

EMMA HR

Phase 1 Summary: Findings and Functional Prototype

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Executive Context

Emerson Costa Rica is growing rapidly, from approximately **1,300 to 1,700 employees**. As the organization grows, the challenge is not only scale, but how to support employees effectively without increasing operational and HR support costs.

To explore this challenge, Emerson initiated a first phase focused on understanding real operational pain points and testing whether advanced AI approaches could offer practical alternatives to existing solutions.

This document summarizes the findings and outcomes related specifically to EMMA HR, one of the functional prototypes developed during this phase.

Scope of the Work

This engagement covered the first consultancy and prototype phase. The scope included:

- Deep investigation through leadership conversations
- Design and development of functional prototypes
- Validation with local leadership and executive stakeholders

This report does not cover implementation, rollout, or commercial terms. Those topics are expected to be addressed in a potential next phase.

Investigation Approach

During the investigation phase, several one-on-one conversations were held with managers and leaders at the San José, Costa Rica site.

These conversations focused on:

- Daily operational realities
- How employees access information today
- Where time and effort are being consumed
- What has and has not worked in previous attempts

The findings summarized below are grounded directly in these discussions.

Key Findings

HR information access is a recurring challenge.

Employees rely heavily on manual searches in **SharePoint** to find HR policies and guidance. While the content is correct and well governed, the experience of finding answers is often slow and frustrating.

A previous attempt to deploy a bot solution did not reach production, leaving the underlying problem unresolved.

Pressure accumulates on people.

When employees cannot find answers quickly, they ask managers, HR teams, or HRBPs directly. The same questions surface repeatedly. Managers and HR teams

have limited time to respond, and even less time to improve the system itself.

Over time, this creates a growing operational burden.

Behavior has changed.

Younger and newer generations expect to ask questions and receive direct answers. Reading long documents or navigating folders is not how they naturally interact with information. This behavior is consistent and was observed across conversations.

A structural paradox emerges.

Traditional responses—more documentation, more training, more maintenance—require additional time from teams that are already overloaded. As a result, these solutions do not scale well.

Framing the Opportunity

Many organizations are experimenting with AI through basic tools, such as simple question-and-answer systems. However, greater impact comes from agent-based approaches that combine language models, access to enterprise data, and automated workflows.

This framing guided the design of EMMA HR.

EMMA HR: The Proposed Solution

EMMA HR was designed as a **voice-enabled AI agent** that allows employees to ask HR-related questions and receive answers using the information that already exists in SharePoint.

It does not replace HR teams.

It does not introduce new policies.

It provides a different and more natural way to access existing knowledge.

Core Elements of the Prototype

At a high level, EMMA HR:

- **Retrieves HR information** directly from SharePoint using AI
- Keeps information current through **automatic synchronization**
- Provides **traceable answers** that reference the original source
- Operates with **minimal ongoing human intervention**

The goal was to test whether this approach could reduce friction for employees while easing pressure on HR teams.

Validation with Leadership

On **December 9**, a workshop was held in San José with several Emerson leaders. During this session, functional prototypes—including EMMA HR—were presented and discussed.

On **December 16**, Emerson management organized a presentation to **Vice President Melanie Carlton**, where the EMMA HR functional prototype was demonstrated and explained.

These sessions provided an opportunity to review the concept, ask questions, and gather feedback at both local and executive levels.

Current Status

EMMA HR is currently in the **functional prototype stage**. The prototype has been reviewed with leadership and presented at the executive level.

This marks the conclusion of the first consultancy and prototype phase for EMMA HR.

Closing Note

The work completed in this phase provides a concrete and validated starting point. It reflects real operational input, a tested design approach, and early executive exposure. Any future steps—such as roadmap definition, implementation planning, or commercial considerations—would build on this foundation and require separate alignment.