



DEPARTMENT OF THE ARMY
LITTLE ROCK DISTRICT, CORPS OF ENGINEERS
POST OFFICE BOX 867
LITTLE ROCK, ARKANSAS 72203-0867

REPLY TO
ATTENTION OF

CESWL-EO (690-700f)

4 January 2001

DISTRICT ENGINEER'S POLICY MEMORANDUM NO. 01-02

SUBJECT: Little Rock District Consideration of Others (CO₂) Program

1. The Consideration of Others (CO₂) Program was developed as a tool to help commanders build organization cohesion in the complex task of leading soldier and civilian team members. I personally endorse this program and request your support in implementing this program as the foundation of our changing environment. The stress of changes on human dimension makes it imperative that we foster and strengthen our organizational climate, reinforcing the importance of trust and teamwork.
2. Consideration can be defined as thoughtful regard for others. It may be possible to respect another person, but occasionally treat that person poorly. However, if we are considerate of others, we will treat them with respect and dignity at all times. Consideration requires full-time respect for others, regardless of our personal feelings towards them. When we adopt consideration of others as a way of life, we will see that it spans the full range of human interactions. We cannot be considerate of others and simultaneously treat them poorly regardless of differences attributed to gender, race, ethnicity, culture, and religion, or other factors such as alcohol use, hatred, medical limitations, or personal opinion. Consideration is a philosophy for dealing with others that is independent of circumstances or physical characteristics.
3. Participating in CO₂ training (group discussions of 2 hours) is mandatory for all employees. All district employees will receive CO₂ training semi-annually. Small group discussions will be the forum for CO₂. The training will consist of two hours of small group discussion with ten to twenty-five attendees per group guided by a facilitator. The CO₂ program has been designed to examine eight key organizational areas fashioned to developing positive organizational character which are:

1. Ethical Development – Individual & Organizational
2. American Military Heritage
3. Quality Individual Leadership
4. Team Building
5. Equal Opportunity
6. Gender Issues
7. Family Concerns
8. Health, Safety and Drug & Alcohol Abuse

Subject: Little Rock District Consideration of Others (CO2) Program

4. District CO₂ (Chief, EEO) will:

a. Provide the Department of the Army Consideration of Others handbook to facilitators.

b. Provide quarterly lesson plans to facilitators.

c. Submit quarterly progress reports to CESWD-EO NLT the 10th of each month following the end of each quarter. Progress reports will include:

1. Date(s) of training and topics of discussion

2. Number of individuals participating, and

3. Noteworthy feedback from the group(s)

5. Division/Office Chiefs will:

a. Appoint one facilitator for each 10-25 individuals within their organization (small offices, i.e., Safety, OC, etc., may be combined).

b. Ensure all permanently assigned personnel within their organization receive 2 hours of CO₂ training semi-annually.

6. District Facilitators will:

a. Schedule CO₂ sessions.

b. Develop CO₂ lesson plans

c. Facilitate group discussions.

d. Submit after action report to District CO₂ coordinator.

7. Developing, maintaining, and leading an excellent organization is hard work. Therefore, it is important that each team member recognize his/her attitude, actions, and words affect others in the organization. I expect each of you to support the Consideration of Others (CO₂) program by participating in the training. At the same time, I expect you will find the training interesting and personally useful. Your full support and cooperation in this program will ensure our future leadership team fully reflects its commitment to the consideration of others.



THOMAS A. HOLDEN JR.
Colonel, Corps of Engineers
District Engineer