

Remote Work Guidelines

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Introduction

In March 2020, stay-at-home orders were issued to better protect our community from the spread of COVID—19. In less than two weeks, our organization shifted from one heavily relying upon in-person transactions, meetings, and on-site work, to one that conducted almost all of its business remotely. And while our employees and our community will be grappling with the devastating impacts of this global pandemic for many months to come, we also experienced the benefits of supporting remote work options. There have been many challenges to supporting remote work arrangements to include inadequate access to necessary technologies and home office equipment, lack of training to effectively access and use software and applications that enable effective remote work, processes not designed for remote work, and shifting needs and approaches for supervision and employee support and engagement. While we made many gains in addressing these challenges, we are still a “work in progress” and anticipate continuous learning that will inform evolving the processes and practices we need to effectively and seamlessly support remote work.

This guidebook was created during a time in which remote work was largely required for many of our employees but was also designed to provide guidance to supervisors and employees for when remote work is option. We anticipate these guidelines will continue to evolve, but if you have additional questions that are not adequately addressed in these guidelines, please call (505-224-4600) or [email](#) CNM’s Human Resources Department.

Purpose

More than a mere workplace trend, the concept of working from anywhere at any time is the future state of work. Technology is going to become more advanced and bring us new opportunities to collaborate and work virtually. Our work teams may not be physically in the same room, but remote work can be just as effective, if not more so, than the traditional working model. While there will always be work that is best done in a traditional office environment or is only available on-site, our institution and employees can benefit from the flexibility offered with the option of remote work.

When implemented with thoughtfulness and clear guidelines and supports, specific benefits of remote work options include increases in employee engagement, satisfaction, health and well-being, productivity, and performance. Additionally, organizations who offer flexible work arrangements gain a competitive advantage in recruiting and retaining top talent, as well as more diverse talent.

As supervisors and Human Resources at CNM evaluate which positions and work can be done remotely, we are committed to ensuring we can meet our operational needs in service to the students and community members we serve, while at the same time maximizing the benefits to employees and our organization with flexible work options.

Definitions

Remote work: Remote work for the purposes of this guidebook is defined as a formal work arrangement that allows an eligible employee to work one or more days at an alternate location instead of commuting to a CNM work site. The remote work arrangement can be a set schedule and/or variable upon request. Remote work employees generally will also have an assigned work location, e.g. office or cubicle, at a CNM work site. While remote work can be an *informal* and

temporary arrangement to accommodate business travel, focused work on a project, etc. such arrangements are not the subject of the CNM's Remote Work Policy and remote work guidelines but do require preapproval of the employee's supervisor.

Remote work may allow for an eligible employee to work entirely at an alternate work location other than a CNM work site. In most cases this is an employee's home. In these cases, the employee may not have an assigned CNM work location, e.g. office or cubicle. Where the employee was hired originally to work remotely, they will not have the option to discontinue the remote work arrangement and request a CNM work location without the agreement of the hiring department.

Remote Work Policy: Outlines critical elements of college policy for CNM employees engaged in remote work.

Remote Work Plan and Agreement Form: The goal of the Remote Work Plan and Agreement Form is to ensure that both the employee and supervisor have a shared understanding of the remote work arrangement. Employees who have been approved for a partial or full-time remote work arrangement must complete the Remote Work Plan and Agreement Form and submit to their supervisor for review and approval. Supervisors must submit these forms to Human Resources. Updates to the form are required if there are any changes to the schedule or equipment inventory.

Determining Eligibility of Employees for Remote Work

Approval of an employee to work remotely is at the discretion of supervisors and subject to any conditions of a contractual bargaining agreement, as applicable. There are several factors that supervisors must consider prior to approving remote work including the type of work performed, operational needs of the department, and the impact of the decision on other employees working in the same unit.

A. Type of Work Performed

The type of work that an employee performs is a factor in determining the appropriateness of approving an alternate work location (location other than a CNM campus/worksite). In general, job duties that involve analytical work, research, advising or computer-oriented duties may be the most appropriate types of work to be performed at an alternate work location. Job duties that are unsuitable to be performed at an alternate work location include duties that require in-person interactions with students, care of physical property, and direct supervision or access to materials/equipment that cannot leave CNM property.

Regardless of the type of work performed, the employee must be able to fully perform the job duties during scheduled hours of work. Although an individual employee's schedule may be modified to accommodate childcare needs, the focus of the arrangement must remain on job performance and meeting operational demands. Prospective remote work employees are encouraged to discuss expectations of remote work with family members prior to entering a remote work arrangement.

Unless stated in the job description upon hire, remote work cannot be required of employees, except when local, state, or national events dictate otherwise (such as stay-at-home orders).

B. Employee Eligibility Considerations

Once a supervisor has determined that the type of work performed meets eligibility requirements for remote work, supervisors need to identify clear, transparent, and equitable criterion for approving remote work requests. Supervisors should use Appendix A: Remote Work Employee Eligibility Checklist to guide decisions about an individual employee's eligibility, particularly when weighing requests among multiple employees in the same group and balancing these requests with operational needs for onsite staffing. This is important documentation to support supervisor's decisions to approve or disapprove employee's request for remote work.

The frequency of remote work will be established by department supervisors in the Remote Work Plan and Agreement Form and may be limited or distributed across several employees to ensure the College and department's operational needs can be fulfilled.

C. Department Operational Needs

In order to maintain an effective campus presence for employee, student, and community support, supervisors need to consider how best to equitably distribute remote work opportunities/scheduling and on-site requirements among those employees seeking a remote work arrangement for eligible positions. The guiding principles below can be used when making these decisions. Priority must be given to those employees who have been approved by HR for an accommodation request satisfied by a remote work arrangement (see section D).

Guiding Principles for Supporting Requests for Remote Work Options

- CNM seeks to maximize employee engagement, satisfaction, health and well-being, productivity, and performance with the use of remote work arrangements.
- CNM operations requires a visible presence of employees to serve our primary stakeholders and therefore recognizes that remote work arrangements generally should include some on-site requirements of most remote work employees.
- Remote work approvals and schedules should be coordinated to allow for the maximum number of interested and eligible employees to participate in a remote work arrangement.

It is critical that supervisors can articulate why one employee versus another has been approved for a remote work arrangement. It is advised that supervisors articulate the decision-making criterion they are using to balance operational needs and employee needs when approving remote work arrangements. Appendix A provides a checklist of suggested criteria to evaluate approval of remote work arrangements, particularly when making decisions with multiple employees requesting remote work schedules. It is not required for an employee to meet all of these to be approved for remote work.

D. Requests for Accommodation

In some instances, an employee may request an alternate work location as a reasonable accommodation due to a qualifying medical condition. This type of request does not fall within scope of these guidelines. Upon receiving such a request, that manager should refer the request to HR so they can determine whether an alternate work location is appropriate as a reasonable accommodation pursuant to applicable CNM policies and procedures, collective bargaining agreements and/or the Americans with Disabilities Act (ADA) and the ADA Amendments Act.

Location of Remote Worksite

In general, employees approved for remote work should work in locations in the CNM service region.

Work Location in a State other than New Mexico: An employee who would like a longer-term remote work arrangement at a location that is outside of New Mexico, must receive approval by both the supervisor and Human Resources. Employees approved to working remotely in a state other than New Mexico must also work with Human Resources to update their Out-of-State Tax Withholding. Supervisors seeking to hire out-of-state employees for remote work positions must receive approval from Human Resources to do so.

Work Location Outside the United States: The risks for the College and the costs associated with ensuring compliance with a foreign country's employment and tax laws most typically outweighs the benefits of allowing an employee to work at an alternate work location outside of the United States, and therefore is not supported at this time. The risk and potential costs to the institution exist even if the employee is requesting to temporarily work at an alternate location outside of the United States. If a department wishes to allow an employee to temporarily work in an alternate work location outside of the United States, the department must contact the Human Resources for review of the decision prior to approval or implementation.

Remote Work Implementation Procedures

Upon receiving a request from an employee to work remotely, the supervisor should determine if employee is eligible (see section above) and evaluate whether the arrangement meets the operational needs of the department. If the supervisor approves the request, the employee should complete/receive the documents below.

Required Documents for All Remote Work Arrangements

1. Remote Work Plan and Agreement Form: Department managers should approve the request to engage in remote work for a defined period. Managers are discouraged from approving an employee's request of remote work for an indefinite period, unless included as part of the original job posting requirements. An employee may submit a new request for remote work prior to the expiration of an existing agreement. Supervisors should maintain a copy of the agreement in departmental records and should send a copy to Human Resources at hr_consultants@cnm.edu.

The contents of the agreement include:

- A work schedule that specifies remote workdays, location and hours
- Required methods of communication specific to remote work (e.g. WebEx, phone)

- The duration of the remote work arrangement
- Documentation of any equipment issued to the employee for remote work
- Any circumstances requiring on-site attendance
- Relevant policy acknowledgments of responsibility

2. Home Office Checklist (Appendix B). The employee is responsible for ensuring a clean, safe, and ergonomically sound workspace in the alternate worksite as a condition for working remotely.

3. Cybersecurity Checklist for Remote Work (Appendix C). The employee is responsible for ensuring cybersecurity as a condition of approval to work remotely.

Alternative (Flexible) Work Schedules

While generally, our on-site work arrangements have predominantly reflected a standard five days a week, 8:00 a.m. to 5:00 p.m. schedule, remote work offers more opportunities to meet both employee and operational needs with alternative (flexible) work schedules. These schedules may reflect a desire to accommodate employees working around childcare schedules, employees who are more productive during the evenings, and/or operational needs to serve students outside of the traditional operational hours. CNM encourages supervisors to discuss options for alternative work schedules. Any agreed upon schedule should be accurately documented, and updated as needed, in the Remote Work Plan and Agreement form. Any employees with an alternative work schedule are still responsible for following the expectations articulated in the **Employee Availability and Responsiveness** section of this document.

Defining Key Performance Indicators

For any position designated as eligible for remote work, key performance indicators for that work needs to be defined. Supervisors can work with their Human Resources consultant to define appropriate performance indicators for the role/position. Below are some additional guidelines for structuring and articulating remote work performance expectations.

Focus work based on employees' strengths: As a leader or supervisor in a work unit, when possible consider realigning and/or reallocating work to employees that focuses on employee's individual strengths and productivity. Employees working remotely have different levels of productivity and capabilities. It is important to consider assigning work differently and providing clear expectations for the work outcomes and/or deliverables that are expected. Focus the assignments based on areas of interest and areas the employee has demonstrated capabilities to perform the function. For example, there may be one employee responsible for responding to customer inquiries, another employee performing data entry based on the customer inquiries, and another employee documenting processes and procedures.

Productivity and accountability: As a leader or supervisor in a work unit it can be difficult to measure productivity and hold employees accountable, especially when transitioning to supervision of remote work employees. Some employees on remote work are very productive and complete assignments, engage in emails, and participate in online meetings, etc. so their work hours are easily accounted. Other employees may not be as responsive, and it may be more difficult to account for their work hours. When key performance indicators are still being developed for a particular

position, you might consider having an employee complete a weekly log of their work performed for a period to better understand the scope of work for the position. This will help you as a supervisor, better understand where an employee is spending their time and if is reasonable. To promote a culture of trust and personal responsibility, we encourage supervisors to find alternative methods to track productivity or verify work completion than a work log or report.

You can also consider assigning work and base the employees work hours on deliverables for each day or for a given week. For example, you assign an employee a data entry project that on average you estimate takes five (5) hours to complete and the employee is responsible for completing the data entry project in a workday and would report five (5) hours on their timesheet for that day. The employee is responsible for providing their supervisor with a completed data entry project at the completion of their five (5) hours of work. It may be appropriate for the employee to need an additional one (1) to two (2) hours to complete the project that takes into account unforeseen circumstances that may arise such as technology limitations. You as a supervisor have the discretion to determine a reasonable number of additional hours to complete the assignment. When assigning the project to the employee you want to set clear expectations regarding the deliverable(s), expected outcome, work product, and require the employee to inform you as their supervisor when additional hours are needed to complete the project along with an explanation/rational for the additional hours needed, prior to working the hours.

Measure remote work performance: As a leader or supervisor in a work unit it is recommended you meet with your employee on a regular basis to discuss the employee's productivity and effectiveness performing remote work. This discussion will allow you an opportunity to discuss different strategies to approaching the work and options to help support the employee to increase their remote work performance.

Employee Availability and Responsiveness

During the remote work schedule identified employees are expected to participate in required meetings and respond to supervisor email, phone, and/or other digital communications within the workday/workweek. Employees are also expected to appropriately respond to voice messages and emails from colleagues, students, and other community stakeholders (as aligned to job duties) within the timeframe expected by the supervisor. It is also required that employees share their Outlook Calendars with their supervisors so they know when they are in meetings or engaged in other activities (e.g. lunch) and may not be able to return emails or phone calls.

Supervisor Availability and Responsiveness

In general, it is expected that supervisors will communicate regularly with employees who are working remotely. As appropriate to the request, supervisors should respond to remote employee's requests for direction and support within the workday, unless otherwise communicated. Additionally, supervisors should generally be checking in at least once a week, individually or through team meetings, with their employees (with some exceptions to specific groups of employees such as faculty). Supervisors who have remote work employees need to use conferencing tools when possible for any team meetings to ensure the full inclusion of remote work employees.

Communication Channels

It is important for remote work employees to have a clear understanding of which communication channels to use, how, and when. This may vary depending on the supervisor's and/or team preferences. Supervisors should establish "rules of engagement": Remote work becomes more

efficient and satisfying when managers set expectations for the frequency, means, and ideal timing of communication for their teams. For example, “We use videoconferencing for daily check-in meetings, but we use IM when something is urgent.” Also, supervisors should let their employees know the best way and time to reach them during the workday (e.g., “I tend to be more available late in the day for ad hoc phone or video conversations, but if there’s an emergency earlier in the day, send me a text.”) Finally, keep an eye on communication among team members (to the extent appropriate), to ensure that they are sharing information as needed.

We recommend that supervisors establish these “rules of engagement” with employees as soon as possible, ideally during the first online check-in meeting. While some choices about specific expectations may be better than others, the most important factor is that all employees understand the team expectations for communication.

Transferring or Answer calls from Your Office Phone

In general, the best option is to set an appropriate office message on your phone line and ask individuals to leave a message. That message will be delivered to your email inbox and you will be able to return the call within a short window. However, if your job tasks include answering an “office phone line” you will need to set up call-forwarding. Please contact ITS for additional support with call forwarding.

College Property and Data Security

Reasonable steps must be taken to ensure that College property is used in compliance with IS-1002 Information Technology Use Administrative Directive. This includes complying with all software licensing agreements. The security and confidentiality of College records must also be maintained. Sensitive data should not be placed on a personal computer or device, but instead should be accessed via secure remote access technology.

Confidentiality Considerations

Keeping information confidential is much easier in a “protected” employer provided workspace. Employees who have remote work arrangements are expected to maintain necessary confidentiality when engaged in phone calls or virtual meetings with their employees, colleagues, and/or students.

Public Records Disclosure

The work employees do while remote working is subject to College and other applicable regulations including the State of New Mexico’s Inspection of Public Records Act (NMSA 1978, Section 14-2-1 et seq.).

Technology support

To access technical support job aides and other technical training supports, please follow this [link](#).

ITS is here for CNM employees to answer all technical questions big or small. Please call 224-HELP or email its servicedesk@cnm.edu.

The ITS Customer Support Team aligns itself with CNM’s vision of changing lives and building community. To manifest this vision, the team focuses on providing superior service excellence through kindness, ease, and responsiveness.

We constantly strive to achieve the highest standards. To ensure that we meet our ongoing goals, we adhere to IT best practices, specifically around continual service improvement. We check in with our customers and ourselves regularly and strive to be easily accessible and responsive, while building long-standing and enduring relationships through kindness. We welcome you to join us on our path of service excellence and welcome you to reach out with any IT-related needs.

VPN Access

VPN or Virtual Private Network is a way for a user to come onto the CNM network from a remote location. Some applications require that you are on the CNM network for them to work. When the VPN application is connected, your remote computer will act as if it is on CNM property. The following applications require you to be on a VPN connection in order to use them:

- OnBase
- Argos
- Banner
- Cisco Finesse

If you do not need to access these applications, you will most likely not need VPN access as most other services and applications are available to you remotely.

VPN accounts need to be requested by a supervisor or sponsor through the CNM Forms workspace in Footprints.

Equipment Check-Out

If an employee already has a CNM-owned laptop or tablet, they are authorized to use this as their primary work device for remote work. If an employee does not have a laptop or tablet, they should work with their department supervisor and ITS to determine if any are currently available for check-out. ITS has a limited number of laptops available for checkout. ITS has a supply of desktops with accessories that can be checked out for use if employees have an Internet router that has an available Ethernet port already set up at home. Additionally, ITS can help guide employees with the set up and testing of their remote access. Employees should contact ITS directly if they would like to explore this option.

We encourage employees to talk with their supervisor about any additional technology, equipment or other resources they may need to continue work from home. Once discussed with the supervisor, ITS can assist and provide consultation, if needed.

An inventory of any equipment that is checked out to an employee should be reflected on the Remote Work Plan and Agreement form.

Equipment Insurance

College equipment and resources located at an alternate worksite are not automatically insured. Remote work employees are required to acknowledge their financial responsibility for college equipment damaged, stolen or destroyed while in their possession in the Remote Work Plan and Agreement form. Remote work employees are required to immediately report any damage to college equipment to their immediate supervisor

Equipment and Service Expense Reimbursement

Similar to expectations that employees are responsible for their own transportation costs to get to and from work, employees requesting to work remotely are responsible for providing, maintaining and repairing employee-owned equipment in addition to paying for electronic service expenses used at the alternate work location at personal expense. If the employee requests equipment and/ or reimbursement for expenses and the department determines that providing equipment or assisting with expenses is reasonable and appropriate in a particular circumstance, the department should ensure that any purchases or expense reimbursements are consistent with the College's [Mobile Device policies](#).

Supplies

Remote employees request necessary office supplies by following current department processes for doing so.

Tax Implications

Employees are responsible for addressing and resolving any questions about their ability to deduct expenses related to remote work.

Workers' Compensation

Employee should immediately notify the supervisor of any work-related injuries and file an incident report.

Remote work employees are covered by workers' compensation for job-related injuries that occur in the course and scope of employment.

Remote Work Training

CNM has several resources to support remote work employees and their supervisors. Training resources can be found in the Talent Management system under the subject category of Remote Work or by using the [Employee Learning Hub](#). Resources include supervisory and employee resources. Topics range from setting up work environment to stress management. For instructions on how to log into Talent Management, click [here](#).

Termination of Remote Work Agreements

Where the employee initiated the request for a remote work arrangement, supervisors should make every attempt to provide a 30-day notice (to allow for an employee to make necessary adjustments for transportation and/or family care arrangements) but may terminate the agreement with a minimum of 5 days' notice. If the employee would like to terminate the agreement before the expiration date, the employee should give their supervisor reasonable advance notice of the request. Where the employee was originally hired to work remotely, the employee may not have the option to discontinue the remote work arrangement without the agreement of the supervisor.

APPENDIX A:

REMOTE WORK EMPLOYEE ELIGIBILITY CHECKLIST

These are suggested criteria to evaluate approval of remote work arrangements, particularly if making decisions with multiple employees requesting remote work schedules. It is not required for an employee to meet all of these to be approved for remote work.

Prior experience and effectiveness with remote work	<input type="checkbox"/> Yes <input type="checkbox"/> No
Ability to work without supervision	<input type="checkbox"/> Yes <input type="checkbox"/> No
Strongly skilled and/or experienced with the work	<input type="checkbox"/> Yes <input type="checkbox"/> No
Strong communication skills with peers and management	<input type="checkbox"/> Yes <input type="checkbox"/> No
Strong organizational skills	<input type="checkbox"/> Yes <input type="checkbox"/> No
Adherence to deadlines	<input type="checkbox"/> Yes <input type="checkbox"/> No
Availability during required hours	<input type="checkbox"/> Yes <input type="checkbox"/> No
Highly productive	<input type="checkbox"/> Yes <input type="checkbox"/> No
Ability to independently solve problems	<input type="checkbox"/> Yes <input type="checkbox"/> No
Availability for on-site meetings and/or other on-site requirements (as required)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Adherence to CNM policies	<input type="checkbox"/> Yes <input type="checkbox"/> No
Has appropriate technology to support remote work	<input type="checkbox"/> Yes <input type="checkbox"/> No
Demonstrated effectiveness in using technologies required for remote work	<input type="checkbox"/> Yes <input type="checkbox"/> No
Satisfactory completion of probationary period (as applicable)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Satisfactory annual performance reviews	<input type="checkbox"/> Yes <input type="checkbox"/> No
Supervisor recommends	<input type="checkbox"/> Yes <input type="checkbox"/> No

APPENDIX B:

HOME OFFICE CHECKLIST

For the health and well-being of our employees, we ask that any employee engaged in remote work, to the extent possible, ensure a clean, safe, and ergonomically sound work site. The employee should review this checklist with their supervisor prior to the start of an approved remote work arrangement.

General Safety: Employees are responsible for ensuring that the alternate work location is safe from conditions that could pose a hazard to health and safety to persons or danger to equipment, including the following:

- Surge protectors are used for computers, fax machines, and printer.
- Electrical enclosures (switches, outlets, receptacles, and junction boxes) have tight-fitting covers or plates.
- Phone lines and electrical cords are secured under a desk.
- All extension cords have grounding conductors.
- Exposed or frayed wiring and cords are repaired or replaced immediately upon detection.
- Computer components are kept out of direct sunlight and away from heaters
- The area is well ventilated, and temperature controlled.
- Storage is organized to minimize risks of fire and spontaneous combustion.

Ergonomic Checklist for Your Home Office: This ergonomics self-assessment can help you set up a home office and establish work habits that keep you comfortable and productive. If you answer “NO” to any of the questions, consider making the necessary adjustments to reduce your chances of sustaining work-related injuries, such as tendonitis or carpal tunnel syndrome.

- Can you adjust the height of your chair?
- Does your chair support the curve of your back?
- Does your chair have armrests that can be set just below your elbow?
- Is your chair adjusted so that your knees bend at a 90-degree angle and your feet are placed flat and firmly on the floor? (Or do you use a footrest if your feet don't comfortably reach the floor?)
- Are your chair and desk adjusted so that when you sit, your arms bend at a 90-degree angle to reach your keyboard and mouse?
- Are your keyboard and mouse set at the right height, so they can be reached without extending your arms beyond a 90-degree angle at the elbow?
- Is your monitor placed at arm's distance?
- Is the top of your monitor set at eye-level?
- If you use a laptop, do you have a laptop stand, external mouse, and full-size keyboard so that you can maintain a comfortable position for a full day of work?

APPENDIX C:

CNM CYBERSECURITY CHECKLIST FOR REMOTE WORK

The employee is responsible for ensuring cybersecurity as a condition of approval to telecommute or working remotely. The employee should be provided this checklist electronically prior to the start of remote work.

- “ All electronic communication must comply with the [Information Technology Use](#) policy and [Email Communication and Retention Policies](#).
- “ The employee must review and follow CNM policies and procedures pertaining to the handling of public, College and student records.
 - [Information Security Policies](#)
 - [Data Classification and Handling Policies](#)
 - [Mobile Devices](#)
- “ The employee understands the importance of system security and agrees to promptly inform the supervisor when/if security matters arise. Security incidents, including loss or theft of equipment, must also be reported according the processes outlined at: [Information Security Incident Response](#)
- “ Sensitive information in hardcopy form must be returned to the department or shredded
- “ Any computer, whether personal or College-owned that is used by the employee for College work should be configured according to College IT standards, including the following:
 - Anti-malware and firewall software installed and configured to automatically update.
 - Most recent operating system version and all installed software kept updated directly from software vendors on a timely basis.
 - Run Windows updates regularly. Please follow the steps in [this guide](#) to keep your PC running smoothly and safely.
 - College data may not be stored on removable devices without encryption.
- “ Use secure wireless networks if possible (free wi-fi available at business locations may allow hackers to access your information).
- “ Employee understands that any computing equipment used for College business purposes, whether personal or College owned, may be subject to discovery and production of records pursuant to the New Mexico Inspection of Public Records Act.