

Designing a Strategic Human Capital Architecture for Organisational Renewal: A Case Study of Helios Urban Mobility

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1. Task A: Socialisation, Identity and Business Activism

1.1 Traditional Onboarding versus Strategic Organisational Socialisation

Typical onboarding programs orient new employees to company policies, outlines, reporting structures and compliance regulations. Helios Urban Mobility views traditional onboarding as being too informational and not focused enough on the long-term integration of employees. Helios Urban Mobility is confronted with an eight month ramp-up period for new employees, a 54% loss in the engagement of new employees, and high turnover among new employees whom the organization views as having high potential. All of these issues mean that high-potential new employees don't need more information. They need to be socialized into Helios Urban Mobility's business model.

Van Maanen and Schein (1979) describe the socialization of employees into an organization as having the new employees learn what values, behaviors, and role expectations are as well as the cultural gaps that provide the information to become a member of the organization. Strategic socialization is the process of continually socializing new employees to what they need to know to do their job as well as why their job is important and how to integrate into the culture of the organization. The CIPD emphasizes that induction aims to provide employees with an understanding of their role and the organization, whilst effective onboarding fosters integration to the work environment beyond administrative fulfillment (CIPD, 2025).

Psychological contract theory expands on this. Rousseau (1995) contends that employees create implicit expectations of career advancement, equity, and recognition. If Helios fails to offer formal mentoring or career pathways after claiming to offer opportunities for innovation and global exposure and for professional development, graduates are likely to believe that Helios has broken their psychological contract. This leads to diminished dedication and a rise in employee turnover. According to social identity theory, employees view a part of their self-concept in the organization, thereby providing them with a drive to act (Ashforth and Mael, 1989). Therefore, Helios should take social integration as a strategic approach to fostering identity, trust, ethics, and long-term organizational citizenship.

1.2 Strategic Socialisation Framework for Helios Urban Mobility

Helios should develop an organised socialisation framework that includes pre-boarding, the first 90 days and the first year. The pre-boarding phase should start upon acceptance of the offer. Helios should set up a digital welcome portal with information on the Helios mission, AI-enabled mobility systems and sustainable travel, along with the global offices and key projects. Newly employed staff would also receive a digital welcome from their manager, a guide with frequently asked questions, their mentor or buddy. The goal of this phase is to improve communication and model expectations for the first day at work. It also demonstrates to potential staff that Helios is a company

that is organised and supportive, as well as being serious about employee development, thus strengthening the psychological contract.

The focus in the first 90 days is to support technical learning, culture assimilation and relationship development. Newly employed staff would take part in orientation sessions, meetings with executives, completion of job-specific training and participation in work simulations of cross-functional projects. For those in graduate programs, the teaching would be supplemented with structured mentoring, as well as fortnightly support meetings and peer teaching circles. This would aim to reduce the 8 month work integration timeframe and would recommend support for staff in a way that demonstrates to staff the value of supportive management.

Year one should deepen employees' organizational citizenship and career progression. Helios should implement career conversations, and innovation challenges, and offer opportunities for international virtual collaboration and city-government client exposure. Helios should also implement sustainability and responsible AI initiatives. This would allow employees to see the purpose of their technical roles within the context of smart urban mobility and its social implications.

Stage	Main Activities	Expected Outcome
Pre-boarding	Digital welcome portal, mentor allocation, manager welcome message, and introduction to Helios' mission, values and strategic purpose.	Reduces newcomer uncertainty, builds early trust and strengthens the psychological contract before the first working day.
First 90 days	Technical training, buddy support, leadership sessions, ethical AI workshop and cross-functional project simulation.	Develops faster role clarity, stronger workplace relationships, early cultural integration and improved engagement.
Year one	Career reviews, innovation projects, international collaboration, sustainability volunteering and access to the internal talent marketplace.	Builds stronger organisational citizenship, graduate retention, long-term commitment and a future leadership pipeline.

Table 2.1: Strategic Socialisation Framework for Helios

This framework enables Helios to ensure socialization is a gradual process. For Helios, the framework will aim to alleviate the issues of poor graduate engagement and attrition.

1.3 Organisational Identification, Ethical Professionalism and Business Activism

Helios should strive to create personal connections to their mission of providing sustainable city-based AI mobility for employees. Ashforth and Mael (1989) suggest that identification with the organization occurs when employees equate part of their self-concept with their membership of the organization. This can be achieved by utilizing founder storytelling, customer impact sessions, employee innovation highlights, and ongoing communications of the organization's contribution toward more sustainable urban transport and its value to the field.

Helios's involvement with AI-integrated infrastructure and city governance means that employees will likely affect how movement, data, sustainability, and the well-being of citizens are impacted. For this reason, ethical professionalism should be part of the socialization process with responsible AI, sustainability workshops, ethical decision-making scenarios, and ethical concern escalation processes. Ethics should go beyond compliance and be embedded into daily professional judgement. The CIPD work on culture states that management sets the climate for the culture of the organization through their practices and behaviors, as such, ethical standards should be embedded into daily management, not only placed in procedures (CIPD, 2024).

Helios should have a "business activist" culture. Ulrich's HR Business Partner model states that HR should build corporate capability through strategic contribution, rather than perform an administrative role (Ulrich, 1997). Helios should extend this role to employees; engineers, analysts, and graduates should be encouraged to think beyond their roles in the organization and contribute to its renewal and innovation. The stakeholder capitalism model supports this; organizations today are expected to create value for all stakeholders, not just their shareholders (World Economic Forum, 2020).

Helios should integrate socialization to create a workforce that is not only skilled but also committed, responsible, and aware. This will strengthen the organization's human capital and support the long-term renewal of its strategies while also reducing the loss of skilled staff and improving employee engagement.

2. Task B: Job Design for Strategic Renewal

2.1 Job Design Challenges at Helios Urban Mobility

Helios Urban Mobility needs a job design strategy that caters to strategic renewal, innovation, and retention. Helios operates in a multi-faceted smart transport sector, requiring employees to have technical skills and the ability to work across functions, with an understanding of ethics and flexibility. Currently, Helios is facing low employee engagement, a slow employee ramp-up, and graduate attrition. This indicates that jobs are likely too rigid, too compartmentalized, or not developmental enough.

Helios likely cannot rely on traditional job descriptions, because AI-enabled mobility projects require employees to work across multiple functions, such as software and data and sustainability

and customer delivery as well as public sector stakeholder engagement. Job design in this context entails not just the structuring of tasks, but also the ability to create work that is meaningful, flexible and skill enhancing. As noted by the CIPD, job design is integral to work motivation, job quality and employee engagement as well as performance.

2.2 Job Characteristics Model and Intrinsic Motivation

Helios can benefit from the Job Characteristics Model developed by Hackman and Oldham (1976) as it addresses the relationship between the design of a job and greater work motivation and performance. The model describes core job characteristics of skill variety, task identity, task significance, autonomy, and feedback as influencing the employees' perceptions of meaningfulness and responsibility, and their understanding of the outcome of their work, thereby enhancing intrinsic motivation.

First, to increase skill variety, data analysts should be allowed to manage smart mobility projects from start to finish. As a result, data analysts would design dashboards, aid in the diagnosis of client concerns, and partake in ethical AI and product development meetings. Second, to increase task identity, data analysts and project managers should be allowed to maintain a project from the definition of the concern to the completion and implementation of the solution.

Third, task significance pertains specifically to Helios, as the technologies Helios employs impact the city councils, the users of public transport and the outcome of the environmental impact. Thus, it is the managers' responsibility to relay the significance of each role. This significantly improves the pride of employees and their commitment to the improvement of the organization.

Helios employs the CIPD model which states that employee engagement is elevated by intrinsic motivation and the redesign of work. Helios confirms that employee engagement stems from work that is meaningful, participation in the work, and constant feedback. Hence, Helios will need to redesign job roles to integrate project ownership, work autonomy, and learning as a feedback loop.

2.3 Job Crafting, Skills-Based Architecture and Internal Talent Marketplace

Although the Job Characteristics Model offers a strong framework for the situation, other job crafting models aim to enable actors to modify their job roles. According to Wrzesniewski and Dutton (2001) job crafting is a process employees use to enact changes to the boundaries of their tasks and the relationships and perceptions pertaining to jobs. This presents Helios with a clear opportunity to engage skilled job applicants and resolve problems likely to result from LMW job roles becoming too narrow. The crafted job would represent greater alignment of the job role with skills, interests, and career trajectories.

Helios also needs to implement the three types of job crafting. Task crafting would enable employees to undertake innovation sprints and engage in responsible AI and sustainability project

reviews even if these lie outside their primary job responsibilities. With regard to relational crafting, Helios is encouraged to facilitate the building of larger networks through the creation of cross-functional communities of practices in London, Berlin, and Singapore. Finally, employees would be encouraged to engage in cognitive crafting by aligning their Helios work with the company's mission to positively influence urban mobility and sustainability.

Lastly, Helios is encouraged to adopt a skills-based framework. Rather than narrowing employee roles to job functions alone, Helios is encouraged to chart their employees' skills in the technical, digital, analytical, leadership, and stakeholder management domains. According to Deloitte, Helios would have the flexibility needed to reposition talent for the needs of various functions and address talent needs that had previously been met through static roles, thus enabling the company to identify and develop students' talent and skills more effectively.

It would support this architecture if staff were able to partake in short term project work, role offers after attending innovation challenges and mentoring or international assignments. Gartner places internal talent marketplaces as a high priority for investment in HR technologies for internal mobility, journey and succession planning. For Helios, this might alleviate graduate attrition, as employees would be able to see growth opportunities without exiting the organization.

2.4 Supporting Innovation, Engagement and Graduate Retention

The proposed job design strategy would support innovation by designing roles that offer employees the freedom to be creative, work collectively and apply a variety of skills. Innovation in smart mobility is a combination of deep technical skills and the ability to understand users, ethics and the public sector. For this reason, Helios would design flexible project teams that would tackle real world city mobility problems, integrating staff from data, engineering, HR, sustainability and client delivery.

The strategy would further enhance the experience of staff by making roles more purposeful and offering greater autonomy as well as more obvious pathways to progression. This is especially true for graduate staff, as members of this cohort typically have high expectations around growth and advancement. If Helios was able to offer staff undeveloped skills and career pathways, it is likely that attrition to competitors would decrease substantially.

The World Economic Forum: The Future of Jobs Report 2025 cites the amplified role that technology, AI and data have, as well as the role of literate and flexible skills, in evolving work.

This shows the importance of Helios designing roles with the inclusion of continuous learning rather than roles with fixed responsibilities. Helios would cultivate a more innovative, engaged and ready workforce with the employment design framework of continuous engagement roles, the incorporation of job crafting, and the mobility of skills.

3. Task C: Reflective Report

3.1 Using AI as a Decision-Support Tool without Reducing Human Judgement

In the future, I would consider artificial intelligence as a decision support system within my HR practice, rather than considering it a complete alternative to a professional judgment system. In the example of Helios Urban Mobility, AI would be able to help HR by interpreting processed onboarding feedback, study results from HR engagement surveys and educational disrupt functions, as well as skills and mobility matrices. This would help HR to recognize risk indicators such as socially isolated and disengaged employees, as well as those employees who may have stagnated in their career development.

The use of AI helps to speed and enhance the reliability of the analysis of the HR function; however, in my view AI should never reach a conclusion with respect to an individual. AI can assist functions of HR within the employee lifecycle; however, HR should have in place the use of clear policies and governance to protect trust and fairness (CIPD, 2024). Nevertheless, the function of HR, the analysis of the workforce, and the people concerns of an organization cannot be achieved using AI.

For this reason, I would consider AI to help identify and generate insights, analyze, and evaluate the options as well as highlight risks. I would carefully analyze the data, and would take organizational context into consideration. For example, should an AI system classify a graduate employee as a potential leaver, I would consider that evaluation to be an opportunity to have a supportive conversation, mentoring, or career development planning. This model would capture the value of AI while protecting the dignity of persons.

3.2 Personal Capability Development Plan for Future Employability

To give myself the best chances of gaining employment in HR and strategic human capital management, I need to build capabilities that combine technical skills, advanced analytics and interpersonal skills. First, I need to increase my data skills by learning how to understand HR dashboards, engagement data, turnover data and skills-gap analyses. It is vital to my career if I understand data, as HR professionals use data to evidence business decisions. The CIPD's Profession Map outlines the knowledge, behaviours and specialist areas which assist professionals in making decisions with greater organisational impact (CIPD, 2024).

Second, I need to start building the skills and knowledge relating to AI tools in HR. More specifically, I need to infuse my understanding of AI tool use and their ethical considerations to recruit, onboard, and plan and engage the workforce into my practice. I will begin to use AI to research, summarise HR activities and trends, and devise options, while keeping my proposed solutions evidence-based and grounded in the work of people.

Third, I need to enhance my skills in strategic influencing. HR professionals working in organisations such as Helios, need to influence people in leadership roles, and frontline managers in different countries. I need to enable myself to present HR business cases confidently, and develop and communicate HR solutions to align with an organisation’s strategy at all levels.

Finally, I will build global mobility knowledge through the study of International HRM, cross-cultural employment, the global movement of persons, and the employment of ethical frameworks. The World Economic Forum’s Future of Jobs Report 2025 focuses on the increasing role of artificial intelligence and big data as well as the need for advanced levels of analytical skills and adaptability within future workforces (World Economic Forum, 2025). This overall shows the extent of my work in preparing myself professionally as a more analytical, moral, and globally sensitised Human Resource Manager.

Capability area	Development action	Expected employability benefit
Data literacy	Learn Excel dashboards, HR metrics and engagement analysis	Better evidence-based HR decisions
AI augmentation in HR	Practise responsible AI use for research and workforce insights	Improved digital HR capability
Strategic influencing	Develop presentation and business case writing skills	Stronger ability to influence managers
Global mobility awareness	Study international HRM and cross-cultural management	Better preparation for global HR roles

Table 3.1: Personal Capability Development Plan

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