LeanSparks

GUIDE · HIRING AND THE EMPLOYEE LIFECYCLE · CANADA

The Complete Guide to Psychometric Test Selection

How to choose the right psychometric assessment for hiring and beyond: 10 selection criteria, a vendor scorecard, and Canadian human rights and privacy guidance.

NOVEMBER 2026 ABOUT 25 MINUTES TO READ LEANSPARKS.COM

CONTENTS

What's inside

01 What is psychometric test selection?

02 Where do psychometric assessments fit in your recruitment process?

03 What types of psychometric assessments are used in recruitment?

04 How do you choose a psychometric assessment? The 10 selection criteria

05 What are the Canadian legal and ethical considerations?

06 How do you evaluate psychometric assessment vendors?

07 How do you run a pilot before rollout?

08 What mistakes should you avoid when selecting a psychometric assessment?

09 Beyond the hire: how one assessment supports the whole employee lifecycle

10 Frequently asked questions

11 Sources and standards

This guide is general information, not legal advice. Have employment counsel review your assessment process before rollout.

INTRODUCTION

Start with the decision, not the demo.

Psychometric test selection is how you match a validated psychometric assessment to a specific people decision. You check its evidence, fairness, privacy, candidate experience and cost before you roll it out. For most HR teams, that first decision is a hire. The best choice keeps paying off after the offer is signed: in onboarding, development and team building.

KEY TAKEAWAYS

- Start with the decision you need to make, not with a vendor demo.
- Ask for evidence of reliability and validity for your intended use, in writing.
- In Ontario, human rights guidance says psychometric assessments belong after a conditional offer, not before it.
- Check where candidate and employee data is stored, who can see it, and how long it is kept.
- Pick an assessment that keeps working after the hire, so you are not paying for a new instrument for every use case.

Picture a 250-person professional services firm in Toronto. It hires 40 people a year, and every manager runs interviews their own way. Two of last year's senior hires left within eight months. The HR manager is asked to "add a personality test" to the process. Three vendors send demos. All three look polished, all three claim strong science, and the prices sit far apart.

Where do you start? This guide gives you the questions to ask, the evidence to request and the Canadian rules to respect. It also shows how to choose an assessment that keeps paying off well after the hire.

What is psychometric test selection?

> **Psychometric test selection means choosing the psychometric assessment that fits a defined people decision, such as hiring for a role, and confirming it is reliable, valid for that use, fair, private and practical before you adopt it.** It is a procurement decision and a scientific one at once. Treat it like both.

What is a psychometric assessment?

A psychometric assessment is a standardized questionnaire that measures psychological characteristics: personality traits, behavioural preferences, cognitive ability, motivations and values. "Standardized" matters here. Everyone answers the same questions under the same conditions, and each score is compared with a reference group. That is what lets you compare two candidates fairly.

People search for this as a "psychometric test", and that is fine. The word "test" suggests a pass or a fail, though, and a good psychometric assessment has neither. It describes how someone tends to work, learn and interact, so you can make a better-informed decision.

How is a psychometric assessment different from a skills test, an interview or a performance review?

METHOD	WHAT IT MEASURES	BEST USED FOR	LIMITS
Psychometric assessment	Traits, preferences, cognitive ability, motivations and values	Understanding how someone works; informing fit, onboarding and development	Measures tendencies, not job knowledge
Skills test or work sample	What someone can do now: coding, accounting, writing	Confirming job-specific capability	Says little about how someone will work with a team
Structured interview	Past behaviour and responses to job situations, scored against set criteria	Comparing candidates on the same competencies	Quality depends on interviewer training and consistency
Performance review	Results and behaviour on the job over time	Managing current performance	Applies only to current employees; it is not a psychometric measure

The strongest hiring decisions combine methods. A psychometric assessment adds what interviews miss: a consistent view of work style that does not depend on how well a candidate tells their story.

Which key terms should every HR team understand?

TERM	PLAIN-LANGUAGE DEFINITION	WHY IT MATTERS WHEN YOU CHOOSE
Reliability	The assessment gives consistent results over time and across its own questions	An unreliable score cannot be trusted for any decision
Validity	The evidence that scores mean what the vendor says they mean, for the use you intend	Validity is never general; ask "valid for what?"
Norm group	The reference group a person's score is compared with	A norm group that looks nothing like your workforce distorts results
Construct	The characteristic being measured, such as conscientiousness	Vague constructs produce vague reports
Adverse impact	When a selection method disadvantages a protected group	You need to know whether the provider has examined it
Response distortion	When someone answers to look good rather than honestly	Ask how the assessment detects and limits it

02 / SECTION

Where do psychometric assessments fit in your recruitment process?

> **In Canada, timing is part of the selection decision. The Ontario Human Rights Commission's guidance says psychometric and psychological tests should not be given before a conditional offer of employment, and should be approached with caution even then.** Plan where the assessment sits before you choose which one to use.

That guidance surprises many hiring teams, because most vendor guides are written for the US or the UK. They place assessments early in the funnel as a screening filter. In Ontario, that approach carries human rights risk. Other provinces have their own human rights codes and commissions, so check the guidance where you hire. OHRC guidance is policy, not a statute: have employment counsel review your process.

The good news is that the right timing makes the assessment more useful, not less.

What does a well-sequenced hiring process look like?

STAGE	WHAT YOU DECIDE	ROLE OF THE PSYCHOMETRIC ASSESSMENT
1. Job analysis	What the role really requires	Define the competencies and work style the role needs, so later scores have a target
2. Posting and sourcing	Who applies	None. In Ontario, if any AI is used to screen, assess or select applicants, the posting must say so (employers with 25+ employees, since January 1, 2026)
3. Screening	Who meets the requirements	Job-related criteria, skills tests or work samples
4. Structured interviews	Who best fits the role's competencies	Interview questions built from the job analysis
5. Conditional offer	Whether there is a fit gap worth discussing	The psychometric assessment informs role fit and flags areas to explore, with accommodation offered to every candidate
6. Onboarding	How to set the new hire up to succeed	The same results become the manager's onboarding guide and the person's first development baseline

Stage 6 is where a well-chosen assessment earns its cost twice. The insight you gathered to inform the hire does not expire on the start date.

How many psychometric assessments should a hiring process include?

Usually one, done well. A single multidimensional assessment that covers personality, preferences, motivations and cognitive ability gives you more than three separate questionnaires. It also spares candidates a long battery. Combine it with structured interviews and, where it fits, a work sample.

Pre-employment tests and psychometric assessments: what's the difference?

"Pre-employment tests" is a broad search term. It covers skills tests, cognitive tests, integrity questionnaires and psychometric assessments together. Skills tests and work samples can usually run earlier in the process because they measure job-related ability directly. Psychometric assessments measure psychological characteristics, which is why Ontario guidance treats them more carefully.

How common are personality assessments in Canadian hiring?

Less common than you might think. In a 2026 Express Employment Professionals and Harris Poll survey of 508 Canadian hiring decision-makers, 37% said they use personality assessments to evaluate candidates. Far more rely on situational questions (58%) and behavioural interview questions (52%).

03 / SECTION

What types of psychometric assessments are used in recruitment?

The six main types of psychometric assessments used in recruitment are personality, behavioural style, cognitive ability, situational judgment, motivation and values, and multidimensional assessments that combine several of these. Each answers a different question. Pick the type from the decision, not from the brochure.

TYPE	WHAT IT MEASURES	BEST HIRING USE	VALUE AFTER THE HIRE	WATCH-OUTS
Personality	Stable traits such as conscientiousness, openness or emotional stability, often based on the Big Five model	Role fit for work style, such as detail focus or tolerance for ambiguity	Self-awareness, coaching, career conversations	Generic, non-work questions predict less well and feel intrusive
Behavioural style	How someone communicates, decides and handles pace and conflict	Matching a person to team dynamics and management style	Team building, manager-employee pairing	Simple four-quadrant models are useful for teams but too thin to decide a hire alone
Cognitive ability	Reasoning, problem solving and learning speed	Roles with complex, fast-changing work	Readiness for stretch roles	Can show group differences; check fairness evidence carefully
Situational judgment	Choices in realistic job scenarios	High-volume or customer-facing roles	Limited; usually built for one role	Must be built or adapted for your context
Motivation and values	What drives and engages someone	Culture fit conversations	Engagement and retention	OHRC guidance cautions against assessing personal interests, attitudes and values in hiring
Multidimensional	Several of the above in one assessment	A complete picture from one sitting	The same profile feeds onboarding, development, teams and succession	Ask for evidence on each dimension, not only the whole

Are personality tests reliable for hiring?

Work-focused personality assessments can be reliable and useful for hiring, when they are validated for workplace use and combined with other methods. The free "personality tests" you find online are a different thing. Most were built for entertainment or self-reflection, have no published norms and should never inform a hiring decision.

The Canadian Psychological Association's fact sheet on pre-employment personality assessment offers practical advice. Prefer work-contextualized questions ("at work, I..."), because they predict job behaviour better and protect applicant privacy. Use forced-choice formats and honest warnings about faking to limit response distortion.

04 / SECTION

How do you choose a psychometric assessment? The 10 selection criteria

> **To choose a psychometric assessment, score each option on 10 criteria: reliability, validity for your use, norm groups, fairness, candidate experience, languages, report usability, integrations, data privacy, and training and cost.** Ask the vendor to show evidence in writing for every point. A polished demo is not evidence.

1. Reliability
2. Validity for your intended use
3. Relevant norm groups
4. Fairness and adverse impact
5. Candidate and employee experience
6. Languages
7. Report usability
8. Integrations
9. Data privacy and residency
10. Training, certification and cost model

1. Is there evidence of reliability?

Reliability tells you whether the assessment measures consistently. Ask for two figures from the technical manual: internal consistency (do the questions on one scale agree with each other?) and test-retest reliability (does a person get a similar result weeks later?). If a vendor cannot produce a technical manual, stop there.

2. Is there evidence of validity for your intended use?

Validity is never general. An assessment can be well validated for development and weakly validated for selection, or the reverse. Ask three questions:

- **Content:** do the questions relate to the job?
- **Construct:** does the assessment measure the traits it claims to measure?
- **Criterion:** do scores relate to real outcomes, such as job performance or retention, in roles like yours?

Keep your expectations realistic. A major 2022 re-analysis of selection research by Sackett, Zhang, Berry and Lievens found that earlier studies had overestimated how well many methods predict job performance. In their revised estimates, structured interviews ranked highest (around .42), and the

estimate for cognitive ability fell from .51 to about .31. No single method predicts everything. That is why assessments work best alongside structured interviews and a clear job analysis.

3. Are the norm groups relevant to your workforce?

A score only means something compared with a reference group. Ask who is in the norm group, how many people, from which countries and industries, and when the data was collected. A norm built mostly on US university students tells you little about a Calgary operations manager.

4. Has the provider examined fairness and adverse impact?

Ask whether the provider has studied score differences across gender, age, ethnicity and language groups, and what it found. Ask how the assessment is adapted for candidates with disabilities. A vendor that has never looked at this has not done the work.

5. What is the candidate and employee experience?

Length, device and tone shape completion rates and your employer brand. Check:

- How long it takes. Shorter is better, as long as the evidence holds.
- Whether it works well on a phone.
- Whether it meets accessibility standards and offers accommodation, such as extra time or alternative formats.
- Whether the questions feel respectful and work-related.

Take the assessment yourself before you buy. If it annoys you, it will annoy your best candidates.

6. Is it available in English, French and the other languages your workforce needs?

In Canada this matters early. A translated questionnaire is not the same as one validated natively in each language. Ask whether each language version has its own validation evidence and norms, or whether it is a translation of the English version.

7. Are the reports usable by managers, not just HR?

A report a hiring manager cannot read will sit in a drawer. Look for plain-language summaries, clear interview prompts for the areas to explore, and separate views for HR, managers and employees. Ask to see a real sample report for a role like yours.

8. Does it integrate with your ATS, HRIS or CRM?

Every manual export adds admin time and privacy risk. Ask which systems the platform connects to natively (for example, an applicant tracking system, an HRIS, or Salesforce), and which connections need custom work.

9. Where is the data stored, and who can access it?

Psychometric results are sensitive personal information. Ask where data is hosted, whether it is shared with third parties, how long it is kept, who can see each report, and how a candidate or employee can access or correct their information. Section 5 covers the Canadian privacy rules.

10. What training is needed to interpret results, and what is the cost model?

Good interpretation protects people and decisions. Ask who needs certification, how long it takes and what it costs. Then compare cost models on the same basis: per assessment, per seat, or a platform subscription. Include certification, implementation and support in the total cost.

PRINTABLE CHECKLIST: 10 QUESTIONS BEFORE YOU SIGN

- [ ] We have a technical manual with reliability figures
- [ ] We have validity evidence for our intended use, not only in general
- [ ] The norm groups resemble our workforce
- [ ] The provider has examined fairness and adverse impact
- [ ] We completed the assessment ourselves and it took a reasonable time
- [ ] Each language we need is natively validated
- [ ] Managers understood a sample report without help
- [ ] It connects to our ATS, HRIS or CRM
- [ ] We know where the data is hosted and who can see it
- [ ] We know the full cost, including certification

05 / SECTION

What are the Canadian legal and ethical considerations?

> **In Canada, using psychometric assessments in hiring means respecting three things: provincial human rights codes (including the duty to accommodate), privacy law (which differs by province and sector), and professional testing standards.** None of them bans psychometric assessments. All of them shape how you choose and use one.

This section is general information, not legal advice. Have employment counsel review your process before rollout.

Human rights codes and the duty to accommodate

Every province has a human rights code that prohibits discrimination in employment. For assessments, that means three practical rules:

- **Timing.** In Ontario, OHRC guidance places psychometric and psychological tests after a conditional offer, and advises caution even then.
- **Content.** The OHRC also cautions against assessing personal interests, attitudes and values in hiring, and notes that some tests may favour the dominant culture. Choose job-related, work-contextualized assessments.
- **Accommodation.** Employers must accommodate Code-related needs, such as a disability, in any assessment, up to the point of undue hardship. The OHRC recommends telling every candidate that accommodation is available when you invite them to an assessment.

British Columbia and Alberta have their own human rights codes and commissions. Check their guidance where you hire.

Privacy: which law applies to assessment data?

Canadian privacy law depends on your province and sector:

- **PIPEDA** covers employee personal information only for federally regulated employers, such as banks, airlines and telecoms.
- **BC PIPA and Alberta PIPA** allow employers to collect, use and disclose employee personal information without consent when it is reasonable for establishing, managing or ending employment, but notice is still required. Alberta's government guidance extends this to recruiting.
- **Ontario** has no general private-sector privacy law for employees. Many Ontario employers rely on policies and contracts, so get advice on what applies to you.
- **Quebec's Law 25** sets its own requirements for organizations hiring in Quebec.

Whatever applies, the good practice is the same. Tell people what you collect and why. Collect only what the decision needs. Control who sees each report. Know where the data is stored.

Ontario's job-posting rules and AI disclosure

Since January 1, 2026, Ontario employers with 25 or more employees must state in publicly advertised job postings if they use artificial intelligence to screen, assess or select applicants. Ask every vendor directly whether any part of its scoring or recommendations uses AI, and get the answer in writing.

Which professional standards should guide your choice?

- **The Canadian Psychological Association** recommends the *Standards for Educational and Psychological Testing* (AERA, APA and NCME) as the reference for test use.
- **ISO 10667-1:2020** sets out the responsibilities of the organization buying an assessment: a clear rationale, competent assessors, proper implementation, and controlled access to results. It covers recruitment, development, promotion and succession.
- **The International Test Commission** publishes guidelines on test use, adaptation and computer-based testing.
- **The SIOP Principles** cover how to validate personnel selection procedures.

A vendor that knows these standards will answer your questions comfortably. One that does not will change the subject.

JURISDICTION	MAIN RULES TO CHECK	WHAT IT MEANS FOR ASSESSMENT USE
Ontario	Ontario Human Rights Code and OHRC guidance; Employment Standards Act job-posting rules	Assess after a conditional offer; offer accommodation; disclose AI use in postings (25+ employees)
British Columbia	BC Human Rights Code; BC PIPA	Accommodation duty; notice to employees and candidates when collecting personal information
Alberta	Alberta Human Rights Act; Alberta PIPA	Accommodation duty; notice required, consent not always required for employment purposes
Federally regulated employers	Canadian Human Rights Act; PIPEDA	Accommodation duty; PIPEDA governs employee personal information
Quebec	Quebec Charter; Law 25	Specific privacy obligations; get Quebec-specific advice

Accurate as of November 2026. Review quarterly.

06 / SECTION

How do you evaluate psychometric assessment vendors?

> **Evaluate psychometric assessment vendors in four steps: bring the right people in early, ask every vendor the same written questions, score answers with a weighted scorecard, and request documentation before you sign.** The same questions for every vendor is the rule that makes comparison fair.

Who should be involved?

PERSON	WHAT THEY BRING	WHAT THEY DECIDE
Strategic HR leader (CHRO, VP People)	The link to workforce strategy	Whether the choice serves more than one use case
Operational HR owner (HR manager, HRBP)	Day-to-day process knowledge	Whether managers will actually use it
Talent acquisition leader	The hiring funnel and candidate experience	Where the assessment sits in the process
OD or L&D leader	Development and leadership programs	Whether results can feed development after the hire
IT and privacy	Systems and data protection	Integration, hosting and access controls
CEO (in smaller organizations)	Budget and priorities	Final approval
External HR consultant (if you use one)	Independent expertise	A second opinion on the evidence

Which questions should you ask a psychometric assessment provider?

Start with these 10. The full scorecard has 30.

1. Can you share your technical manual, including reliability and validity evidence?
2. Which validity evidence supports selection specifically, and which supports development?
3. Who is in your norm groups, how large are they, and when were they last updated?
4. Have you studied group differences in scores, and what did you find?
5. How do you support candidates who need accommodation?
6. Which languages are natively validated, and which are translations?
7. How does the assessment detect and limit faking?
8. Does any part of the scoring or reporting use AI?

9. Where is data hosted, is it shared with any third party, and how long is it kept?
10. What does certification involve, who needs it, and what is the full cost over three years?

How should you weight and score vendors?

Score each vendor from 1 to 5 on every criterion, then multiply by the weight. These weights are a starting point; adjust them to your priorities.

CRITERION	SUGGESTED WEIGHT
Validity for your intended use	20%
Reliability and norm groups	15%
Fairness and accommodation	15%
Data privacy and residency	15%
Candidate and employee experience	10%
Value beyond hiring (onboarding, development, teams)	10%
Report usability and integrations	10%
Training, certification and total cost	5%

What documentation should you request before you sign?

- The technical manual, with reliability, validity and norm data
- Fairness or adverse impact studies
- Sample reports for HR, managers and individuals
- The privacy policy, data processing agreement and hosting details
- Security documentation
- Certification curriculum and pricing

07 / SECTION

How do you run a pilot before rollout?

> **Run a pilot on one role or one team for a fixed period, with success measures agreed in advance, before committing to a full rollout.** A pilot turns a vendor's promises into your own evidence.

1. **Scope it.** Pick one role you hire for often, or one team, and one decision to support.
2. **Define success.** Agree on two or three measures upfront, such as manager confidence in hiring decisions, time to productivity, or early retention.
3. **Take it yourself.** HR and hiring managers complete the assessment first, so they understand what candidates experience.
4. **Run it.** Use the assessment at the agreed stage, after a conditional offer in Ontario, alongside your usual process.
5. **Collect feedback.** Ask candidates, new hires and managers what worked and what didn't.
6. **Decide.** Compare results against your measures, then expand, adjust or stop.

How do you measure success after rollout?

Track the same measures you set for the pilot, every quarter. Add completion rates and manager adoption: how many managers actually use the reports in interviews and onboarding.

How do you communicate assessments to candidates and employees?

Be clear and early. Tell people why you use the assessment, how the results are used, who sees them, and how to ask for accommodation. People who understand the purpose answer more honestly, and that makes the results better.

08 / SECTION

What mistakes should you avoid when selecting a psychometric assessment?

> **The most common mistakes are choosing on brand recognition, using an assessment outside the purpose it was validated for, and treating scores as a pass or fail.** Each is easy to avoid once you know to look for it.

1. **Choosing on brand recognition.** A famous name is not evidence. Ask for the technical manual.
2. **Using a development tool to make hiring decisions.** Some popular type-based models were built for self-awareness, not selection. Check what the validity evidence covers.
3. **Ignoring norm-group fit.** Scores compared with the wrong population mislead.
4. **Treating scores as pass or fail.** Use results to guide interview questions and onboarding, not to rank people mechanically.
5. **Testing too early.** In Ontario, assessing before a conditional offer carries human rights risk.
6. **Building an exhausting battery.** Three questionnaires and an hour of a candidate's time will cost you good applicants.
7. **Skipping accommodation.** Tell every candidate how to ask for it, before they start.
8. **Collecting data you don't need.** Every extra data point is a privacy obligation.
9. **Buying for hiring only.** If the results are never used again after the start date, you are paying for a fraction of the value.

09 / SECTION

Beyond the hire: how one assessment supports the whole employee lifecycle

> **The best psychometric assessment for hiring is one whose results keep working after the hire: in onboarding, development, team building and succession.** One validated profile per person means you do not need a new instrument, a new vendor or a new questionnaire for every people decision.

LIFECYCLE STAGE	QUESTION THE ASSESSMENT HELPS ANSWER	WHO USES THE INSIGHT
Hiring	Does this person's work style fit what the role needs?	TA leader, hiring manager
Onboarding	How does this new hire prefer to learn, communicate and receive feedback?	Manager
Employee development	Where are this person's strengths, and what should they build next?	Employee, manager, L&D
Team building	Where does this team overlap, clash or have gaps?	Team lead, HR, OD
Leadership and succession	Who is ready for more, and what support do they need?	CHRO, senior leaders
Engagement and retention	Is there a gap between what motivates people and what the organization offers?	HR leadership

Back to the Toronto firm from the start of this guide. Suppose its HR manager picks an assessment that informs the hire after the conditional offer. The same results then give each manager an onboarding guide on day one. Six months later, they feed the new hire's development plan and the next team workshop. The firm bought one assessment and gets value from it at five stages.

How AtmanCo approaches psychometric test selection

AtmanCo is a Canadian psychometric platform. Its assessments are built on the Atman Scientific Model (IMDP), the true-self scientific model, based on organizational science and workforce psychology. One assessment feeds every analysis across the employee lifecycle.

- **Three assessments, one profile:** AtmanPro for all employees and candidates, AtmanStyles as a shorter version for team building, and AtmanPremium for leaders and executives.
- **Fit against role competencies:** the JobFit module scores people against a target role profile, not against a personality description alone.

- **Built for Canadian teams:** 8 languages, all validated natively (including Quebec French). Candidate data hosted in Canada; GDPR and PIPEDA compliant; no third-party data sharing.
- **Certification within reach:** interpreters certify for $650 per practitioner through a 7-hour HR certification over 2 days. Managers act on the plain-language Styles output.
- **Proof:** more than 2,000 client organizations, 15+ years of validation, +5M assessments completed, and a rating of 5.0/5 in 25 verified Capterra reviews. Salesforce AppExchange app live.

10 / SECTION

Frequently asked questions

What is psychometric test selection?

Psychometric test selection is the process of choosing a psychometric assessment that fits a defined people decision, such as hiring for a role. It means checking the assessment's reliability, validity for that use, norm groups, fairness, candidate experience, data privacy and total cost before adopting it. Start with the decision you need to support, then compare vendors against the same written criteria.

How do I choose the right psychometric assessment for recruitment?

Define the role's requirements through a job analysis first. Then score each option on 10 criteria: reliability, validity for selection, relevant norm groups, fairness, candidate experience, languages, report usability, integrations, data privacy and cost. Ask for a technical manual, take the assessment yourself, and run a pilot on one role before rolling it out.

How do I know if a psychometric assessment is valid and reliable?

Ask the provider for its technical manual. Reliability appears as internal consistency and test-retest figures. Validity should be shown for your intended use: evidence that scores relate to job outcomes in roles like yours. If a provider cannot share this documentation, treat that as a warning sign.

What is a norm group, and why does it matter?

A norm group is the reference population a person's score is compared with. If the norm group is very different from your workforce, for example in country, industry or language, scores can mislead. Ask who is in the norm group, how large it is, and when it was last updated.

Can psychometric assessments be used in hiring in Ontario?

Yes, with care. Ontario Human Rights Commission guidance says psychometric and psychological tests should not be administered before a conditional offer of employment, and should be approached with caution even then. Employers must also accommodate Code-related needs. This is guidance, not a statute, so have employment counsel review your process.

Do Canadian privacy laws apply to psychometric assessment data?

Yes, but which law applies depends on where you operate. PIPEDA covers employee information for federally regulated employers. BC and Alberta have their own private-sector privacy laws (PIPA), which require notice. Ontario has no general private-sector employee privacy law. In every case, collect only what you need and control who sees results.

What is the difference between a psychometric test and a skills test?

A skills test measures what someone can do now, such as coding or bookkeeping. A psychometric assessment measures psychological characteristics: personality, behavioural style, motivations and

cognitive ability. Skills tests confirm capability for a task; psychometric assessments show how someone tends to work, learn and interact with others.

How long should a psychometric assessment take?

As short as the evidence allows. Long batteries lower completion rates and frustrate strong candidates. Many multidimensional assessments take between 10 and 40 minutes. Take the assessment yourself before you choose it, and avoid stacking several questionnaires when one well-validated assessment covers what you need.

Can psychometric assessments be used for employee development, not just hiring?

Yes, and that is where much of their value sits. The same results that inform a hire can guide onboarding, development plans, team building and succession planning. Check that the assessment has evidence for each use you plan, and that employees understand who sees their results.

What questions should I ask a psychometric assessment vendor?

Ask for the technical manual, validity evidence for your specific use, norm group details, fairness studies, accommodation options, language validation, whether any scoring uses AI, where data is hosted and shared, how long it is kept, and the full cost including certification. Ask every vendor the same questions so you can compare fairly.

11 / SECTION

Sources and standards

- Ontario Human Rights Commission: Requesting job-related sensitive information; Setting job requirements; Interviewing and making hiring decisions
- Canadian Psychological Association: Pre-employment Personality Assessment fact sheet (revised December 2025); Guidelines for Educational and Psychological Testing
- Public Service Commission of Canada: Approval of psychological tests
- ISO 10667-1:2020, Assessment service delivery
- Sackett, Zhang, Berry and Lievens (2022), *Journal of Applied Psychology*, 107(11), 2040-2068; summary from SIOP
- Office of the Privacy Commissioner of Canada: Privacy in the workplace
- Government of Alberta: Personal employee information
- Ontario AI disclosure in job postings: summary
- Express Employment Professionals and Harris Poll, Canadian hiring survey, August 2026

This guide is general information, not legal advice.

LeanSparks

Choose once. Use it everywhere.

LeanSparks is a certified AtmanCo partner. We help growing teams pick, pilot and roll out a psychometric assessment that informs the hire and keeps working through onboarding, development, team building and succession.

PEOPLE. TECHNOLOGY. GROWTH. · LEANSPARKS.COM