

**DEPARTMENT OF THE ARMY
FORT MYER MILITARY COMMUNITY
204 LEE AVENUE
FORT MYER, VIRGINIA 22211 - 1199**

**REPLY TO
ATTENTION OF**

ANMY-EEO

23 SEP 97

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Commander's Consideration of Others (COO) Program --Policy Memorandum #24 - FY98 Guidance

1. It is the policy of this command to inculcate consideration of others as an imperative in support of the Fort Myer Military Community's value of compassion and principle of caring. Consideration of others 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 own behavior on them; being supportive of and fair with others. The program goals and objectives include fostering a culture of respect and dignity among all soldiers and civilian employees, creating stronger, more cohesive work teams, and enhancing workforce productivity. These goals are consistent with and complement our Total Army Quality objectives.
2. This policy applies to all FMMC garrison civilian employees, both Appropriated Fund (General Schedule and Wage Grade) and both full and part-time Non-appropriated Fund and all soldiers assigned to Headquarters Command. Other soldiers and civilian employees working for FMMC tenant and satellite commands are encouraged to participate.
3. Centralized Training. The framework for institutionalizing consideration of others in the command continues with a comprehensive education effort involving all garrison personnel. The core of the education initiative will be mandatory participation by garrison employees in not less than one centralized training opportunity annually. Individuals are empowered to select from a special/ethnic observance, quarterly brown bag lunch seminar or other EEO/EO sponsored function. Sexual harassment training does not count in meeting this requirement.
4. Decentralized Training. The effectiveness of this organization is largely dependent on the interaction and relationship between leaders and employees at all levels. To this end, leaders at all levels will participate in small group discussions with employees to talk about issues and

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concerns related to the program. These discussions are to be facilitated by a trained facilitator and are expected to last approximately one and one-half to two hours in length and occur at least quarterly. Principal staff owns the process of determining the composition of the work groups for facilitation, scheduling of sessions and, in concert with the facilitator, developing discussion topics.

5. Facilitators. The selection and training of personnel to serve as small group facilitators are important factors in ensuring the success of our program. Individuals wishing to be considered should demonstrate leadership ability and be able to remain objective and impartial when discussing contentious issues. Facilitators work for the principal staff and receive technical guidance from the Equal Employment Opportunity Office, the program staff proponent. I have directed that facilitators may use up to 15% of their regular duty time to work COO program issues. Their position description will be amended to reflect this collateral duty. It is recommended that organizations with more than three facilitators appoint a lead for coordination purposes.

6. Resources. The Equal Employment Opportunity Office is the staff proponent for this program and is responsible for the overall management of resources, i.e., dollars, facilitator training, sources of facilitator training, as well as program consistency and quality control.

7. Feedback. I expect leaders at all levels to respond promptly to issues raised in COO discussions that cannot be resolved by the group or in future sessions. Feedback, in the form of an acknowledgment of receipt of the issue, should be provided to appropriate individuals within 72 hours of receipt of the issue. Both short and long range assessment tools will be used to evaluate the effectiveness of the program. Short-term assessments include instant group feedback; facilitator self/peer report cards; and facilitation feedback reports. Directors will serve as the gatekeeper for unresolved issues raised in COO sessions. A copy of unresolved issues will be provided to EEO.

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The gatekeeper will ensure that the issue receives appropriate action and response. EEO will meet regularly with staff principals and facilitators to discuss organizational concerns and assist with developing action plans to address identified problems. Garrison-wide systemic issues will be identified by principal staff and addressed through the Executive Steering Council. Long range assessments include climate surveys, sensing sessions, periodic review of leave usage, worker's comp claims, complaint and grievance activity and performance indicators and improvement.

8. A copy of our Fiscal Year 1998 Consideration of Others centralized training calendar is enclosed. These events are open to all organizations affiliated with the Fort Myer Military Community.

9. It is the responsibility of each garrison leader to ensure that their employees, both military and civilian, meet the minimum training requirement. These objectives will be included in support forms.

10. Contact the FMMC Equal Employment Opportunity Office, Building 203, telephone (703) 696-3545 if you have any questions regarding this policy.

OWEN C. POWELL, JR.
Colonel, MP
Garrison Commander

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