

**Table 5.4** Information for Two Job Applicants for an RA position

|                              | Candidate |         |
|------------------------------|-----------|---------|
| Data source                  | Barbara   | Mareike |
| Interpersonal Skills         | 8.0       | 6.0     |
| College GPA                  | 3.25      | 3.85    |
| Quality of Reference Letters | 8.5       | 11.5    |

*Notes.* Interpersonal skills are measured on a 1 (*low*) to 9 (*high*) scale as judged by the Dean of Students. GPA is measured on a 0.0-to-4.0 range. Quality of reference letters is measured using a 1 (*poor*) to 15 (*outstanding*) range as judged by current RAs, and a mean is provided in the table.