

MMC HR | HR CASE FILES

The Employee Working During Lunch

THE SITUATION

Several employees were clocking out for meal periods but continued answering calls, responding to messages, or helping customers.

THE RISK

A timecard can show a meal period even when work actually occurred. That can create unpaid wage exposure and, depending on the jurisdiction, additional meal-period issues.

WHAT HR DID

HR interviewed employees and managers, reviewed workload expectations, and determined whether employees were being asked, encouraged, or simply allowed to work while off the clock.

THE FIX

The company clarified that nonexempt employees must be relieved of work during unpaid meals, created an easy process for reporting interrupted meals, and trained supervisors not to contact employees who were off the clock.

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.