TALENT ENGINEERING ACADEMY

Psychometric Testing Fundamentals

PRACTICE WORKBOOK

Understand reliability, validity, norms and the limits of using test scores in hiring.

PATHWAY	Assessment and Hiring Decisions
LEVEL	Practitioner
EDITION	2026.09
UPDATED	2026-09-24

Free learning. Practical work. Better recruitment.

An education initiative by Vitae.

WORKBOOK GUIDE

Build something useful as you learn.

This workbook turns the course into a practical piece of work you can review, refine and adapt. Print it, annotate it digitally, or use the prompts in your preferred notes tool.

YOUR COURSE DELIVERABLE

A test due-diligence checklist and bounded interpretation note.

How to use this workbook

01 Work through the course lessons in order, then complete the matching workbook prompts.

02 Use fictional or properly authorised information. Do not add candidate or client confidential data.

03 Compare your decisions with the self-review guidance. Revise assumptions, gaps and unclear ownership.

04 Keep the finished workbook as evidence of your learning and as a starting point for real work.

BEFORE YOU START

Talent Engineering Fundamentals, or equivalent recruitment experience.

Course page: https://talentengineering.org/courses/psychometric-fundamentals

PART 1

Plan your course deliverable.

Use these planning pages to define what you are producing before you work through the lesson exercises. Return to them as your thinking develops.

WORKSHEET 01

Purpose and construct

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 02

Job relevance and evidence of validity

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 03

Reliability and score uncertainty

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 04

Norm group and accessibility

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 05

Qualified administration and interpretation

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 06

Decision use, limitations and review

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

PART 2

Apply each lesson.

Each exercise is designed to turn the lesson into evidence of practice. Complete the task, then use the guidance to challenge your first answer.

LESSON 01 / 04

Understand what a test claims to measure

YOUR PRACTICE TASK

Write a purpose statement and five questions for a fictional test supplier.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

A supplier markets a personality profile as a way to identify the best salespeople. The buyer asks for evidence supporting that specific selection use rather than assuming a development tool is valid for hiring.

SELF-REVIEW GUIDANCE

Distinguish development, selection and team discussion uses. Ask what conclusions the instrument does not support. Avoid equating a branded report with an independently validated hiring recommendation.

LESSON 02 / 04

Separate reliability, validity and norms

YOUR PRACTICE TASK

Explain reliability, validity and percentile rank in plain language to a fictional hiring manager.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

A candidate’s 70th percentile means their score is above a specified proportion of the reference group under that test’s method. It does not mean they have 70% of the skill or a 70% chance of job success.

SELF-REVIEW GUIDANCE

Use one example showing that reliable measurement can still be irrelevant. State the reference group when interpreting a percentile and avoid converting it into a probability of successful performance.

LESSON 03 / 04

Evaluate administration and accessibility

YOUR PRACTICE TASK

Create an administration checklist covering preparation, accessibility, technical failure and result access.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

A timed test platform does not work with a candidate’s assistive technology. The team pauses and consults the appropriate specialist about an accessible route instead of recording a failed attempt as a low score.

SELF-REVIEW GUIDANCE

Include who can authorise an alternative and how its interpretation is documented. Keep the candidate informed. Do not invent universal adjustment rules for every instrument.

LESSON 04 / 04

Integrate scores with other evidence

YOUR PRACTICE TASK

Write a 150-word interpretation note for a fictional mixed-evidence case.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

A strong work sample conflicts with a low test score. The panel checks administration, relevance and score interpretation with a qualified adviser rather than automatically ignoring either result.

SELF-REVIEW GUIDANCE

State what the test measures, its uncertainty and how it relates to the role. Identify what needs specialist interpretation. The note should support an accountable decision without claiming that the test reveals the whole person.

FINAL REVIEW

Strengthen the work before you use it.

Review the completed workbook as one connected piece of work. The strongest deliverables are internally consistent, explicit about limitations and clear about who decides what happens next.

- ☐ The work distinguishes facts, evidence, assumptions and open questions.
- ☐ Decisions have named owners, dates and review points.
- ☐ Measures connect to the outcome rather than activity alone.
- ☐ Risks, accessibility needs, privacy considerations and limitations are visible.
- ☐ The next action is specific enough for another person to follow.
- ☐ The finished deliverable can be explained in plain language.

FINAL CHANGES AND NEXT ACTIONS

FURTHER READING

Continue with trusted sources.

These sources support further study. A reference does not imply endorsement. Check the current official rules and obtain appropriate professional advice for real legal, financial or regulated decisions.

CIPD: Selection methods

Professional context for selection methods and their limitations.

https://www.cipd.org/uk/knowledge/factsheets/selection-factsheet/

GOV.UK: Discrimination in recruitment

UK legal context. Obtain advice for your jurisdiction and circumstances.

https://www.gov.uk/employer-preventing-discrimination/recruitment

ABOUT THIS WORKBOOK

Original educational scenarios. Practical work is self-directed and is not independently assessed. Adapt any method to your context with appropriate review.

Talent Engineering Academy is an education initiative by Vitae.