



DEPARTMENT OF THE ARMY
HEADQUARTERS, 3rd Battalion 381st Regiment (TS)
310 Armed Forces Drive
GRAND PRAIRIE, TEXAS 75051

REPLY TO
ATTENTION OF

AFKR-TTC-BD-DBN

27 April 2004

MEMORANDUM FOR ALL PERSONNEL

SUBJECT: Battalion Policy Letter #7: Consideration of Others Program

1. References: Department of the Army Policy Letter, dated 30 Oct 96
2. The Army leadership has recognized the need for institutionalizing the importance of treating people with dignity and respect by including a fifth attribute in the professional soldier's qualities. In FM 100-1, The Army (June 1994), **Compassion** was added to the long standing qualities of commitment, candor, competence, and courage. Compassion is basic respect for the dignity of each individual; treating all with dignity and respect. It is "treating others as you want them to treat you."
3. The definition of Consideration of Others is "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 (subordinates, peers, and superiors)." Consideration of Others encompasses freedom from harassment, discrimination, prejudice, insensitivity, offensive behavior, verbal abuse, rudeness, and basic thoughtlessness. The basic policy is that not only is racial, sexual, and religious harassment or discrimination not tolerated, but neither is any form of inconsiderate behavior tolerated. But Consideration of Others is more than just a policy or a program; it is a core organizational value in the 2^d Brigade, 75th Division.
4. The way in which soldiers treat other people or allow them to be treated by others is integral to our mission and is thus a readiness issue, as shown by the Army's experience with racial and sexual harassment. Consideration of Others includes three distinct aspects: education, ownership, and enforcement. The focus of the program, however, is on education and ownership.
 - a. Education. Maintain a dynamic education and training program. Small group (10-25 personnel to a group) instruction is the centerpiece of the Consideration of Others program. Using small group instruction, the Consideration of Others program is trained down to the lowest level throughout the brigade to instill the value of **Compassion**. Commanders will:
 - (1) Conduct at least one two-hour small group discussion per quarter. Focus of the discussions and follow-up actions are as determined of the discussions and follow-up

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actions are as determined by commanders. However, at least two sessions a year will be conducted on the following subjects. Commanders will choose the remaining two programs.

- (a) Communications Process.
- (b) Cultural Diversity and Issues of race and ethnicity.
- (c) The quality of small group discussion is key to the effectiveness of the program. The training and preparation of the facilitators is, in turn, the key to productive, useful small group discussions. Battalion Commanders will ensure they have trained facilitators and these trained facilitators are given the time and resources needed to properly prepare and conduct the small group discussions.

(See Consideration of Others Handbook for specific additional lesson plans, and discussion recommendations.)

- (d) Ensure you review CSK's "Consideration of Others" Methodology found in front of the CO2 handbook.

b. Ownership. This is a program steered by the chain-of-command, developed at the battalion level, and implemented by small group discussion. The Brigade CSM will exercise oversight of the Consideration of Others Program throughout the Brigade.

c. Enforcement. The enforcement policies are well developed in Army policy and need no further enhancement.

- (1) Awards and recognition.
- (2) Education and training.
- (3) Written and verbal counseling.

5. The Consideration of Others Program is an institutionalization and articulation of values the Army has long held. When executed to standard, it will help us build trust and cohesion in this Brigade.

6. Ready and Alert!

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LTC, QM
Commanding