This FAQ provides an overview to ROWE and should be reviewed in combination with ASCO-wide standards, work agreements that are specific to your department/team, and resources that are noted at the end of this document. In the interest of brevity, references below to ASCO include Conquer Cancer and CancerLinQ.

To better understand nuances particular to your work, responsibilities, and team/department, please discuss these expectations with your supervisor, colleagues, ROWE Ambassador, and new hire buddy.

1. Why did ASCO “GO ROWE”?
2. What is ROWE and what does it look like in action?
3. How is ROWE different than a Flexible Work Schedule or Remote Worker Policy?
4. How do I know if I am meeting results?
5. What about traditional business hours?
6. Who decides if/when an employee can work offsite or during non-traditional hours?
7. How can I get to know my colleagues when they work different work hours and locations?
8. What do I put on my timesheet?
9. What happens when I’m sick or take a vacation?
10. When does ROWE begin for new employees?
11. Where can I find more information on ROWE?

1. **Why did ASCO “GO ROWE”?** Best practices, innovation, and experimentation are central to ASCO’s success, and ROWE is an example of how ASCO thinks progressively about our workforce and how the work gets done. We also believe that a highly engaged and empowered workforce increases ASCO’s capacity for innovation and sustained member satisfaction. Lastly, in addition to supporting ASCO’s work/life balance goals, we believe ROWE will help us continue to attract and retain the best and brightest employees.

2. **What is ROWE and what does it look like in action?** ROWE stands for “Results Oriented Work Environment” where the emphasis is on the results and impact of your work vs. how “busy” you are. It is similar to a “self-directed work team” structure where employees have the latitude to make decisions about how to meet standards and accomplish individual/team/collective results. Depending on your specific job responsibilities and preferences, this could mean organizing tasks or projects differently, sharing tasks with team members, or working different hours or locations. To facilitate coordination of tasks and results, there are ASCO-wide standards and team-specific working agreements related to expected availability/response times, the “who/what/when” for interdependent tasks, and coverage plans.

   In traditional work environments, supervisors focus on daily management and execution of others’ tasks (e.g., tracking, monitoring, reporting). In a ROWE, this activity shifts to the employees, enabling supervisors to instead focus on oversight, coordination between projects or departments, coaching for high performance, developing employees’ capabilities, problem-solving at a strategic level, and improvements to work processes, technology, and equipment.
3. **How is ROWE different than a Flexible Work Schedule or Remote Worker Policy?** ROWE is about more than work schedules and location and gives employees broad discretion in determining the what/when/how of work. It is also a companywide practice vs. having limited eligibility for some employees. ASCO is an Alexandria based work environment, and we do have exceptions for a limited number of employees to live and work outside the District/MD/VA region. These exempt employees possess unique job skills that are mission-critical and difficult to identify/replace in the local market. Additional details about this policy are outlined in ASCO’s Alexandria Based Employer Policy.

4. **How do I know if I am meeting results?** During the onboarding process, and periodically throughout the year, managers and employees should be discussing the expected results, standards, and expectations associated with the activities, workflows, and projects an employee works on. Having a workflow conversation or using the Results Conversation Checklist are two ways to gain clarity and a shared understanding of results and expectations. Routine check-ins provide an opportunity to discuss progress, strategize on problems and obstacles, coach for performance & growth, and plan for upcoming work.

5. **What about traditional business hours?** HQ elevators will be unlocked during the same time period unless other arrangements are requested for onsite meetings; heat/air-conditioning services have been programmed from 7:00 a.m. – 6:00 p.m. on weekdays. ASCO’s Switchboard and Reception desk is staffed from 8:30 a.m. – 5:00 p.m., Monday through Friday. Generally speaking, employees are not expected to monitor and respond to email and voicemail after-hours or on weekends; this can vary depending on situations (e.g., day prior to volunteer meeting) or job responsibilities (monitoring ASCO servers). Please discuss these expectations and situations with your colleagues and supervisor.

6. **Who decides if/when an employee can work offsite or during non-traditional hours?** Alexandria-based employees should be onsite: (1) when members/volunteers/donors/job candidates are present, (2) during critical “all-hands” or teambuilding meetings, and (3) for performance discussions. Additionally, each department/team has its own standards, so please talk with your supervisor and colleagues about established expectations (this Results Conversation Checklist is helpful). Otherwise, it is at the employee’s discretion if the task or results would be best served by onsite presence or during traditional business hours. To ensure adequate coverage, these decisions should also be based on work team agreements and what other members of the team are doing. Regardless of where and when you work, employees must always meet agreed-upon standards, deliver results, have technology that accessibility, and possess the skills to work effectively (tech-savvy, communications and team skills, managing up, etc.) Expectations and standards do not change if the employee is working on or offsite or during non-traditional hours.

7. **How can I get to know my colleagues when they work different work hours and locations?** Jump on any opportunity you have to work with others, either one-on-one or in groups. ASCO folks are a friendly bunch, are proud of our work, and invested in each other’s success. Curiosity and a generous spirit open many doors.
   - Attend Onboarding group sessions and events for new staff
   - Ask to shadow colleagues or attend meetings to learn more about others’ work
   - Linger during meeting breaks and afterward to get to know colleagues
   - Invite your new colleagues for a cup of coffee in the lounge or a virtual coffeebreak
8. **What do I put on my timesheet?** Your timesheet should show the actual time you worked. Non-exempt employees are paid for all hours worked and managerial approval must be given before working overtime/more than 37.5 hours during the week. Paychecks will be based on your regular salary for the year even if you worked less than 75 hours in the two week pay period. Pay will be reduced when you are on Family and Medical Leave, Disability, or other unpaid leave described in the staff handbook unless you use Extended Leave during that absence.

9. **What happens when I’m sick or take a vacation?** Employees continue to receive their salary during planned vacations, short-term illness, appointments, personal time, family commitments, jury duty, etc. as long as arrangements have been made for coverage and work to continue moving forward. Please contact Debbie Lately in Human Resources when an illness results in an absence from the workplace extends beyond one week or requires the reduction or temporary suspension of expected results (e.g., FMLA, Short-term Disability).

ASCO recognizes the importance of vacations and for employees to take time off to refresh; we expect employees to take vacations during which they are not expected to call into work and/or check emails. Decisions about timing and duration of time off should be guided by the workload and work cycles; please work with your colleagues and supervisor to arrange coverage and for critical tasks to continue during your absence.

During periods of inclement weather and when ASCO Headquarters are delayed opening or closed, employees are expected to work as they are able, given the situation (e.g., availability of electricity, child care, etc.) During these situations, please be in communication with your team members to ensure coverage is in place where critical.

10. **When does ROWE begin for new employees?** ROWE is an integral element in ASCO’s culture, and ROWE exists from day one of employment at ASCO. As with any learning situation, initial decisions about how/when/where to work should be guided by the need for consultation and support required from your colleagues as well as the nature of the task. Many employees receive more guidance, support, and direction during the early weeks on the job than they will after 4-6 months. Independency on tasks, frequency of communications, best practices, and pros/cons to being on vs. offsite should be included in manager/new employee onboarding discussions.

11. **Where can I find more information on ROWE?** Since ROWE is a relatively new approach to the workplace and looks different for each organization and type of work, there is no single “instruction manual” with hard and fast rules. Additional information about working in a ROWE has been incorporated into ASCO’s Onboarding Resources, including a checklist of items for discussion with your supervisor, colleagues, and new hire buddy regarding specific department/team standards and implications for your position.