



Student Name: HIRALBEN YUVRAJSINH DABHI

Student ID:2539211

Module Name: Human Capital Management

Module Code: LCMB7023

Lecturer's Name: Gladius Kulothungan Eno Maycock

Term 1

Contents

DESIGNING A HUMAN CAPITAL ARCHITECTURE FOR STRATEGIC RENEWAL AT HELIOS URBAN MOBILITY (HUM)	3
TASK A: STRATEGIC SOCIALISATION FRAMEWORK FOR HELIOS	3
1.INTRODUCTION:	3
1.1.STAGE 1: PRE-BOARDING (OFFER ACCEPTANCE TO DAY ONE)	3
1.2.STAGE 2: FIRST 90 DAYS	3
1.3.STAGE 3: FIRST YEAR	4
2.JUSTIFICATION	4
3.CREATING ORGANISATIONAL IDENTIFICATION, ETHICAL PROFESSIONALISM AND BUSINESS ACTIVISM:	5
3.1.ORGANISATIONAL IDENTIFICATION	5
3.2.ETHICAL PROFESSIONALISM	6
3.3.BUSINESS ACTIVISM	7
TASK B: JOB DESIGN STRATEGY	8
1.INTRODUCTION:	8
2.JOB CHARACTERISTICS MODEL:	8
3.JOB CRAFTING THEORY:	9
4.SKILLS-BASED ARCHITECTURES:	9
TASK C: REFLECTIVE REPORT	10
CONCLUSION	11
REFERENCES	12

DESIGNING A HUMAN CAPITAL ARCHITECTURE FOR STRATEGIC RENEWAL AT HELIOS URBAN MOBILITY (HUM)

TASK A: STRATEGIC SOCIALISATION FRAMEWORK FOR HELIOS

1.INTRODUCTION:

The structured socialisation architecture should be used in three stages – pre-boarding, first 90 days, and first year. This is a gradual process because it is understood that organisational socialisation is not an event but a cumulative, dynamic process (John Van Maanen & Edgar Schein, 1979). The needs, uncertainties and concerns of employees change with time and so must the formulation of socialisation practices. Helios' extended ramp up periods, low organisational identification and high graduate attrition can be better met through its approach to socialisation over time.

1.1.STAGE 1: PRE-BOARDING (OFFER ACCEPTANCE TO DAY ONE)

The pre-boarding stage may be pivotal in the establishment of initial expectations, and thus the beginning of the psychological contract. Before they enter an organisation officially, new employees have expectations of job prospects, workplace climate and management assistance. However, if these expectations are not made clear and are not realistic, it is possible that these misconceptions will occur at the start, which will increase the risk of disengagement before the employment relationship has even officially begun (Denise Rousseau, 1995).

With Helios, therefore, the key to pre-boarding is in managing expectations and reducing uncertainties. A digital welcome platform can be used as the central technology to communicate organisational history, the smart-mobility mission, leadership vision, team structures and learning pathways. Having access to such information early helps to facilitate new employees to make sense of their new positions and the organisation, minimizing entry shock and anxiety (Bauer et al., 2007).

Furthermore, the adoption of an interesting organisational story (Helios's role in sustainable urban futures) helps sensemaking and the creation of meaning at an early stage. The goal of identity construction is for employees to start to develop a provisional identity, attach personal values to the organisation's purpose, which can lead to a more complete sense of organisational identity once they have been inducted (Herminia Ibarra, 1999). The peer ambassador and mentor program starts even before day one, which allows for relationship building and building belonging before the official start of work, further promoting early social integration.

1.2.STAGE 2: FIRST 90 DAYS

The first 90 days can be the most demanding as employees find out what is expected of them, how they are expected to perform and how they are expected to behave informally (social norms). Without formalized support, new hires tend to learn by trial and error, adding to their role ambiguity and delaying their ability to perform well—which occurred at Helios as the company ramped up.

It is during this phase that Helios should aim to engage in more collective and serial socialisation to overcome this. Development Plans that are structured 30-60-90 days give specificity and clarity about learning goals, roles and contributions, remove ambiguity and speed time to productivity. A very useful experience is serial mentoring between members of the organisation who are experienced and new members, which enables tacit knowledge, informal norms and behavioural expectations to be passed on that are not captured in formal documentation (Van Maanen & Schein, 1979).

The cross-site learning pods between colleagues of London, Berlin, and Singapore provide additional opportunities for socialisation, enabling knowledge sharing, and social network building, and fostering an organisation-wide global identity. As Helios is a geographically dispersed and knowledge-intensive organisation, the practices are particularly relevant. 30, 60 and 90 day check-ins in a regular basis psychology contract can help HR to uncover mismatches before they become perceived in order to address them in a proactive way, which can prevent a potential issue with engagement and retention (Rousseau, 1995).

1.3.STAGE 3: FIRST YEAR

At the end of the 1st year, employees move from adjusting to contributing, and the emphasis of socialisation is on identity consolidation, commitment to the career and long-term retention. At this point, it is not just about learning how to survive in the organisation, it's about asking themselves if the organisation is in line with their career vision and identity.

Employees can make a difference in innovation challenge programmes that are based on actual city-mobility projects, which also involve task significance. The Job Characteristics Model (J. Richard Hackman & Greg Oldham, 1976) states that meaningful and impactful work can boost the intrinsic motivation and organisational commitment. Rotational exposure to engineering, analytics, customer solutions and sustainability roles further contributes to the socialisation of the career by expanding the organization's knowledge and the internal career opportunities.

Employees have purposeful reflection sessions every year which allow them to assess their impact, commitment and goals in Helios. Reflective practices can facilitate the process of identity integration and assist employees in reconciling new conceptions of their own identity with the organization's mission and goals, which increases employee engagement and commitment (Ibarra, 1999).

2.JUSTIFICATION

Overall, this strategic socialisation framework combines formal socialisation structures, socialisation support mechanisms, and purpose building mechanisms based on identity. Helios can help to alleviate uncertainty, speed up learning, and increase organisational identification through structured learning, mentoring, and contribution opportunities. The outcomes are especially important for knowledge rich, innovation oriented organizations, where discretionary effort, teamwork and creativity are fundamental to performance.

Strategic socialisation is more sustainable in the development of an organization's human capital than traditional administrative onboarding. It goes beyond mere compliance and socialization, and makes a strategic investment that helps develop competence and commitment while fostering cultural alignment (Bauer et al., 2007). Consequently, Helios has a better chance of lowering the number of students who drop out of graduate programs,

speeding the graduation of students who take more time to finish, and creating a workforce that can continuously learn and evolve.

3. CREATING ORGANISATIONAL IDENTIFICATION, ETHICAL PROFESSIONALISM AND BUSINESS ACTIVISM:

3.1. ORGANISATIONAL IDENTIFICATION

Organisational Identification is based on Social Identity Theory, which sees organisational values as a part of the employees' self-concept (Tajfel & Turner, 1979). It is especially crucial in high-tech and purpose-driven companies like Helios, where there is a stronger emphasis than in others on employees' sense of social value.

Helios needs to build a strong, clear and compelling organisation story, purposefully and deliberately. Helios should not only be seen as an AI or mobility provider, but as a “designer of sustainable urban futures”. This re-framing puts a new spin on the role of employees, bringing the technical tasks to their daily lives to more societal issues like decarbonisation, inclusive mobility and resilience in smart cities.

Helios can deploy strategic storytelling systems to implement this identity. These include internal digital platforms that feature real-world impact stories, including emissions reductions made possible by AI optimisation, congestion reduction, and enhancing accessibility for communities that are not being served. Storytelling contributes to emotional connection through the creation of tangible human and environmental change from organisational goals.

Another key way in which communities of practice help embed shared identity is through the sharing of knowledge and experience. Another integral aspect of communities of practice that embeds shared identity is the sharing of knowledge and experience. Cross-functional working teams for areas like AI ethics, sustainable transport and transformation of the public sector help employees to co-create knowledge and strengthen belonging. These communities have the ability to break the barriers of isolated working and to foster fusion of identity, where professional and organisational identity are inter-reinforcing.

Through time, this integrated identity boosts organisational commitment, discretionary effort and retention, especially for those who have a high level of skill, which are increasingly looking for meaningful work that will have a positive impact on society.

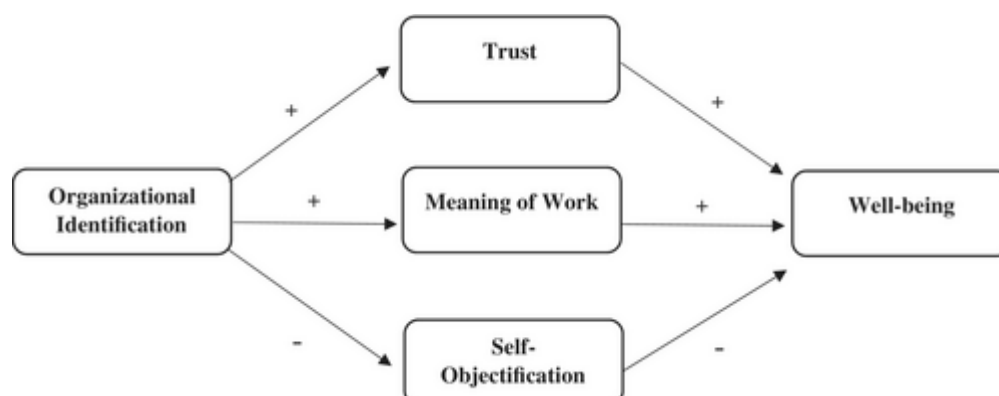


FIGURE 1

[Open in figure viewerPowerPoint](#)

The hypothesised model.

3.2. ETHICAL PROFESSIONALISM

Helios needs to go beyond “compliance” ethics to a culture of ethics that is proactive in everyday decision making. Ethical dilemmas in AI organizations are not just a byproduct of the technology; they are a key part of the daily operational landscape, to be tackled head-on. Ethical challenges are not an afterthought in AI-driven organisations; they are integral to the operational fabric and must be addressed directly.

Helios should standardise ethical decision-making processes that are integrated into the development of products and HR processes. Such frameworks must establish regular checks of AI systems for issues like fairness, transparency, accountability, and explainability. This provides a way to put moral awareness into the standard activities of innovation cycles, and not only a reactive control mechanism.

Helios can do this by creating Ethics Review Panels, which bring together interdisciplinary members—such as data scientists, HR professionals, legal experts, and outside ethicists—all with a vested interest in the decision. These panels would be evaluating high impact AI use cases before they reach the public, and have to be compliant with the public expectations and regulations as well as



Leadership behaviour
Ethical

encouraged when senior leaders make clear their own ethical decisions, openly explore trade-offs and make decisions that place emphasis on the long-term benefits of trust over short-term efficiencies. This is in line with CIPD (2020) advice that ethical leadership is highly visible and is a crucial component of organisational legitimacy.

Moreover, providing ethical training and ongoing professional development makes sure that workers not just have technical skills but additionally moral reasoning capability. There should be practical exercises for scenario analysis on issues of bias in algorithmic decision making, privacy dilemmas, and conflicts among stakeholders.

These mechanisms foster an ethos in which employees are technically proficient, as well as ethically responsible and trustworthy members of a trust-based organization.

3.3.BUSINESS ACTIVISM

Business activism is a reimagining of employees as active parts of the value creation of the organisation and society. Business activists, as described by Ulrich (1997) are commercial savvy and stakeholder attuned, they are able to hold to business decision making in a way that is constructive and in line with the business objectives.

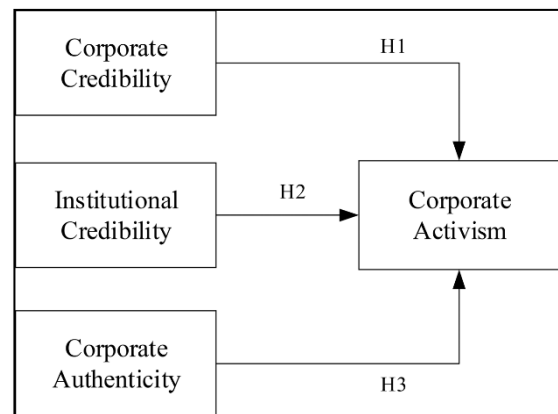
Helios's business activism approach is based on encouraging employees to become "internal advocates for responsible performance". This means more than just achieving "operational numbers" and asking, "Should we be doing this? Is this in line with the long-term societal and environmental goals?"

One way to do this is to include voice and challenge systems in which employees can ask questions without fear of retribution about any assumption, ethical risks, or other approaches that are considered. Such systems promote psychological safety – a critical factor for innovation and ethical awareness.

Furthermore, there is a possibility to expand beyond the organizational boundaries of employees' views through stakeholder impact workshops. Employees learn more about system thinking and ethical foresight as they simulate the effects of decisions on individuals, citizens, regulators, and future generations of cities.

Non-financial performance indicators (NFPI) like carbon reduction, social inclusion, accessibility etc. should also be incorporated into the NFPI of the performance management system. That is in line with the stakeholder capitalism values and make employees aware that the creation of value is not limited to financial value.

In time, a culture of business activism develops people who are not mere machinery for executing strategy, but people who are actively involved in shaping responsible and sustainable organisation direction.



TASK B: JOB DESIGN STRATEGY

1.INTRODUCTION:

A multi-layered job design approach, combining Job Characteristics Model, job crafting theory and a skills-based organisational architecture is recommended for Helios to motivate employees, foster adaptability, and boost innovation.

2.JOB CHARACTERISTICS MODEL:

The Job Characteristics Model (Hackman & Oldham, 1976) is a basic model that indicates that there are five key job dimensions (skill variety, task identity, task significance, autonomy and feedback) that lead to intrinsic motivation through three psychological states. In Helios, this can be achieved through the creation of roles that cover various phases of the AI product lifecycle, allowing engineers and analysts to gain a better understanding of the impact of their work on the outcomes of urban mobility.

For instance, a data scientist can be placed in a narrowly defined modelling job but in Helios, they can be involved in problem definition, modelling, deployment, and the impact of the model after deployment. This heightens task identity/meaning and adds to task significance, making work more meaningful.

Core Job Dimension	Traditional Siloed Design	Helios Integrated Design	Assessment Metric / KPI
Skill Variety	Data Scientists write code and tune hyperparameters only.	Engineers work on spatial math, policy design, and public communication.	Cross-functional Skill Count (Target: ≥ 3 distinct skills per quarter).
Task Identity	Building a black-box model without knowing where it goes.	Full Lifecycle Ownership: Leading problem definition through to deployment.	Lifecycle Phase Breadth (Target: Involvement in ≥ 3 consecutive phases).
Task Significance	Improving test-set accuracy by 1.2% in isolation.	Direct link to public service innovation (e.g., reducing city traffic emissions).	Citizen Impact Score (Calculated via urban mobility metrics).
Autonomy	Tickets are rigidly assigned by a PM via top-down delegation.	Marketplace Choice: Engineers bid on projects matching their career paths.	Self-Selection Ratio (% of tasks chosen vs. tasks pushed).
Feedback	Annual code reviews focused purely on technical compliance.	Communities of Practice (CoP) peer reviews and live urban impact data.	Feedback Frequency Index (Weekly peer telemetry + live system analytics).

3.JOB CRAFTING THEORY:

This is complemented by the concept of job crafting theory (Wrzesniewski & Dutton, 2001) where employees have the opportunity to actively change their job. In Helios, these levels of boundaries could be encouraged by employees, for example by making the process of ethics review a part of their job, or can be expanded to include city stakeholders, or by framing work as technical, but also public service innovation. This increases owner and psychological involvement.

4.SKILLS-BASED ARCHITECTURES:

An agility-reinforcing skills-based organisational architecture also helps agility. Helios would use an internal talent marketplace to assign employees, rather than following the traditional job description-based approach, based on their capabilities (Cappelli, 2015). This enables talent to be flexible and agile in their movements between projects, whether within the autonomous transport system, smart infrastructure analytics, or sustainability optimisation tools.

This helps to improve the responsiveness of the organisation in technology-intensive environments with dynamic changes. It's also helping to facilitate employees' ability to create diversified experience portfolios, which helps with talent retention, ongoing learning and career mobility.

Importantly, this job design is an integrated design, which energises intrinsic motivational factors referred to in Self-Determination Theory (Deci & Ryan, 2000):

Provide autonomy in the sense of flexibility of shaping roles and of the choice of projects

- Competence by measuring and monitoring progress

Collaboration across functions and Communities of Practice to support each other.

All of these combined make for a high engagement workforce that is able to sustain innovation.

TASK C: REFLECTIVE REPORT

The Unit 23 Reflective Report is due by the end of the unit.

Artificial intelligence should come in as a decision support tool and not the decision maker in HR and company governance. AI solutions can be useful when it comes to analyzing employee performance, forecasting hiring needs, and streamlining the recruitment process, but they cannot replace human skills in making ethical decisions, providing context, or understanding.

Therefore, it is necessary to implement human-in-the-loop approach. This helps make sure that the insights provided by AI are used for decision-making, but that the final decision is made by human professionals. This balance helps mitigate risks of algorithmic bias, data misinterpretation, and overreliance on algorithms.

Helios needs to establish effective governance measures to ensure that the use of AI is responsible, such as:

- Algorithmic transparency standards

Bias and fairness audits are carried out regularly.

Introduce the concept of explainability in high-impact decisions. Give an introduction to the explainability requirements for high impact decisions.

Establish transparency of responsibility for AI-enabled results.

These all adhere to the recommendations of CIPD (2020) for the ethical use of AI in HR, and help to ensure organisational trust.

In terms of skills, a new breed of future HR professionals will need a mix of technical as well as human-centred skills. To understand and communicate with workforce data and technical teams, it's crucial to be data-literate and AI-fluency. It is important, however, that, along with the above abilities, the strategic influencing, ethical reasoning, and cross-cultural communication skills are equally important.

With the increasing globalisation of organisations and increasing reliance on data, HR professionals should become "boundary spanners" who can combine technical and technological knowledge with human needs and values of the organisation.

CONCLUSION

The proposed human capital architecture envisions Helios as a skills and ethically driven, purpose-based organisation that will be able to excel in an AI world. Helios increases organisational identification, which leads to more commitment of employees, and alignment with its sustainability agenda.

Embedding ethical professionalism, the organisation ensures that innovation is accompanied by accountability, trust and responsibility towards the society. Helios supports employees to engage in business activism and actively influence responsible outcomes of the organisation, instead of merely implementing strategy.

Lastly, the structural flexibility and psychological empowerment are integrated in the job design strategy which improves motivation, adaptability and innovation.

Together, these interventions develop an organisational "ecosystem" that is resilient enough to attract and retain high quality staff, to maintain innovation and to provide long term value to stakeholders and society.

REFERENCES

1. Bauer, T.N., Bodner, T., Erdogan, B., Truxillo, D.M. and Tucker, J.S. (2007) 'Newcomer adjustment during organisational socialisation: A meta-analytic review of antecedents, outcomes, and methods', *Journal of Applied Psychology*, 92(3), pp. 707–721. Available at: <https://doi.org/10.1037/0021-9010.92.3.707> (Accessed: 24 June 2026).
2. Brynjolfsson, E. and McAfee, A. (2017) *Machine, Platform, Crowd: Harnessing Our Digital Future*. New York: W.W. Norton & Company. Available at: <https://wnorton.com/books/9780393356069> (Accessed: 24 June 2026).
3. Cappelli, P. (2015) 'Skill gaps, skill shortages and skill mismatches: Evidence and arguments for the United States', *ILR Review*, 68(2), pp. 251–290. Available at: <https://journals.sagepub.com/doi/10.1177/0019793914564961> (Accessed: 24 June 2026).
4. Chartered Institute of Personnel and Development (CIPD) (2020) *People analytics: Ethical use of data in HR*. Available at: <https://www.cipd.org/uk/knowledge/reports/people-analytics/> (Accessed: 24 June 2026).
5. Deci, E.L. and Ryan, R.M. (2000) 'The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior', *Psychological Inquiry*, 11(4), pp. 227–268. Available at: https://doi.org/10.1207/S15327965PLI1104_01 (Accessed: 24 June 2026).
6. Hackman, J.R. and Oldham, G.R. (1976) 'Motivation through the design of work: Test of a theory', *Organizational Behavior and Human Performance*, 16(2), pp. 250–279. Available at: [https://doi.org/10.1016/0030-5073\(76\)90016-7](https://doi.org/10.1016/0030-5073(76)90016-7) (Accessed: 24 June 2026).
7. Ibarra, H. (1999) 'Provisional selves: Experimenting with image and identity in professional adaptation', *Administrative Science Quarterly*, 44(4), pp. 764–791. Available at: <https://doi.org/10.2307/2667055> (Accessed: 24 June 2026).
8. Rousseau, D.M. (1995) *Psychological Contracts in Organizations: Understanding Written and Unwritten Agreements*. Thousand Oaks: Sage Publications. Available at: <https://us.sagepub.com/en-us/nam/psychological-contracts-in-organizations/book4621> (Accessed: 24 June 2026).
9. Tajfel, H. and Turner, J.C. (1979) 'An integrative theory of intergroup conflict', in Austin, W.G. and Worchel, S. (eds.) *The Social Psychology of Intergroup Relations*. Monterey, CA: Brooks/Cole, pp. 33–47.
10. Ulrich, D. (1997) *Human Resource Champions: The Next Agenda for Adding Value and Delivering Results*. Boston: Harvard Business School Press. Available at: <https://store.hbr.org/product/human-resource-champions-the-next-agenda-for-adding-value-and-delivering-results/> (Accessed: 24 June 2026).
11. Ulrich, D., Younger, J., Brockbank, W. and Ulrich, M. (2012) *HR from the Outside In: Six Competencies for the Future of Human Resources*. New York: McGraw-Hill. Available at: <https://www.mheducation.com/highered/product/hr->

outside-six-competencies-future-human-resources-ulrich/M9780071802666.html (Accessed: 24 June 2026).

12. Van Maanen, J. and Schein, E.H. (1979) 'Toward a theory of organizational socialization', *Research in Organizational Behavior*, 1, pp. 209–264. Available at: <https://psycnet.apa.org/record/1980-08010-001> (Accessed: 24 June 2026).
13. Wrzesniewski, A. and Dutton, J.E. (2001) 'Crafting a job: Revisioning employees as active crafters of their work', *Academy of Management Review*, 26(2), pp. 179–201. Available at: <https://doi.org/10.5465/amr.2001.4378011> (Accessed: 24 June 2026).
14. World Economic Forum (2020) *The Future of Jobs Report 2020*. Available at: <https://www.weforum.org/reports/the-future-of-jobs-report-2020> (Accessed: 24 June 2026).