.0	0.116	53	66.5	0.724	28
Operate	47.8	0.000	98	60.1	0.005	59	69.1	0.026	39
Practical**	26.4	0.100	105	49.2	0.065	60	53.9	0.156	45
Implement****	47.3	0.000	99	69.4	0.001	55	86.1	0.000	44
Organize***	34.1	0.000	237	37.0	0.000	143	40.0	0.004	94
Perceive	30.6	0.000	368	35.8	0.000	198	26.7	0.001	170
Compose**	48.1	0.041	67	66.4	0.081	42	81.7	0.468	25
Verbal	44.5	0.000	211	51.3	0.000	133	40.7	0.025	78
Clarify***	44.3	0.004	89	68.6	0.001	56	75.0	0.095	33
Plan	24.7	0.001	183	34.7	0.008	108	49.8	0.002	75
Theory	44.9	0.000	109	58.0	0.005	61	56.1	0.076	48
Analyze	30.2	0.000	295	38.8	0.000	188	23.1	0.220	107
Conceptual	31.7	0.000	287	34.3	0.000	183	35.1	0.006	104
Total			2,545			1,504			1,041
* Regression on contracts vs cube root of All Study Participants									
** Regression on contracts vs cube root of All Navy Participants									
*** Regression on contracts vs cube root of All Army Participants									

We went one step further than what our statement of work called for in analyzing the data and defined a regression model for predicting the number of contracts a recruiter of a particular profile would produce.

We examined seven sets of data, three of which are reported here. The first is the data set for all the participants in the study. There are a number of things of interest that are summarized in this table: percent of variance in the first column, significance level in the second column, and also the number of the study participants, as you can see listed in the third column. The amount of variance explained by the instrument and the variables used in this study to predict the number of contracts is very important.

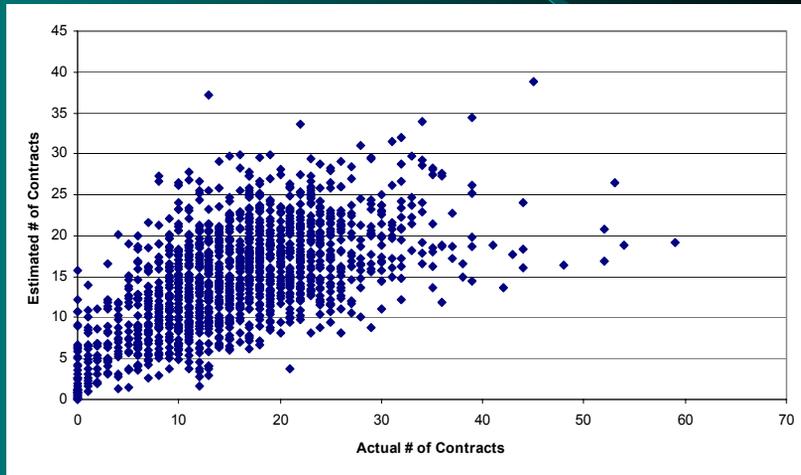
Note that we discovered that if we just did a regression on all the study participants, the variance explained was 26 percent, it was significant, and the “n” number was 2,545. However, regressing within the individual profiles explained a great deal more variance. It makes sense to regress within the individual profiles and create multiple regression equations based on the fact that there are sixteen different types of profiles.

The second data set was on all the Navy participants (1,504). The amount of variance explained was 28.6 percent. It went up. As you can see, regression on the individual profiles increased the amount of variance explained even more. Eight profiles have more than 50 percent, however, five were not significant. One reason for this can be the sample size, which is smaller for these profiles because the Navy is a subset.

The third data set is all the Army participants (1,041). The amount of variance explained was less than the Navy at 15.9 percent. One reason for this decrease is the smaller size of the data set. However, reviewing the individual profiles as predictors increased considerably the variance explained.

Because of the differences between the Army and Navy data sets it will be useful to define two regression models, one for the Army and one for the Navy. The high percent of variance explained further supports the use of the tool in recruiter selection and subsequent research to more fully develop the predictive models.

The Prediction



Xyte can reasonably estimate the number of contracts a potential recruiter will sign annually.

The standard method for developing a model for predicting future success in selection of recruiters is to take the recent history, build a regression model that describes the process, and apply the model in the future. In order to verify the model, one must apply the model to existing data and provide a prediction for each subject. The difference between the actual and estimated result (residual) is used to measure the efficacy of the model. We were successful in developing such a regression model. This is what this graph demonstrates. It is the scatter plot of the actual number of contracts and the estimated number of contracts. The plots cluster along the slope of the regression line.

Instead of generating one regression model, sixteen regression models were developed and the results were pooled.

Pooled Regression

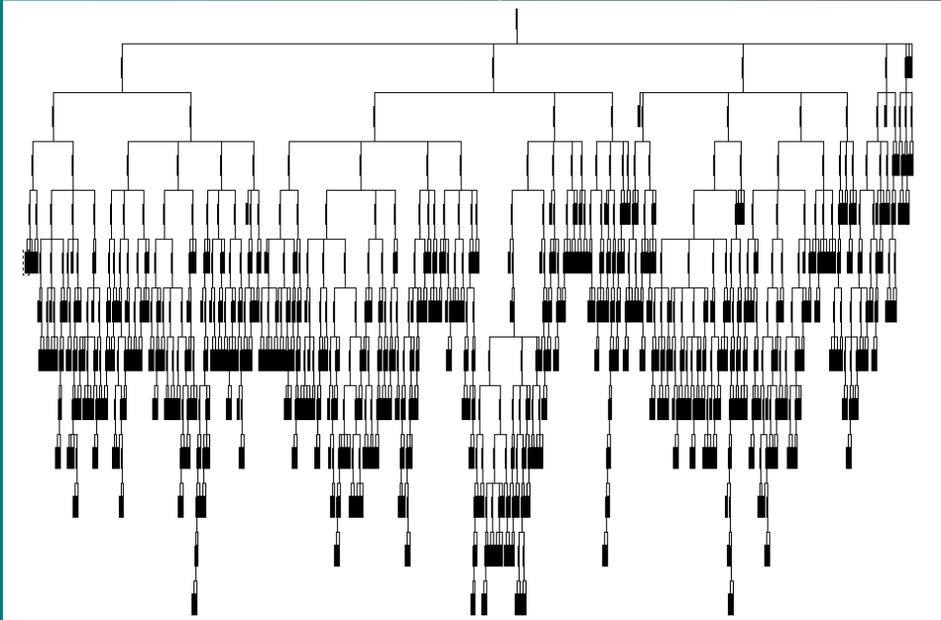
	B	C	D	E	F	G	H	I	J
1	ID	Org	Contracts	Q	Cube3Con	FITS1	Est	Profile	Resid
2	383	2	45	4	3.55689	3.38630	39	11	6
3	1419	2	39	4	3.39121	3.25545	35	1	4
4	2214	2	34	4	3.23961	3.23961	34	10	0
5	2232	2	32	4	3.17480	3.17526	32	13	0
6	1057	2	31	4	3.14138	3.16020	32	11	-1
7	471	2	28	4	3.03659	3.14493	31	13	-3
8	1744	2	19	2	2.66840	3.10613	30	6	-11
9	261	2	16	2	2.51984	3.10448	30	12	-14
10	615	2	15	1	2.46621	3.10013	30	11	-15
11	1707	2	33	4	3.20753	3.09553	30	11	3
12	1748	2	29	4	3.07232	3.08971	29	16	0

The above table is the first twelve rows of the pooled regression data. Each of the profiles is represented (16 Profiles and N=2,545). The contracts reflect the actual number of contracts signed in the prior year. Cube 3 Con is the cube root of the number of contracts. (This transformation was necessary to provide a normal distribution for the dependent variable) The estimate (EST) is the $FITS1^3$ (estimated cube root cubed) to place the estimated number of contracts in its original units. Each of the estimates is based upon the regression model associated with the subject's profile.

When the regression was computed on the entire matrix, the correlation was .331.

The correlation between the actual and estimated on the pooled data was .653.

Classification Regression Tree



Navy, Army, Xyte worked as a team to analyze the data together. Army used their Classification Regression Tree software to further analyze the data across Quartiles. What this software does is to simulate different permutations and combinations of variables using a heuristic approach to prediction.

Classification Regression Data

Without Xyte Data						
Misclassification Matrix (Without Profiles and No Contracts)						
		Actual				
		Q4 (Best)	Q3 (Medium)	Q2 (Moderate)	Q1 (Low)	Total
Predicted	Best	260	167	168	120	715
	Medium	276	341	260	295	1172
	Moderate	12	0	25	17	54
	Low	92	128	97	287	604
	Total	640	636	550	719	2545
Risk Statistics						
Risk Estimate		0.641257		36%		
SE of Risk Estimate		0.009507				

With Xyte Data - 78% Correct Classification						
Misclassification Matrix (With Profiles and No Contracts)						
		Actual				
		Q4 (Best)	Q3 (Medium)	Q2 (Moderate)	Q1 (Low)	Total
Predicted	Best	547	101	99	60	807
	Medium	24	457	32	41	554
	Moderate	17	23	383	31	454
	Low	52	55	36	587	730
	Total	640	636	550	719	2545
Risk Statistics						
Risk Estimate		0.224361		78%		
SE of Risk Estimate		0.008269				

In the top table here, 36% of the correct classification is explained without the Xyte data. With the Xyte data in, as shown in the bottom table 78% of the correct classification is explained in the predictions. What does this mean?

If we examine the first column in the bottom table, Quartile Q4-Best. Our regression analysis predicted that out of 640 recruiters that were classified as top performers, 547 cases were predicted as best; 24 were medium; and 17 and 52 were low. So if you used the tool and were predicting best performers you might end up with only 52+17 or 69 or approximately 10% that really were not classified right. This is very acceptable for use in the real world daily application of recruiter selection today. However, we would like to refine the model and the Navy/Army/Xyte team have ideas on how to do it while it is being implemented.

Conclusion: The data supports the importance of the use of the Xyte tool in predicting recruiter success.

Conclusions

1. The profile assessment tool can be administered effectively via the Internet inexpensively, easily, and accessible to everyone in a short period of time.
2. The distribution of profiles across the Army and Navy was random.
3. The top performers fell into the Verbal, Perceive, and Analyze profiles.
4. Individuals in these 3 profiles express empathy readily, promote harmony, like to convince others with words, and are comfortable talking in front of groups and one-on-one.
5. Recruiters in the Verbal, Perceive, and Analyze profiles wrote the most contracts in each of the services.
6. Recruiters in the Verbal, Perceive, and Analyze profiles are the exceptional overachievers in writing contracts.
7. The least successful performers fall into the Practical, Perform, and Organize profiles which are opposite to Verbal, Perceive, and Analyze.

Conclusions

8. The individual regression computed for each profile is more robust than the combined regression models.
9. The preliminary predictive regression model proves that contracts and variables from this study can be used to estimate the number of contracts a recruiter will sign per year.
10. The Return on Investment analysis shows that selecting recruiters in these 3 top profiles will save money even in the first year and beyond and keep more people on active duty.
11. The assessment instrument works and has predictive capability based on preliminary analysis.
12. Further research will focus on developing a more robust predictive model using the *Xyting Insight*[™] assessment which will explain even more variance and several other variables such as engagement, ASVAB scores, attitude, and demographics.

Army ROI Assumptions

- 13.2 average contracts per year including Station Managers
- First two years: 3rd year recruiters replaced by
 - ◆ % of top 3 recommended profiles
 - ◆ % of other 5 of 8 top profiles
- After year two: even adjusted number of rotated recruiters
- Mission of 76,800 recruits per year
- 6,054 recruiters currently
- Approximately 4 times the number of desired recruiters need to be assessed
- The cost of recruiters in FY 01 was \$66,475 with an increase of 4% per year

The purpose is to analyze the potential savings by using the Xyte Profile System to select top recruiters.

Army ROI: Predictive Regression Model

Savings =
 [(Current # of Recruiters x Mean) –
 (1st year x Mean + 2nd year x Mean + 3rd year x Mean)
 divided by Accession Mission] x Recruiter cost – Assessment cost

Navy	Mean contract rate	People saved back to fleet	Recruiting force	Assessment expense	Dollars saved annually
Current	13.20 per year		6,054 recruiters		
1 st year	18.16 per year	1,826	4,228 recruiters	\$1,691,200	\$126.2 million
2 nd year	26.70 per year	3,178	2,876 recruiters	\$1,150,400	\$228.5 million
3 rd year	30.50 per year	3,536	2,518 recruiters	\$1,007,200	\$264.4 million

If the Xyting Insight assessment is used for selection, over a three years 6,540 recruiters can be returned to the field and \$619 million can be saved.