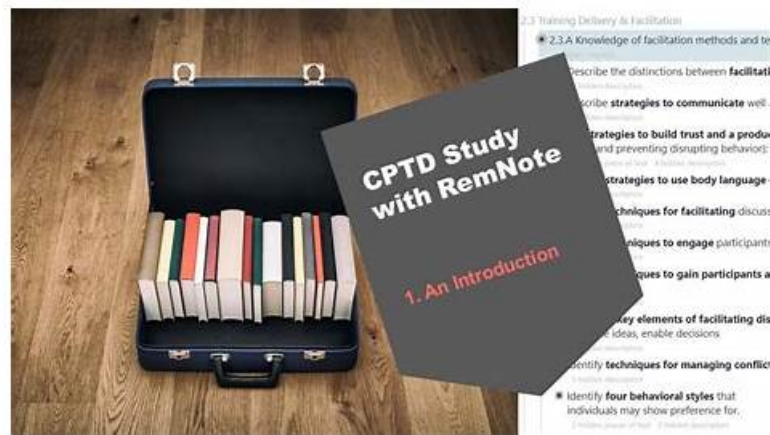


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## ATD The Certified Professional in Talent Development Sample Questions (Q22-Q27):

### NEW QUESTION # 22

Which action by a talent development professional would be most useful in helping a company support employee development when there is a wide range in ages in the workplace?

- A. Review career paths and develop strategies to improve the needed skill sets among all employees
- B. Review employee benefits and perks to attract the age range preferred by the organization
- C. Review course offerings and ensure there are plenty of instructor-led training classes to meet the requirements of the older workers
- D. Review job titles and descriptions and rewrite them to fit the different age ranges within the workforce

**Answer: A**

Explanation:

Multigenerational Workforce Best Practices(ATD Handbook) advise "focusing on career pathing and skill- building initiatives that meet the needs of all ages rather than targeting solutions by generation".

This approach is equitable and sustainable.

Reference:ATD Handbook, Managing a Multigenerational Workforce.

### NEW QUESTION # 23

A talent development professional and an external training vendor have agreed to a percentage of the overall cost as profit. What is this called?

- A. Cost plus incentive fee
- B. Performance-based fee
- C. Cost plus fixed price
- D. Firm fixed price

**Answer: A**

Explanation:

According to ATD Project Management for Learning Professionals, a Cost Plus Incentive Fee (CPIF) contract "pays the vendor for costs incurred plus an agreed-upon incentive or profit percentage tied to cost control or results".

Firm fixed price means no adjustment based on actual costs.

Reference: Project Management for Learning Professionals (ASTD Press).

### NEW QUESTION # 24

When following an organizational diagnosis model, which two variables that impact an organization would most appropriately be examined at both the organizational and group levels?

- A. Structure and group composition
- B. Group behavior and individual attitudes
- C. Culture and technology
- D. Processes and individual motivation

**Answer: C**

Explanation:

According to Organizational Diagnosis Models (CPTD Outline), "Culture and technology operate at both macro (organization-wide) and micro (team or department) levels".

Both deeply shape how work gets done across layers.

Reference: CPTD Detailed Content Outline, Organizational Systems Diagnosis.

### NEW QUESTION # 25

A loan manager in a large bank accessed a direct report's personal bank account in the bank's system out of curiosity. This direct report became aware of the unauthorized account access and consulted the human resources (HR) department. The HR manager initiates an ethics investigation and also asks the talent development (TD) department to determine whether a training solution is needed. The TD professional assigned to this task has never before been involved in any compliance and ethics situation.

Step 2

The TD professional has confirmed that the company's policy states employees are not authorized to access other employees' financial records without executive approval. The TD professional has been asked by the HR manager to participate in a meeting with the HR, compliance, and legal departments related to this investigation.

Step 3

The investigation has been completed, and it was determined that this was a unique occurrence and that overall, company managers and employees are knowledgeable of rules and internal policies. The TD professional concludes that this was not a training issue and existing training is effective. The TD professional presents this conclusion and the supporting analysis to the legal, compliance, and HR departments. The legal and compliance departments agree with the TD professional's conclusion. However, the HR manager still believes this is a training issue.

How should the TD professional proceed?

- A. Create a training plan based on the HR manager's request.
- B. Revise the current ethics and compliance training.
- C. Seek clarity on why the HR manager is recommending training.
- D. Clarify for the HR manager how training and performance issues differ.
- E. Offer alternate solutions, such as coaching for the loan manager.
- F. Schedule another meeting with the compliance, HR, and legal departments to revisit the training request.

**Answer: C,D**

#### NEW QUESTION # 26

Which is a benefit of Six Sigma methodology?

- A. It analyzes key aspects of the corporate culture
- B. It clarifies business strategy
- C. It creates awareness and a sense of urgency
- **D. It reduces business cycle times**

**Answer: D**

#### NEW QUESTION # 27

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