



DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY MATERIEL COMMAND
5001 EISENHOWER AVENUE, ALEXANDRIA, VA 22333 - 0001

REPLY TO
ATTENTION OF

AMCPE-EO (600-20)

29 June 1999

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Consideration of Others (CO2) Program Policy

1. Physical and cultural changes in our Army, prevalent since the end of the Cold War, have created and will continue to create pressures and stresses on soldiers and civilian employees. While the constants of values and traditions throughout our Army's history have sustained it, the threat of change on the human dimension makes it imperative that the Army have a program to foster and strengthen the command climate within each command/activity/office reinforcing the importance of trust, teamwork, dignity, and respect for others. The CO2 Program provides a tool for a commander to build and maintain a value-based Army. This is an important program, not only for the Army, but also for the U.S. Army Materiel Command (AMC).
2. While the Deputy Chief of Staff (DCS) for Personnel is the Headquarters, AMC proponent for implementation of the CO2 Program within AMC, CO2 is a commander's program which will include all assigned military and civilian personnel.
3. In its simplest equation, CO2 inculcates respect for others. It is a tool, a resource for commanders and leaders to use in order to assess and improve the organizational climate. CO2 is defined as "... those actions that indicate a sensitivity to and regard for the feelings and needs of others and an awareness of the impact of one's behavior on them" The CO2 Program is not a set of mandatory lesson plans or a replacement for existing command emphasis programs. There are few, if any mandates or restrictions. Within AMC, the Commander/Director/DCS or Separate Office Chief (SOC) (to address AMC's unique organizational structure) assesses the organizational climate and determines specific requirements tailored to meet the organization's needs. There are no rules on content, organization, duration, or frequency. The Commander/Director/DCS or SOC will develop the program, establish the policy, and track progress. The centerpiece of CO2 is education, proactive

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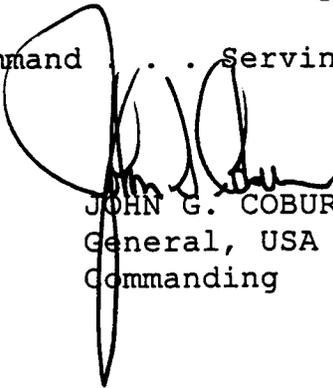
and preventative, ideally conducted in small group (15-25 personnel) sessions.

4. Commanders/Directors/DCSs or SOCs will draw on resources already made available for this program; information is provided on the Department of the Army DCS for Personnel and Military District of Washington programs which can be assessed via Internet on the World Wide Web. There are no additional funds allocated from AMC for the express purpose of this program. Your Equal Opportunity Advisor (EOA), Equal Opportunity Program Manager (EOPM), or Equal Opportunity Representative (EOR), as well as your EEO Officer, can serve as a resource; however, it must be emphasized that CO2 is a command program, not an EO or EEO program.

5. Commanders/Directors/DCSs and SOCs will be asked to provide updates of the current status of their CO2 Program, concept of support for the CO2 Program, and scope of subjects covered during the quarterly on-site Executive Steering Committee sessions. Consideration should be given to sharing implementation documents, lesson plans, case studies, and other related materials with others throughout the Command via email using the AMC EO Office as a focal point.

6. The success of this program is dependent on leadership commitment at all levels. Human relations are an important part of combat readiness. Each of us in this Command is a contributor to nurturing and preserving the Army's values and traditions. I urge your support and solicit your input.

7. AMC -- Your Readiness Command . . . Serving Soldiers Proudly!



JOHN G. COBURN
General, USA
Commanding

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