

MMC HR | HR CASE FILES

The Ghost Employee Who Kept Clocking In

THE SITUATION

A midsize employer noticed that one employee's timecard showed remarkably consistent start times, even on days when managers remembered seeing the employee arrive late. A closer review suggested another employee may have been clocking in on their behalf.

THE RISK

Time theft can create payroll inaccuracies, overtime problems, inconsistent discipline, and trust issues. Acting on assumptions without verifying the facts can create a second HR problem.

WHAT HR DID

HR reviewed time records, schedules, access information, manager observations, and the company's timekeeping policy. The employees were interviewed separately and the investigation was documented before any employment decision was made.

THE FIX

The company reinforced individual login requirements, limited shared credentials, retrained supervisors on timecard review, and added periodic exception reporting so unusual punch patterns could be identified earlier.

Real HR problems rarely arrive in neat packages.

This case file is a fictionalized composite created for educational purposes. Details are intentionally generalized and do not identify any MMC HR client.