

AYALA LAND INC.: EMBRACING DIGITALIZATION FOR EMPLOYEE LEARNING AND DEVELOPMENT

PBCWE Founding Member



6,133



48%



52%

Challenge

Ayala Land, Inc. (ALI) provides all employees equal access to learning and development programs. When quarantine protocols in response to the COVID-19 pandemic restricted business operations, ALI took advantage of digital platforms to sustain these programs and enable employees to adapt to the times.

Strategy

At ALI, there are both function-based programs to develop technical knowledge and skills, as well as level-based programs to prepare employees for their next role as they move up the corporate ladder. There are also offerings on soft skills, sustainability, volunteerism, health, and wellness. When ALI pivoted to virtual learning and development, it introduced new modules relevant to the current situation. Such programs are necessary to upskill, reskill, and retool employees for the new normal.

Actions

ALI is focusing on giving employees a similar learning experience from their online programs as in face-to-face programs. The programs are not purely lecture-type and involve role playing, presentations, games, and breakout groups. The company opts for shorter programs to retain the attention of attendees and sometimes even limits the number of slots to ensure quality interaction among resource persons and attendees. ALI schedules programs during regular office hours so that employees can dedicate time within their work schedule for learning. In case employees are unable to attend a webinar, recordings are made available.

The webinars are complemented by self-paced online learning platforms. ALI executives sometimes serve as teachers and facilitators and share their personal experience with employees.

Outcomes

Partly due to the shorter duration of online training compared to face-to-face, there was a slight decrease in the average training hours per employee in 2020 as compared to 2019. However, HR observed that generally, the number of participants in ALI learning and development programs has increased with greater access to virtual platforms. On the average, there are about 200 participants per webinar.

The HR Group also continues to receive positive feedback and testimonials not only from training participants but their managers, too. This suggests that both management and staff still find value in the company learning and development programs.

Employee Experience

In an employee survey conducted in 2017 when ALI was preparing for the EDGE certification, 77% of respondents both male and female considered themselves being given the training opportunities they need to grow in the company. ALI Sustainability Manager Anna spoke highly of the self-directed culture in the company. "The opportunity to learn is there all the time. Even if you have attended training in the past or are already a manager, you are encouraged to go back to school and learn something that is not in your arsenal of knowledge or skill set." ALI considers gender balance not only among program participants but also in speakers and facilitators. This allows for richer discussions and different perspectives to be heard.