



REPLY TO  
ATTENTION OF

## DEPARTMENT OF THE ARMY

U.S. ARMY SPACE COMMAND  
350 Vandenberg Street  
Peterson AFB, Colorado 80914-4919

SMDC-AR-ZC-E

17 October 2002

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Policy Memorandum I-5, Consideration of Others (CO2) Program

1. The Army's Consideration of Others (CO2) Program instills spirit, discipline, and teamwork in the individuals and organizations which undergo training. It is a comprehensive small group awareness and education program involving all assigned civilian and military personnel.
2. All members of Army Space Forces will adhere to the highest standards of the Army Values - loyalty, duty, respect, selfless service, honor, integrity, and personal courage. Any behavior that degrades or offends others is incompatible with our values. Offensive behavior, in any form, destroys the unit's spirit, discipline, and teamwork and therefore undermines success.
3. The CO2 Program centers around small group sessions designed to discuss, share concerns, ideas, and solutions to problems in the work environment. All assigned military and civilians will attend 8 hours of small group instruction annually (2 hours quarterly). Small group sessions should be limited to no less than 10 or no more than 20 attendees at each meeting to maximize the group effectiveness. These sessions will be guided by a trained facilitator. The use of facilitators will be coordinated through a CO2 coordinator. I expect each directorate, department, or branch supervisor to coordinate the use of facilitators to ensure that all soldiers and civilians receive CO2 training.
4. File this policy in your policy notebook as required reading for all personnel.

A handwritten signature in black ink, appearing to read "D. W. Shaffer".

DAVID W. SHAFFER  
COL, AV  
Commander, Army Space Forces

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