



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
United States Army Intelligence Center and Fort Huachuca
Fort Huachuca, Arizona 85613-6000

ATZS-CG (600-20)

14 February 2002

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: POLICY 108 – Consideration of Others (CO2) Program

1. References:

- a. Memorandum, HQ TRADOC, ATBO-BPE, 6 Jan 98, subject: CO2 Program.
- b. Memorandum, HQ TRADOC, ATBO-BPE, 16 Jan 98, subject: CO2 Policy.

2. The CO2 Program, mandated by the Department of the Army, is a commander's program with Equal Opportunity Advisors at all levels as the proponents. As leaders, we have an obligation to foster a positive command climate and develop a culture in which all Department of the Army personnel, soldiers and civilians, treat one another with dignity and respect. The Consideration of Others Program is a tool that introduces leaders to a method of cultivating such a change. This program involves linking the awareness, the actions, and the responsibility of the individual soldier or civilian to his or her duties as members of a military team.

3. The CO2 Program does not replace existing command emphasis programs. It is not a vehicle for "sensing sessions" or for initiating Equal Opportunity or Equal Employment Opportunity complaints. The CO2 Program is an ideal medium for accomplishing other required Human Relations training such as Equal Opportunity and Prevention of Sexual Harassment, and annual Drug and Alcohol Abuse Prevention Training. It is highly encouraged for commanders to use this format to accomplish training whenever possible. An example would be a collective one-hour block of instruction on Equal Opportunity, and a one-hour follow-on group discussion within sections, teams or squads, thus meeting both CO2 and Equal Opportunity training requirements.

4. CO2 was designed as a tool to help commanders and directors build cohesion, instill Army values, and successfully accomplish the mission of leading soldiers and civilians. My intent is for commanders and directors to use it as such. The CO2 Program is flexible; therefore commanders and directors should tailor the program to fit the specific needs of their organizations. A successful human relations climate is one that maximizes our soldiers' and civilians' awareness of how their individual actions affect others. It emphasizes respect for and between soldiers and civilians of all races, creeds, gender, religion or national/ethnic heritages and enables them to clearly understand the linkage between their actions towards others and their unit's ability to accomplish the mission.

ATZS-CG

SUBJECT: POLICY 108 – Consideration of Others (CO2) Program

5. My guidance in the implementation of the CO2 Program at USAIC&FH is:

a. All permanently assigned military and DOD civilian employees will attend 2 hours quarterly, 8 hours annually, of mandatory small group discussions (15 – 25 participants) on CO2 topics guided by trained facilitators. CO2 will be conducted at all levels down to section or team level. Commanders and directors should determine topics of discussion based on the needs of their activities, in coordination with unit Equal Opportunity Advisors.

b. Leader commitment and involvement is key to the success of this program. I expect commanders and directors to fully support the program by becoming personally involved in the selection of small group facilitators and overseeing the execution of CO2 within their organizations. Commanders will develop and post a CO2 policy memorandum.

c. Commanders and directors are responsible for providing an adequate number of trained small group facilitators within their organization to successfully execute CO2. Military small group facilitators should be staff sergeants or above and civilian small group facilitators should be GS6 or above. Commanders and directors may submit requests for exception to this policy to the Military Equal Opportunity (MEO) office if they have personnel with significant training or experience in small group facilitation. The MEO is the approval authority for such requests. The MEO will conduct a forty-hour Small Group Instructor/Facilitator Course at least semi-annually, and an additional course if deemed necessary by the Installation Equal Opportunity Advisor.

d. Topics of discussion, number of attendees by category (active duty (name and grade), DoD Contractors, DA Civilians), will be annotated on training schedules and attendance rosters (as applicable).

e. CO2 training will be briefed at quarterly training briefings and included in command inspections. Percent of soldiers trained, percent of leaders trained (SFC and above), and CO2 topics will be reported to the MEO office on the Quarterly Narrative and Statistical Report. Civilian only directorates will report their CO2 training quarterly to the Equal Employment Opportunity Office (EEO). Report will include percent of civilian employees trained, percent of civilian leaders trained (GS 12 and above), and CO2 topic.

f. The MEO office is the proponent for the USAIC&FH CO2 Program. However, the MEO office is not the only resource available to enhance CO2 training. Chaplains, medical personnel, Inspector General's Office, Office of the Staff Judge Advocate, and even civilian academic or

ATZS-CG

SUBJECT: POLICY 108 – Consideration of Others (CO2) Program

professional personnel can be invaluable training resources when you develop your organization's CO2 Program. The MEO will collect and maintain lesson plans and aids for use in the program. Encourage your facilitators to furnish copies of developed lesson plans to the MEO office. The Department of the Army CO2 Handbook with lesson plans and outlines can be downloaded at www.odcsper.army.mil Human Resources Directorate.

6. A military unit must excel as an organization in order to successfully accomplish its mission. As the difficulty of the mission increases, so does the need for excellence in a unit's organizational character. The Army uses the term "unit cohesion" to describe organizational character. This term has a great deal of value, not the least of which its acceptance by a wide range of Army authorities as a common term of reference to use when discussing issues relating to how soldiers operate and fight as a team. The exact term we use is not critically important. What is critically important is that our soldiers and civilians live and work in an organization which makes them want to excel and give their total commitment to the unit's mission; to exhibit the "selfless service" we value as American soldiers and civilians.

7. A successful CO2 Program instills caring and inspires willingness in members of organizations to take personal responsibility for their attitudes, actions, and words, to include changing them when necessary to promote unit cohesion and teamwork. I challenge every soldier and civilian employee at USAIC&FH to embrace this program as a personal philosophy.

8. The proponent for this policy is the Military Equal Opportunity Office, ATZS-ME, extension 3-1717.

9. This memorandum supersedes policy memorandum, USAIC & FH, ATZS-CG, 2 February 1999, subject: Consideration of Others (CO2 Program at the U.S. Army Intelligence Center and Fort Huachuca).

///original signed///

JAMES A. MARKS
Brigadier General, USA
Commanding

ATZS-CG

SUBJECT: POLICY 108 – Consideration of Others (CO2) Program

DISTRIBUTION:

US ARMY INTELLIGENCE CENTER AND FORT HUACHUCA,

CG	CDR				
AG	EO	IM	ME	RE	SO
AS	ES	IO	MI	RG	
BD	FD	IR	PA	RM	
CH	GB	IS	PR	RT	
CP	MW	JA	PS	TP	
DK	IG	JS	RA	UA	