



PLY TO  
TENTION OF

**DEPARTMENT OF THE ARMY**  
U.S. ARMY SPACE AND MISSILE DEFENSE COMMAND  
POST OFFICE BOX 15280  
ARLINGTON, VIRGINIA 22215-0280

SMDC-EO Policy No. 600-1\*

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Commander's Consideration of Others (CO2) Program

1. The multicultural nature of American society today makes it imperative the Army has a program to foster and strengthen the unit climate, within each command/activity/office, reinforcing the importance of trust, teamwork, and respect for others. The CO2 program provides us with such a program. The program goals and objectives include fostering a culture of respect and dignity among all military and civilian work teams, and enhancing workforce productivity. These goals are consistent with and complement our Total Army Quality objectives.
2. The heart of the CO2 Program is the small group session. Well organized meetings in small groups are an ideal forum for building trust and teamwork within the Command. To make these meetings a success, special attention must be given in identifying and training CO2 facilitators. A train-the-trainer program has been established so Commanders/Directors at all levels can maintain the requisite number of facilitators.
3. CO2 is a Commander's/Director's program which instills in all members of the Command a belief and understanding in the Army's core values: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage. 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.
4. Leader involvement at all levels is an essential ingredient to a successful program. Commanders/Directors are responsible to ensure that their employees, both military and civilian, meet the minimum training requirement of two hours per quarter.

---

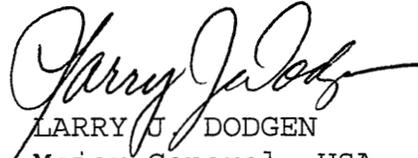
\* This policy supersedes SMDC-EO Policy No. 600-1, 30 Apr 01.

SMDC-EO Policy No. 600-1

SUBJECT: Commander's Consideration of Others (CO2) Program

Commanders/Directors will publish a policy letter, which clearly articulates their intentions with regards to enforcement, education, ownership, and institutionalization of the CO2 Program. I expect leaders at all levels to respond promptly to issues raised in CO2 discussions that cannot be resolved by the group or in future sessions.

5. File this policy in your policy statement notebook as required reading for all assigned personnel.



LARRY J. DODGEN  
Major General, USA  
Commanding General

DISTRIBUTION:

A