CERTIFICATION INSTITUTE
Association for Talent Development

Capability	Knowledge / Skill Statement	Percentage of Exam
Associate Professional in Talent Development (APTD) **Detailed Content Outline** *Effective July 1, 2020*		
Capability	**Knowledge / Skill Statement**	**Percentage of Exam**
1. Building Personal Capability		**20%**
1.1 Communication	1.1.A Skill in conceiving, developing, and delivering information in various formats and media, for example reports, briefings, memorandums, presentations, articles, and emails.	
1.2 Emotional Intelligence & Decision-Making	1.2.A Knowledge of theories of emotional intelligence.	
1.3 Collaboration & Leadership	1.3.A Knowledge of theories, methods, and techniques to build and manage professional relationships, for example group dynamics, teamwork, shared experience, and negotiation. 1.3.B Knowledge of methods and criteria for establishing and managing collaboration among various units, for example finance, operations, IT, and sales/marketing. 1.3.C Knowledge of principles and techniques for providing feedback. 1.3.D Knowledge of theories of leadership, for example transformational, inclusive, and situational.	
1.4 Cultural Awareness & Inclusion	1.4.A Knowledge of methods and techniques to foster cultural awareness, encourage cultural sensitivity, and broaden viewpoints.	
1.5 Project Management	1.5.A Knowledge of project management principles and processes, for example scheduling, planning, allocating resources, evaluating, and reporting.	
1.6 Compliance & Ethical Behavior	1.6.A Knowledge of laws, regulations, and ethical issues related to the development of instructional content, for example intellectual property and copyright laws and accessibility requirements.	

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2. Developing Professional Capability		**50%**
2.1 Learning Sciences	2.1.A Knowledge of the principles and applications of cognitive science for learning, for example auditory and visual processing, information storage/retrieval, memory, and cognitive load 2.1.B Knowledge of theories and models of adult learning, for example Knowles' Adult Learning Theory, Bloom's Taxonomy, Gagne's Nine Levels of Learning, Mager's Criterion-Referenced Instruction Approach, social and collaborative learning, and experiential learning. 2.1.C Knowledge of the foundational learning theories of behaviorism, cognitivism, and constructivism.	
2.2 Instructional Design	2.2.A Knowledge of instructional modalities, for example classroom learning, blended learning, massive open online courses (MOOCs), gamification, multi-device/mobile learning, and virtual reality simulations. 2.2.B Knowledge of types and applications of instructional methods and techniques, for example discussion, self-directed learning, role playing, lecture, action learning, demonstration, and/or exercise. 2.2.C Knowledge of methods and techniques for planning, designing, and developing instructional content. 2.2.D Knowledge of the criteria used to assess the quality and relevance of instructional content in relation to a desired learning or behavioral outcome. 2.2.E Knowledge of methods and techniques for defining learning and behavioral outcome statements. 2.2.F Knowledge of how design thinking and rapid prototyping can be applied to the development of learning and talent development solutions. 2.2.G Knowledge instructional design models and processes, for example ADDIE and SAM. 2.2.H Knowledge of how formal and informal learning experiences influence and/or support individual and group development.	

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2.3 Training Delivery & Facilitation	2.3.A Knowledge of facilitation methods and techniques.	
2.4 Technology Application	2.4.A Knowledge of techniques and approaches to leverage social media platforms and tools to support knowledge sharing, idea exchange, and learning. 2.4.B Knowledge of existing learning technologies and support systems, for example collaborative learning software, learning management systems, authoring tools, and social media. 2.4.C Knowledge of communication technologies and their applications, for example video conferencing, web-conferencing, audience response systems, and presentation software. 2.4.D Knowledge of functions, features, limitations, and practical applications of the technologies available to support learning and talent development solutions.	
2.5 Knowledge Management	2.5.A Knowledge of methods and techniques for disseminating and/or sharing knowledge across individuals, groups, and organizations.	
2.6 Career & Leadership Development	2.6.A Knowledge of leadership development practices and techniques, for example formal training programs, job rotation, and coaching and/or mentoring. 2.6.B Knowledge of career development methods and techniques, for example job rotations and stretch assignments.	
2.7 Coaching	2.7.A Skill in helping individuals or teams identify goals, develop realistic action plans, seek development opportunities, and monitor progress and accountability.	
2.8 Evaluating Impact	2.8.A Knowledge of models and methods to evaluate the impact of learning and talent development solutions. 2.8.B Knowledge of qualitative and quantitative data collection methods, techniques, and tools, for example observations, interviews, focus groups, surveys, and/or assessments.	

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3. Impacting Organizational Capability		**30%**
3.1 Business Insight	3.1.A Knowledge of business strategies and factors that influence an organization's competitive position in the industry.	
3.2 Consulting & Business Partnering	3.2.A Knowledge of needs assessment approaches and techniques.	
3.3 Organization Development & Culture	3.3.A Knowledge of work roles, relationships, and reporting structures within an organization. 3.3.B Knowledge of strategies and techniques for building, supporting, and/or promoting an organizational culture that values talent and learning as drivers of competitive advantage.	
3.4 Talent Strategy & Management	3.4.A Knowledge of talent management functions, for example workforce planning, acquisition, employee development, performance management, and compensation and rewards. 3.4.B Knowledge of methods to identify critical requirements of tasks, jobs, and roles, for example job analysis, competency modeling, and leadership competency development. 3.4.C Knowledge of approaches for identifying and developing high potential talent.	
3.5 Performance Improvement	3.5.A Knowledge of performance analysis methods and techniques, for example business process analysis, performance gap assessment, and root-cause analysis. 3.5.B Knowledge of how human interactions with work environments, tools, equipment, and technology affect individual and organizational performance.	
3.6 Change Management	3.6.A Knowledge of how change impacts people and organizations.	
3.7 Data & Analytics	3.7.A Knowledge of data visualization, including principles, methods, types and applications, for example texture and color mapping, data representation, graphs, word clouds.	

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3.8 Future Readiness	3.8.A Knowledge of techniques to promote, support, and/or generate innovation and creativity, for example design thinking, brainstorming, and ideation. 3.8.B Knowledge of emerging learning technologies and support systems, for example collaborative learning software, learning management systems, authoring tools, and social media.	