Psychometric Testing in Selection and Development: Choosing, Administering and Interpreting Tests

28 June – 2 July 2027
London - Central London four-star



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Introduction:

Psychometric testing is often bought on a vendor's promise, run without standard instructions and read from a single headline score, so organisations screen out capable applicants, overlook unfair group differences and give candidates little useful feedback. This Core Concept course equips HR, recruitment and talent staff to act as competent test users: choosing ability, personality, situational judgement, motivation and integrity instruments, reading reliability and norm data, administering tests securely, setting cut-off rules and explaining results. Participants produce a Test Selection and Administration Plan with a scripted feedback session for a case role.

Course Objectives:

- Distinguish the constructs measured by ability, aptitude, personality, situational judgement, motivation and integrity instruments and match them to job requirements
- Judge a test's reliability, validity evidence and norm group from its technical manual before it is purchased
- Administer psychometric tests under standardised, secure supervised and remote conditions, including accommodations for candidates with disabilities
- Set cut-off scores and decision rules for a hiring process and monitor them for adverse impact
- Interpret personality profiles and ability score reports and deliver clear feedback to candidates and employees
- Build a Test Selection and Administration Plan covering test choice, sequencing, data protection and development use

Target Audience:

- Recruitment and talent acquisition practitioners who screen applicants and run test stages in hiring campaigns
- HR generalists who administer tests and handle candidate queries about results
- Talent and learning practitioners who use questionnaires for coaching and development planning
- HR assessment coordinators who manage test platforms, candidate invitations and score records
- Graduate and early-careers recruitment staff who process high applicant volumes

Course Outline:

Day 1: Psychometric Testing Foundations for Test Users

- Psychological Constructs Measured by Tests: Abilities, Traits, Preferences and Judgement
- Maximum Performance Versus Typical Performance Instruments
- Test Types Map: Ability, Aptitude, Personality, Situational Judgement, Motivation and Integrity
- Test User Roles Across Administration, Scoring and Interpretation Duties
- Current Testing Practice Audit: Where Tests Sit in Hiring and Development Decisions

Day 2: Reliability, Validity and Norms Explained for Test Users

- Classical Test Theory: Observed Score, True Score and Measurement Error
- Reliability Coefficients: Test-Retest, Alternate Forms, Split-Half and Cronbach's Alpha
- Standard Error of Measurement and Score Confidence Bands
- Validity Evidence Types: Content, Construct, Concurrent and Predictive
- Norm Groups, Percentiles, Stens and T-Scores Versus Item Response Theory Scaling

Day 3: Choosing, Administering and Interpreting Tests

- Test Evaluation Checklist: Technical Manual, Norm Relevance, Language Versions and Candidate Experience
- Situational Judgement Item Formats: Best-Worst Choice, Ranking and Effectiveness Rating
- Standardised Administration Protocol: Instructions, Timing, Practice Items and Incident Log
- Personality Profile Reading: Scale Scores, Response Style Indicators and Profile Patterns
- Ability Score Report Interpretation: Raw Scores, Percentiles and Comparison Group Choice

Day 4: Fairness, Test Security and Decision Rules

- Adverse Impact Monitoring Using Selection Rates and the Four-Fifths Rule
- Candidate Accommodations: Extra Time, Accessible Formats and Alternative Assessment Routes
- Unproctored Online Testing Risks: Impersonation, Item Leakage and Verification Retesting
- Cut-Off Score Methods: Compensatory, Multiple-Hurdle and Score Banding Approaches
- Test Data Protection: Consent, Retention Periods, Access Rights and Result Disclosure

Day 5: Case Work: Test Selection and Administration Plan with Feedback Role-Play

- Case Role Brief: Job Requirements, Applicant Volume and Development Use
- Test Battery Assembly Matrix Linking Job Requirements to Instruments
- Candidate Feedback Role-Play Using a Personality Score Report
- Employee Development Coaching Role-Play Using Motivation Questionnaire Results
- Test Selection and Administration Plan Presentation and Peer Critique

Skills You Will Gain:

- Test Construct Mapping
- Technical Manual Appraisal
- Score Scale Conversion
- Standardised Test Administration
- Remote Testing Security
- Cut-Off Score Setting
- Score Report Interpretation
- Test Result Feedback

Why Attend This Course:

- Leave with a Test Selection and Administration Plan and a rehearsed feedback script for a case role, ready to adapt at work
- Stop relying on vendor claims by reading reliability, validity and norm data before signing a test contract
- Reduce challenges from rejected applicants by applying accommodations, secure administration and documented decision rules
- Practise feedback conversations with recruitment and talent peers from industrial, services, public and healthcare organisations

Conclusion:

Tests add value to hiring and development only when the user chooses them for the job, runs them the same way for every candidate and reads the scores with their error in mind. The week moves from test types and constructs, through reliability, validity and norms, to evaluation, administration and report interpretation, then to adverse impact, accommodations, remote testing security, cut-off rules and data protection. The final day produces a Test Selection and Administration Plan with rehearsed candidate and employee feedback.