

PREPARED FOR

Manas – Center for Mental Wellness & Counselling

Using Psychometric Assessments in Ethical HR Practice

What Assessments Can and Cannot Tell You About Your Employees

Presented by Dr. Priya Dubey Sharma

Manas – Center for Mental Wellness & Counselling

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Programme Overview

Psychometric assessments are powerful tools, but their misuse in Indian HR can lead to significant challenges. This programme offers a comprehensive, ethical, and evidence-based framework to ensure their effective and responsible application.

Learning Objectives

- ✓ Participants will gain a clear understanding of various psychometric assessment types and their accurate measurement capabilities, enabling them to select appropriate tools for specific HR needs.
- ✓ Participants will learn the core ethical principles governing the use of psychometric assessments, including informed consent, unbiased interpretation, and data privacy, to foster trust and fairness.
- ✓ Participants will identify common pitfalls and misapplications of psychometric tools prevalent in the Indian HR landscape and understand the negative repercussions they can cause.
- ✓ Participants will differentiate between appropriate workplace assessments and inappropriate mental health screening, ensuring compliance and employee well-being.
- ✓ Participants will develop the skills to construct a robust, evidence-based assessment strategy aligned with organizational goals and ethical standards.
- ✓ Participants will be equipped to champion the ethical and effective integration of psychometric assessments within their organizations, promoting a culture of fairness and data-informed decision-making.

WHO SHOULD ATTEND

This programme is designed for HR professionals, Talent Acquisition specialists, and Learning & Development practitioners who are involved in or oversee the use of employee assessments.

Programme Content

1. Understanding Psychometric Assessments: What They Measure

This section demystifies the diverse world of psychometric assessments, from aptitude tests to personality inventories. We will explore what each type of assessment is scientifically designed to measure, moving beyond superficial interpretations. Understanding these nuances is crucial for selecting tools that genuinely align with job requirements and organizational objectives, avoiding the trap of using assessments for purposes they were not intended for.

 **Activity:** Group discussion on common assessment tools used in participants' organizations.

2. The Ethical Compass: Consent, Interpretation, and Privacy

Ethical considerations form the bedrock of responsible assessment use. This module delves into the critical aspects of obtaining informed consent from candidates, ensuring fair and unbiased interpretation of results, and safeguarding candidate privacy. Adhering to these principles not only ensures legal compliance but also builds trust and enhances the candidate experience, reflecting positively on the organization's values.

 **Activity:** Case study analysis of ethical dilemmas in assessment use.

3. Common Misuses and Their Ramifications in Indian HR

We will critically examine the prevalent misapplications of psychometric assessments within the Indian HR context, such as using personality tests for entry-level hiring without proper validation or over-reliance on single assessment scores. These misuses can lead to poor hiring decisions, discrimination, reduced employee morale, and significant legal liabilities, underscoring the need for caution and expertise.

 **Activity:** Brainstorming session on potential negative consequences of assessment misuse.

4. Workplace Assessments vs. Mental Health Screening: A Clear Distinction

It is vital to distinguish between assessments designed for job-relevant competencies and those that delve into an individual's mental state. This section clarifies what constitutes appropriate workplace assessment for selection or development and what falls under sensitive mental health screening, which requires specialized handling and ethical considerations to protect employee well-being and privacy.

 **Activity: Interactive quiz: 'Is this assessment appropriate for this purpose?'**

5. Crafting an Evidence-Based Assessment Strategy

Moving beyond ad-hoc selection, this module guides participants in developing a strategic approach to assessments. We will focus on aligning assessment choices with specific job roles, validating their effectiveness through data, and integrating them seamlessly into the broader HR lifecycle. An evidence-based strategy ensures that assessments contribute meaningfully to talent acquisition, development, and overall organizational success.

 **Activity: Worksheet: Initial outline for an organizational assessment strategy.**

6. Implementing Ethical Assessment Practices: A Practical Guide

This final section provides actionable steps for implementing and maintaining ethical assessment practices within your organization. We will cover best practices for communication, training for assessors, regular review of assessment tools and processes, and establishing clear policies. The goal is to empower participants to create a fair, effective, and compliant assessment framework.

 **Activity: None**

Action Plan

Concrete steps for implementation.

Action	Owner	Timeline	Notes
Conduct an inventory of all psychometric assessments currently in use.	HR/Talent Acquisition	Week 1	Document the purpose, tool used, and validation status for each assessment.
Develop or update the organization's policy on the ethical use of assessments.	HR	Month 1	Ensure policy covers consent, privacy, interpretation, and non-discrimination.
Organize training sessions for HR and hiring managers on ethical assessment principles.	L&D/HR	Week 2	Focus on common misuses and best practices relevant to Indian context.
Review and validate existing assessment tools against job requirements.	HR	Month 1	Discard or replace tools that are not fit for purpose or lack evidence.
Establish a feedback mechanism for candidates regarding their assessment experience.	HR	Month 2	Use feedback to identify areas for improvement in the assessment process.
Integrate ethical assessment principles into the broader talent management strategy.	Leadership/HR	Quarter 1	Ensure assessment strategy supports diversity, equity, and inclusion goals.

About Manas



Dr. Priya Dubey Sharma

Founder & Consulting Psychologist | Applied, Organizational & Behavioural Psychologist | PhD | 18+ Years

Dr. Priya Dubey Sharma brings 18+ years of applied psychology to corporate wellness. She has worked with SBI, educational institutions, and corporate teams across India. Her evidence-based approach combines CBT, mindfulness, and culturally contextualised psychology for measurable outcomes. She is the creator of the Performance FOMO Index™ and the High-Functioning Distress Framework™.

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A MSME-registered organisation dedicated to evidence-based mental wellness.

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Disclaimer: This document has been prepared by Dr. Priya Dubey Sharma – Founder & Consulting Psychologist (Applied, Organizational & Behavioural Psychologist, PhD, 18+ years), Manas – Center for Mental Wellness & Counselling (UDYAM-MP-10-0120839). Content is for programme overview and educational purposes only. Nothing herein constitutes legal advice regarding POSH Act compliance – organisations should consult qualified legal counsel for specific legal guidance. For clinical or psychological support, please reach out to the Manas Team for personalised guidance, or consult a qualified Psychiatrist or licensed mental health professional. © 2026 Manas – Center for Mental Wellness & Counselling. All rights reserved. Confidential – prepared specifically for the named organisation. For queries: manu@manas365.com | +91 99818 13224 This document does not constitute a legal instrument and carries no legal standing or admissibility in any court of law or official proceeding.