

Chapter 1. Duties

The Civil Affairs Branch is a unique branch with Soldiers who are specifically selected, trained, and equipped to understand and influence the civil component of the operational environment. Civil Affairs Specialists must be prepared to execute their assigned missions in politically sensitive, austere, remote, non-permissive, and dense urban environments. The greatest responsibility of the Civil Affairs Noncommissioned Officer is ensuring the Soldiers under their supervision are proficient in individual and small unit critical tasks for their grade and current assignment. Soldiers first, Civil Affairs Specialists must be experts in Army warrior tasks and battledrills. Noncommissioned Officers must be prepared to train, lead, and employ organic and attached asset across the full spectrum of military operations. Civil Affairs Specialists thrive in conditions of ambiguity, uncertainty, and complexity. Frequently self-sufficient and self-sustaining in remote locations, they operate with a mission command mentality; always seeking opportunities to seize, retain, and exploit the initiative.

Chapter 2. Transformation

1. The Civil Affairs branch is in the process of transformation to meet emerging requirements identified through the endorsed TRAC 2021 Civil Affairs Force Modernization Assessment, assigned mission requirements, operational environment, adversarial capabilities, and emerging technology. Regardless of component or unit of assignment, the transformation has Civil Affairs Soldiers all linked through the four Civil Affairs core competencies Civil Network Development and Engagement, Civil Knowledge Integration, Civil-Military Integration, and Transitional Governance, to one common mission: to find, disrupt, and defeat threats in the civil component and enable, enhance, or provide governance. Civil Affairs forces develop and engage civil networks; integrate civil information into the Common Operating Picture; establish, maintain, influence, and leverage relations between military forces and resident populations and institutions to support the commander in accomplishing the mission. Civil Affairs forces accomplish this by performing Civil Affairs Operations.
2. Proponent Note: The Civil Affairs branch consists of Regular Army and United States Army Reserve (USAR) MOS 38B Civil Affairs Specialists. Training, education, career development, and mission support differ greatly between components. CA capability is part of Operating force that makes up two-thirds of RA and three-fourth of the Army total force. A part of a tailored force of Army special operations forces includes several special forces groups, the Ranger Regiment, Civil Affairs units, Military Information Support Units, and Special Operations Aviation, as explained in ADP-1 The Army 2019.
3. Active Component. Civil Affairs recruits volunteers from within the ranks of the US Army. Volunteers are awarded the MOS after successful completion of Civil Affairs Assessment and Selection and graduation from all required initial training.
4. Reserve Component. Civil Affairs recruits both non-prior service and in-service volunteers. Initial entry Soldiers are awarded the MOS after completion of Advanced Individual Training and in-service volunteers are awarded the MOS after completion of reclassification training through one of The Army School System Reserve Component battalions.

Chapter 3. Recommended Career Management Self-Development, by Rank

1. The demanding, and often high-risk, nature of the missions that Civil Affairs Soldiers are expected to succeed in an increasingly complex and dynamic contemporary operating environment. Therefore, the Civil Affairs branch naturally produces a high concentration of highly skilled Noncommissioned Officers. Those Noncommissioned Officers that consistently exceed standards and demonstrate mental and physical capabilities above their peers are more competitive for demanding positions and career advancement. Leaders, the Civil Affairs Proponent, the United States Army Human Resources Command, and the Noncommissioned Officer Professional Development System (NCOPDS) all play an important part in the career development of the force; however, each Soldier is ultimately the true stewards of their own career. To assist leaders with talent management, Noncommissioned Officers at every level must seek opportunities to demonstrate their leadership potential and distinguish themselves from their peers. Refer to DA PAM 600-25 (U.S. Army Noncommissioned Officer Professional Development Guide), para 2-15. (https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/ARN13774_DAPam600-25_FINAL.pdf) for more on Self-development.

2. **Physical Fitness.** Physical fitness contributes to a Noncommissioned Officer's overall wellness and ability to set the example for others. While it is a command responsibility to establish Physical Training policies and allocate sufficient resources for Soldiers to meet Army and unit standards and goals, it is an individual responsibility to meet those goals. Soldiers must keep themselves in a high state of physical readiness. All Soldiers are encouraged to utilize existing resources to assist them in making healthy lifestyle, dietary choices, and developing an individual goal-oriented physical training regimen.

3. **Language Proficiency and Regional Expertise.** Knowledge of language and culture play a critical role within the Civil Affairs mission to better engage and understand the civil populace. Active-duty Civil Affairs Specialists are required to maintain control language proficiency in accordance with AR 11-6 (Army Foreign Language Program) and applicable unit policies. Individuals must take every opportunity to improve their knowledge and understanding of the history and current affairs of their aligned region.

4. **Military Bearing.** Soldiers in all ranks must maintain a high level of physical, moral, and ethical discipline. Non-Commissioned Officers in all grades should be well-versed in Army customs, courtesies, and traditions in accordance with: AR 600-25 (Salutes, Honors, and Courtesies); AR 670-1 (Wear and Appearance of Army Uniforms and Insignia); TC 3-21.5 (Drill and Ceremonies); TC 7-21.13 (Soldier's Guide); TC 7-22.7 (The Noncommissioned Officer Guide); and applicable unit policies.

5. **Functional Training.** Civil Affairs Noncommissioned Officers should pursue formal military training opportunities that improve their survivability, tactical, and technical skills and increase their ability to lead Soldiers in any Civil Affairs unit that they may be assigned. Due to the high risk of isolation within potential denied area inherent to operating environment that active-duty Civil Affairs teams are required within AR-525-28 (2010) paragraph 2-21 d. provide Full-Spectrum Survival, Evasion, Resistance, and Escape (SERE-C) for every active-duty Civil Affairs Soldier to meet ARSOF requirements. Likewise, because over 85% of Key Developmental leadership opportunities in the active component are airborne assignments, all active-duty Civil Affairs Specialists should attend Static Line Jumpmaster course at the earliest opportunity.

6. Soldiers of all ranks are highly encouraged to continue their military training and education through self-paced and distributed-learning platforms. Courses in a wide variety of military topics can be found at the Army Learning Management System https://www.lms.army.mil/Saba/Web_wdk/Main/platform/presentation/portal/portalDriver.rdf?actionPlanId=&linkCxt=My_Home&portal=mysaba, Joint Knowledge Online (JKO) <https://jkodirect.jten.mil/Atlas2/page/login/Login.jsf>, and the Joint Special Operations University (JSOU) <https://www.socom.mil/JSOU/layouts/15/jsou.public/pages/Courses.aspx>.

7. **Competitive Boards.** Soldiers at every rank are encouraged to demonstrate their ability to far exceed standards in presence, intellect, leadership, and achievement by setting the example for their peers and subordinates through personal courage, confidence, competence, military bearing, general military knowledge, and warrior skills by competing in competitions such as Best Warrior, Best Medic, Best Jumpmaster, Soldier of the Month, Quarter and Year boards.

8. **Civilian Education.** Civilian education attained by Civil Affairs NCOs shows an exceptional degree of desire for advancement within the career field. Senior NCOs and HRC career managers provide the most updated information to excel and advance our top performing Civil Affairs NCOs by providing promotion requirements, competitiveness, and promotion board trends, advancing, and preparing the Civil Affairs NCO, for their next Senior NCO leadership role at the operational and strategic levels. College education is a critical piece of the self-development program and Civil Affairs. Soldiers should plan their college program around a degree that relates to their MOS to receive maximum credit for previous military training. Soldiers should seek more information on this topic by utilizing the Service-member Opportunity Colleges Army Degree (SOCAD) website <https://www.education.army.mil/socad.aspx>. Soldiers may also enroll in Army IgnitED, an Army program with the design to learn anywhere. Through Online programs, Education Centers and On-site programs with over 300,000+ college courses these three venues available CA Soldiers provide the opportunity to pursue a degree through accredited institutions. Soldiers should strive to earn their associate degree by the time they are promoted to Staff Sergeant and a Bachelor's degree by the time they are promoted to Sergeant First Class. CA Senior NCOs selected for attendance to the United States Army Sergeants Major Academy are awarded either a Bachelor's or Master's Degree upon

graduation based on entry education level in order to serve at Division, Corps, and Army Theater levels.

a. Soldiers should pursue educational opportunities available through their local education center or through Army Ignited <https://www.armyignited.com/app/>. These sites are virtual gateways for all eligible Soldiers to request tuition assistance online, anytime, anywhere for classroom and distance learning. It allows Soldiers to manage their education records including college classes, testing, and Army Education Counselor support. The College of the American Soldier, accessible through the career resources tab on the Army Career Tracker (ACT) <https://actnow.army.mil>, is designed to expand existing civilian education choices for Soldiers to provide them with degree options that will enhance their leadership capabilities while maximizing college credit granted for military training and experience. ACT is a leadership development tool that integrates training and education into one personalized, easy-to-use website. Users can search multiple Army education and training resources, monitor their career development, and receive personalized advice from their supervisor, Army leadership, and individually selected mentor.

b. Soldiers are encouraged to earn additional college credit at no cost for knowledge acquired outside of the traditional classroom through the Defense Activity for Non-Traditional Education Support (DANTES) <https://www.dantes.doded.mil/EducationPrograms/get-credit/creditexam.html>. College Level Examination Program (CLEP) and DANTES Subject Standardized Tests (DSST) are exams that test the mastery of college-level subjects acquired a variety of ways—through general academic instructions, significant independent study or extracurricular work. Free study materials can be found at <https://courses.modernstates.org>.

c. Joint Service Transcript is an academically accepted document approved by the American Council on Education (ACE) to validate a service member's military occupational experience and training along with the corresponding ACE college credit recommendations. Joint Service Transcript can be accessed at <https://jst.doded.mil/jst/home>.

d. Advanced education opportunities are available for active component Civil Affairs NCOs. The National Defense University (NDU) Joint Special Operations Master's' of Arts (JSOMA) Strategic Security Studies degree program is conducted under the auspices of the U.S. Army John F. Kennedy Special Warfare Center and School (USAJFJSWCS). CA NCOs in the grade of SSG/E6 and above with a minimum of six years' Time in Service (TIS) and no more than 13 years TIS are eligible, and application requirements are published annually.

e. Education for all Civil Affairs NCOs should be a critical achievement to integrate with unified action partners and international agencies. Education levels should commiserate to the education levels of the assigned working partners.

f. Civil Affairs Medical Sergeants (38BW4) students are admitted to, enrolled, and registered for courses in the Uniform Services University (USU) CAHS. The only regionally accredited Department of Defense (DoD) educational institution authorized to award Associate of Science in Health Sciences (ASHS) and Bachelor of Sciences in Health Sciences (BSHS) degrees is USU. The primary location of training within USASOC is the Joint Special Operations Medical Training Center (JSOMTC). Fittingly, JSOMTC is designated as an Other Instructional Site. JSOMTC students in select programs already receive USU credit and can be awarded a USU ASHS and/or BSHS degree upon successful completion of degree requirements in accordance with USU policy. Student Evaluation and Administration Plan (SEAP) / Individual Student Assessment Plan (ISAP). JSOMTC and USU CAHS will collaborate in the review and revision of the SEAP to ensure compliance with all relevant programmatic and institutional accreditation standards.

g. Credentialing Opportunities On-Line (COOL) <https://www.cool.osd.mil/army/> helps Soldiers find information on certifications and licenses related to their jobs and civilian careers. Civil Affairs Proponent is working toward expanded MOS-related credentialing opportunities.

9. Professional Reading. Civil Affairs Specialists should pursue self-development and understanding of the Army profession through professional reading. Civil Affairs Specialists of all ranks should read titles from the Sergeant Major of Army's recommended reading list which can be found at: <https://www.ausa.org/programs/nco-and-soldiers/sma-grinstons-reading-list>.

10. Guided Self-development by rank

a. Private-Specialist/Corporal (USAR only).

(1) The chain of command and the Noncommissioned Officer support channel assist Soldiers in managing their careers through counseling, mentoring, and coaching. Leaders should also assist Soldiers in establishing an individual development plan within the ACT website.

(2) All Skill Level 1 Civil Affairs Specialists should focus on gaining familiarization with Army and Civil Affairs branch terminology, and operations at the company and team level. Soldiers should study and master the following military publications: TC 7–21.13 (Soldier's Guide); STP 21–1–SMCT (Soldier's Manual of Common Task, SL1); FM 7–22 (Physical Readiness Training); TC 4-02.1 (First Aid); AR 670–1 (Wear and Appearance of Army Uniforms and Insignia); TM 9-1005-319-10 (Operators manual for rifle 5.56); TM 9-1005 - 317-10 (Operators manual pistol, semi-automatic, 9mm, M9); FM 3- 25.26 (Map Reading and Land Navigation); all -10 level technical manuals associated with their equipment; and battle drills associated with their current assignment.

(3) Recommended professional reading for the Skill Level 1 Civil Affairs Specialist is: *Small Unit Leadership: A commonsense approach* by Dandridge Malone; *A Bell for Adano* by John Hersey; *Ender's Game* by Orson Scott Card; *How to Win Friends and Influence People* by Dale Carnegie.

(4) Completion of Distributed Leaders Course (DLC) 1 is an eligibility requirement for recommendation to Sergeant.

b. Sergeant.

(1) Sergeants should study and master the individual training established in the following military publications: TC 7–22.7 (Noncommissioned Officer Guide); STP 21–24 (Soldier's Manual of Common Task, SL 2-4) and be familiar with: FM 3-57 (Civil Affairs Operations); ADP 1 (The Army); ADP 3-07 (Stability); AR 623–3; (Evaluation Reporting System); ADP 6–22 (Army Leadership and the Profession); AR 600–9; (The Army Body Composition Program); the base document and Civil Affairs Chapter of DA Pam 600-25.

(2) Recommended professional reading for the Civil Affairs Sergeant is: *The Ugly American* by Eugene Burdick and William Lederer; *Starship Troopers* by Robert Heinlein; *Influence: The Psychology of Persuasion* by Robert Cialdini; *Savage Wars of Peace* by Max Boot.

(3) Completion of DLC 2 is an eligibility requirement for recommendation to Staff Sergeant.

(4) Sergeants should plan, enroll, and complete an Associate's Degree as early as possible in their careers. Early career management accelerates professional development and allows for flexibility in operational requirements and tempo. Sergeants are encouraged to plan their degree program around a degree that enhances their professional craft and relates to their MOS using the SOCADS website. A college degree is not required for promotion but can be a deciding factor when it comes to identifying the most qualified NCOs.

c. Staff Sergeant.

(1) Staff Sergeants should study and master the additional military publications: FM 3-57 (Civil Affairs Operations); ADP 1 (The Army); ADP 3-07 (Stability); AR 623–3 (Evaluation Reporting System); ADP 6–22 (Army Leadership and the Profession); STP 21–24 (Soldier's Manual of Common Task, SL 2-4); and be well versed in: AR 600–9 (The Army Body Composition Program); the base document and Civil Affairs Chapter of DA Pam 600-25 (U.S. Army Noncommissioned Officer Professional Development Guide); all -10 level technical manuals associated with their equipment; and battle drills associated with their current assignment and familiar with JP 3-57 (Civil-Military Operations); ADP 1-02 (Terms and Military Symbols); ADP 3–0 (Unified Land Operations); ADP 3-05 (Special Operations); ADP 3-28 (Defense Support to Civil Authorities); ADP 3-37 (Protection); ADP 7–0 (Training Units and Developing Leaders); the 3-57.X series ATPs.

(2) Recommended professional reading for the Civil Affairs Staff Sergeant is: *Talking to Strangers* by Martin Ralton and David Bittleston; *Inside a U.S. Embassy: Diplomacy at Work* by Shawn Dorman; *Good to Great* by Jim Collins; *Leaders Eat Last: Why Some Teams Pull Together and Others Don't* by Simon Sinek; *David and Goliath* by Malcolm Gladwell; *The Road Not Taken* by Max Boot.

(3) Staff Sergeants should strive to complete the JSOU Joint Fundamentals Course (CEP 1) and the JKO Senior Enlisted Joint Professional Military Education Course (SEJPME I). Completion of DLC 3 is an eligibility requirement for promotion to Sergeant First Class and to attend the Senior Leader Course (SLC).

(4) Staff Sergeants should set their goal of completing a minimum of 60 semester hours by this point in their career. At this stage, Staff Sergeants should seek opportunities to pursue completion of an Associate's Degree if they have not already completed one. Early career management accelerates professional

development and allows for flexibility in operational requirements and tempo, a college degree is not required for promotion but can be a deciding factor in identification of the most qualified NCOs. Certain JSOU courses, especially CEP-1 (Joint Fundamentals Course) and SEJPME-1 through JKO are additional professional development opportunities for NCOs which allow the conversion of SOF relevant courses to civilian college credit. Soldiers are encouraged to plan their degree plan around a degree that relates to their MOS using information provided on the SOCAD website.

d. Sergeant First Class.

(1) As Noncommissioned Officers become more senior in rank, the Civil Affairs Senior Noncommissioned Officer should focus on, and be evaluated on, coaching, mentoring, and developing their subordinates. While still important, at this phase in their career, the Senior Noncommissioned Officer has less focus on individual accomplishments, and greater emphasis on building a team and providing value to the organization, self-development is paramount to success. Activities like professional reading or college courses help the Senior Noncommissioned Officer develop organizational leadership skills needed to coach, teach, and mentor Soldiers.

(2) Sergeants First Class must take the initiative to become familiar with the Army Training Network and Digital Training Management System. As a Senior Noncommissioned Officer, they should study and master the additional military publications: AR 25-50 (Preparing and Managing Correspondence); AR and DA PAM 623-3 (Evaluation Reporting System); ADP 1-01 (Doctrine Primer); ADP 2-0 (Intelligence); ADP 3-90 (Offense and Defense); ADP 4-0 (Sustainment).

(3) Recommended professional reading for the Civil Affairs Sergeant First Class is: *Start with Why: How Great Leaders Inspire Action* by Simon Sinek; *Outliers: The Story of Success* by Carol S. Dweck; *Starship Troopers* by Robert Heinlein; *The Black Swan: The Impact of the Highly Improbable*; *World Order* by Henry Kissinger. Additionally, professional reading should be a habitual part of the Senior Noncommissioned Officer's self-development at this point in their career. Professional reading should be focused toward critical thinking and areas that offer opportunity for growth, as identified through self-reflection and peer/subordinate/leader feedback.

(4) Sergeants First Class should strive to complete the JSOU Enterprise Management Course (CEP 2) and the JKO Senior Enlisted Joint Professional Military Education Course (SEJPME II). Completion of DLC 4 is an eligibility requirement for promotion to Master Sergeant.

(5) Sergeant First Class should have already completed an associate degree or 90 semester hours by 12 years TIS and should have had the opportunity to work towards or complete their Bachelor's Degree during their attendance to SLC. Early career management accelerates professional development and allows for flexibility in operational requirements and tempo, a college degree is not required for promotion but can be a deciding factor when it comes to identifying the most qualified NCOs. Soldiers are encouraged to plan their degree plan around a degree that relates to their MOS using information provided on the SOCAD website.

(6) Application for the attendance at the National Defense University (NDU) Master's of Arts in Strategic Security Studies program through the USAJFKSWCS is highly encouraged to those exceptionally qualified and meet eligibility requirements. NCOs who graduate from the NDU, or similar program should serve a utilization tour at the operational or strategic level and will incur a Service Remaining Requirement (SRR) of 30 months.

(7) Multiple CA Senior NCO AERS coded positions require a graduate level degree to meet eligibility requirements.

e. Master Sergeant and First Sergeant.

(1) Master Sergeants and First Sergeants must study and master AR 600-20 (Army Command Policy); FM 7-22 (Army Physical Readiness Training). They should have a mastery of the Army Training Network, and the Digital Training Management System and be well versed in AR 11-6 (Army Foreign Language Program); AR 15-185 (Army Board for Correction of Military Records); AR 220-1 (Army Unit Status Reporting); AR 600-9 (Army Body Composition Program); AR 601-280 (Army Retention Program); AR 614-200 (Enlisted Assignments and Utilization).

(2) Master Sergeants and First Sergeants should strive to complete the JSOU Enterprise Management Course (CEP 2) and the JKO Senior Enlisted Joint Professional Military Education Course (SEJPME II) if not already complete. Completion of DLC 5 is an eligibility requirement to attend the U.S. Army Sergeants Major Course.

(3) Recommended professional reading for the Civil Affairs Master Sergeant/First Sergeant is: *Winning* by Jack Welch; *Becoming a Resonant Leader: Develop Your Emotional Intelligence, Renew Your Relationships, Sustain Your Effectiveness* by Annie McKee; *Mindset: The New Psychology of Success* by Carol Dweck; *Good to Great: Why Some Companies Make the Leap and Others Don't* by James C. Collins. Additionally, professional reading should be a habitual part of the Senior Noncommissioned Officer's self-development at this point in their career. Professional reading should be focused on critical thinking and areas that offer opportunity for growth, as identified through self-reflection and peer/subordinate/leader feedback.

(4) Master Sergeants and First Sergeants are expected to have at least 120 semester hours of civilian college education toward a Bachelor's or higher level degree. While any civilian education shows exceptional motivation, early career management accelerates professional development and allows for flexibility in operational requirements and tempo, a college degree is not required for promotion but can be a deciding factor when it comes to identifying the most qualified NCOs and assignments positions. Soldiers are encouraged to plan their degree plan around a degree that relates to their MOS using information provided on the SOCAD website.

(5) There are certain positions or billets that may require a Master's degree to apply. At a minimum, Master Sergeants and First Sergeants should have a Bachelor's degree to be considered for these positions.

f. Sergeant Major and Command Sergeant Major.

(1) Sergeants Major and Command Sergeants Major should continue to study and master regulations, policies, and doctrine as updates are published.

(2) Recommended professional reading for the Civil Affairs Sergeant Major is: *Once an Eagle* by Anton Myrer; *Thinking Fast and Slow* by Daniel Kahneman; *The Slight Edge: Turning Simple Disciplines into Massive Success and Happiness* by Jeff Olson and John David Mann; *Nudge: Improving Decisions About Health, Wealth, and Happiness* by Richard M. Thaler and Cass R Sunstein. Additionally, professional reading should be a habitual part of the Senior Noncommissioned Officer's self-development at this point in their career. Professional reading should be focused on critical thinking and areas that offer opportunity for growth, as identified through self-reflection and peer/subordinate/leader feedback.

(3) Sergeants Major and Command Sergeants Major are expected to have a Bachelor's degree and are encouraged to work toward a Master's degree. JSOU courses, especially CEP 4 (Enlisted Academy Summit course), will allow selected Sergeants Major the opportunity to work towards and complete advanced degrees. Limited authorizations, civilian education and fiercely competitive records may be considered major factors for selection to Command Sergeant Major (CSM) positions. While any civilian education shows exceptional motivation, a college degree is not required for promotion but can be a deciding factor when it comes to identifying the most qualified NCOs.

(4) There are certain positions or billets that may require a Master's degree to apply. At a minimum, Sergeants Major must have a Bachelor's degree to be considered for these positions.

Chapter 4. Military Occupational Specialty 38B Civil Affairs Specialist (Active Component)

1. Major Duties. The Civil Affairs Specialist serves, leads, or supervises as a member of a Civil Affairs unit that executes Civil Affairs missions in support of national security objectives. The Civil Affairs Specialist conducts civil network engagement, civil information evaluation, support to civil administration, and transitional military authority to enable situational understanding, targeting, information operations, freedom of maneuver, and stability in order to shape the operational environment, create effects in the civil component, consolidate gains, maintain operating tempo, and preserve combat power. The Civil Affairs Specialist acquires valuable warfighting and Civil Affairs skills through realistic training, Noncommissioned Officer Professional Development System (NCOPDS), functional courses, and successful service in key developmental assignments. Key developmental assignments within the operational force polish tactical and technical proficiencies through practical application of warfighting and Civil Affairs skills, which are of primary importance to the Civil Affairs branch. However, excellence in a Civil Affairs Specialist's career is demonstrated by exceptional performance in key developmental assignments as well as consistency of that performance over varying assignments. The 38B talent development model, commonly known as the Career Map <https://actnow.army.mil>, lists the Key Developmental positions necessary to become MOS

proficient. These positions include: Civil Affairs Noncommissioned Officer/Civil Reconnaissance Noncommissioned Officer/Civil Affairs Medical Noncommissioned Officer, Team Sergeant, First Sergeant, and a variety of Staff and Command Sergeant Major positions. The Civil Affairs Specialist also serves in various broadening assignments within both the operational and generating force. Successful performance in both Special Operations and Conventional Force assignments between the operational force and the generating force develop the Civil Affairs Specialist into a well-rounded leader. However, back-to-back or prolonged generating or special assignments should be avoided due to continuous change of conditions in the operational force.

2. Prerequisites. See DA Pam 611–21 in the HRC Smartbook <https://www.milsuite.mil/book/groups/smartbookdapam611-21> for details. The waiver authority for MOS prerequisites is the Commanding General, United States Army Special Operations Center of Excellence.

3. Goals for Development. Civil Affairs branch guidance is for Noncommissioned Officers to serve in Key Developmental (KD) assignments at each grade in order to be considered branch developed. Leaders in conjunction with ACT and DA PAM 600-25 should provide sound, reference-based, counsel to Civil Affairs Specialists of all ranks on career and professional development patterns. All Civil Affairs enlisted personnel should be enrolled in and actively utilizing ACT as a tool to monitor and guide career progression both for themselves and their subordinates.

4. Sergeant.

a. There are no authorized 38B Sergeant positions in the Active Component. Those Soldiers who graduate the Civil Affairs Qualification Course as Sergeants will fill Staff Sergeant positions and follow the career path of Staff Sergeants as outlined in paragraph 5 below.

b. Professional Military Education: Advanced Leader Course (ALC); DLC 2. Completion of DLC 2 is mandatory and must be accomplished before appearance at Staff Sergeant promotion board in the primary zone, otherwise the Sergeant will be subject to a HQDA bar to continued service. ALC requirements are currently fulfilled in the Civil Affairs Qualification Course. ALC for Civil Affairs Specialists is projected to become a standalone course during FY 21.

5. Staff Sergeant.

a. Operational Assignments: The Key Developmental position for Staff Sergeant is Civil Affairs Noncommissioned Officer, Civil Reconnaissance Noncommissioned Officer, or Civil Affairs Medical Noncommissioned Officer on a Civil Affairs Team (Civil Affairs Team is an MTOE four-person tactical element within a Civil Affairs company). Without 24 months successful service on a Civil Affairs Team, opportunity for promotion to Sergeant First Class will be limited. *Note: The Government Support Element and Government Advisor Program count towards Key Developmental credit as long as the Staff Sergeant has a minimum of 12 months prior service on a Civil Affairs Team.*

b. Generating/Institutional/Training Assignments: Civil Affairs Recruiter; Civil Affairs Assessment and Selection Assessor; Instructor; Drill Sergeant. *Note: Staff Sergeants must serve in Operational Force at their current grade to gain experience before being assigned to the Generating/Institutional/Training Force.*

c. Broadening Assignments: Staff Sergeants that serve a minimum of 24 months on a Civil Affairs Team and demonstrate a mastery of assigned duties and responsibilities at the team-level, should be considered for a broadening assignment. Broadening assignments for Staff Sergeants include, but are not, limited to: Observer Controller/Trainer; Assistant Operations Noncommissioned Officer at the brigade/battalion/company level; Battalion Air Operations Noncommissioned Officer; Advanced Skills Detachment Instructor; Human Network Analysis Noncommissioned Officer. Broadening positions for Staff Sergeants outside of operational Civil Affairs units are extremely competitive and should be reserved for Staff Sergeants that have demonstrated the potential to exercise disciplined initiative with little supervision and represent Civil Affairs equities to the larger Army and Joint enterprises.

d. Specialty Assignments: Government Support Element; Government Advisor.

(1) Professional Military Education: Senior Leader Course; DLC 3. Effective 1 May 2020, completion of DLC 3 is mandatory and must be accomplished before the Staff Sergeant is eligible for promotion to Sergeant First Class in the primary zone, otherwise they will be subject to a HQDA bar to continued service.

(2) Functional Training: SERE-C; Static Line Jumpmaster course; Master Fitness Trainer Course; Ranger/Sapper/Reconnaissance and Surveillance Leaders Course/Scout Leader's Course; Special Warfare Network Development Course; Critical Infrastructure Course; Advanced Civil Reconnaissance Course; Advanced Negotiations Course, Touchstone, Special Operations Combat Medic Course.

- e. Lifelong Learning: Army Continuing Education System; Army Correspondence Course Program; Army eLearning; Army University; Defense Activity for Non-Traditional Education Support; Army Ignited; Joint Service Transcript; working toward Associate's Degree; Advanced Civil Schooling opportunities if complete with Key Developmental position for this grade.
- f. Self-Development: Competitive boards/competitions; Expert Soldier Badge/Expert Field Medical Badge (These badges serve as a certification of expertise in warrior/medical skills and will be considerations on evaluation boards in the future).
- g. Credentials/Certifications: See Chapter 3.
- h. Proponent guidance:
 - (1) *Most Qualified.*
 - (a) Must have 24 months rated time on a Civil Affairs Team. *Note: The Government Support Element and Government Advisor Program count towards Key Developmental credit as long as the Staff Sergeant has a minimum of 12 months prior service on a Civil Affairs Team.*
 - (b) Score 270 or higher with 90 points in each event on their last record APFT.
 - (c) Meet language proficiency standard (*per AR 11-6, 1-15 m and USASOC Reg 350-1, 4-5 a*) by scoring 1+ on Oral Proficiency Interview (16 in Speak) or 1+/1+ on the Defense Language Proficiency Test (16 in Read and Listen) within 12 months as reflected on the Soldier Record Brief.
 - (d) Complete two or more of the following courses: SERE-C; Ranger/Sapper/Reconnaissance and Surveillance Leaders Course/Scout Leader Course; Critical Infrastructure Course; Special Operations Combat Medic Course; Static Line Jumpmaster Course; Master Fitness Trainer Course, Touchstone.
 - (e) A pattern of strong quantifiable ratings and Senior Rater comments which clearly state strong potential to serve at the next higher grade.
 - (2) *Highly Qualified.*
 - (a) Must have 24 months rated time on a Civil Affairs Team. *Note: The Government Support Element and Government Advisor Program count towards Key Developmental credit as long as the Staff Sergeant has a minimum of 12 months prior service on a Civil Affairs Team.*
 - (a) Score 240 or higher with 80 points in each event on their last record APFT.
 - (b) Score 1 on the Oral Proficiency Interview (10 in Speak) or 1/1 on the Defense language proficiency test(10 in Read and Listen) within 12 months as reflected on the Soldier Record Brief.
 - (c) Complete one of the following courses: SERE-C; Ranger/Sapper/Reconnaissance and Surveillance Leaders Course/Scout Leader Course; Critical Infrastructure Course; Special Operations Combat Medic Course; Static Line Jumpmaster Course; Master Fitness Trainer Course, Touchstone.
 - (d) A pattern of strong quantifiable ratings and Senior Rater comments which clearly state strong potential to serve at the next higher grade.
 - (3) *Qualified.*
 - (a) Score 180 points or greater with 60 points in each event on their last record APFT.
 - (b) Maintain language currency by taking the Oral Proficiency Interview (Speak) or Defense language proficiency test (Read and Listen) within 12 months as reflected on the Soldier Record Brief.
 - (4) *Unqualified.*
 - (a) Fail to score 180 points with 60 points in each event on their last record APFT.
 - (b) Fail to maintain language currency by taking the Oral Proficiency Interview (Speak) or Defense language proficiency test (Read and Listen) within 12 months as reflected on the Soldier Record Brief.
 - (c) Received General Officer Memorandum of Reprimand or conviction by court-martial or punishment under Uniform Code of Military Justice in current grade and within the last 24 months.
 - (d) Received Noncommissioned Officer Evaluation Report in current grade, with any of the following:
 - 1. Relief for Cause NCOER.
 - 2. Annotation of "Did Not Meet Standard" in Part IV (Performance Evaluation, Professionalism, Attributes, and Competencies), block c (Character).
 - 3. Annotation of "Not Qualified" in Part V (Senior Rater Overall Potential), block a (Rated Noncommissioned Officer's Potential).

6. Sergeant First Class.

- a. Operational Assignments: The Key Developmental position for Sergeant First Class is Civil Affairs Team Sergeant on a Civil Affairs Team (Civil Affairs Team is an MTOE four-person tactical element within a Civil Affairs company). Without 24 months successful service as a Team Sergeant on a Civil Affairs Team, opportunity for promotion to Master Sergeant will be limited. *Note: A Staff Sergeant may gain experience serving in a Team Sergeant position but will not receive key developmental credit until after the effective date of promotion to Sergeant First Class. The Government Support Element and Government Advisor*

Program count towards Key Developmental credit as long as the Sergeant First Class has a minimum of 12 months rated as a Team Sergeant on a Civil Affairs Team.

b. Generating/Institutional/Training Assignments: Civil Affairs Recruiter; Civil Affairs Assessment and Selection Senior Assessor; Instructor; Senior Instructor/Writer; Operations Sergeant.

c. Broadening Assignments: Sergeants First Class that serve a minimum of 24 months as a Team Sergeant on a Civil Affairs Team and demonstrate a mastery of Team Sergeant duties and responsibilities, should be considered for a broadening assignment. Broadening assignments for Sergeants First Class include, but are not, limited to: Professional Development Noncommissioned Officer; Observer Controller/Trainer; Company Senior Medic; Brigade Air Operations Noncommissioned Officer; Advanced Skills Detachment Instructor; and Battalion Human Network Analysis NCOIC; Equal Opportunity Advisor; Sexual Assault Response Coordinator; assignments at Geographical Combatant Command/Army Service Component Command/Corps/Theater Special Operations Command. Broadening positions for Sergeants First Class outside of operational Civil Affairs units are extremely competitive and should be reserved for Sergeants First Class that have demonstrated the potential to exercise disciplined initiative with little supervision and represent Civil Affairs equities to the larger Army, Joint, and Interagency communities.

d. Specialty Assignments: Government Support Element; Government Advisor.

(1) Professional Military Education: Master Leader Course; DLC 4. Effective 1 May 2020, completion of DLC 4 is mandatory and must be accomplished before the Sergeant First Class is eligible for promotion to Master Sergeant in the primary zone, otherwise they will be subject to a HQDA bar to continued service.

(2) Functional Training: Static Line Jumpmaster course; Master Fitness Trainer Course; Special Warfare Operational Design Course; Special Warfare Network Developers Course; Network Enablers Course; Red Team Leader Course; Ranger/Sapper/Reconnaissance and Surveillance Leaders Course/Scout Leader's Course; Advanced Civil Reconnaissance Course; SERE-C; JSOU SOF Planners Course.

e. Lifelong Learning: Army Continuing Education System; Army Correspondence Course Program; Army eLearning; Army University; Defense Activity for Non-Traditional Education Support; Army Ignited; Joint Service Transcript; working toward a Bachelor's Degree; Advanced Civil Schooling opportunities if complete with Key Developmental position for this grade.

f. Self-Development: Competitive boards/competitions; Expert Soldier Badge/Expert Field Medical Badge (These badges serve as a certification of expertise in warrior/medical skills and will be considerations on evaluation boards in the future).

g. Credentials/Certifications: See Chapter 3.

h. Proponent guidance:

(1) Most Qualified.

(a) Must have served 24 months as a Sergeant First Class in a Team Sergeant position on a Civil Affairs Team. *Note: The Government Support Element and Government Advisor Program count towards Key Developmental credit as long as the Sergeant First Class has a minimum of 12 months rated as a Team Sergeant on a Civil Affairs Team.*

(b) Score 270 or higher with 90 points in each event on their last record APFT.

(c) Meet language proficiency standard (*per AR 11-6, 1-15 m and USASOC Reg 350-1, 4-5 a*) by scoring 1+ on Oral Proficiency Interview (16 in Speak) or 1+/1+ on the Defense language proficiency test (16 in Read and Listen) within 12 months as reflected on the Soldier Record Brief.

(d) SERE-C qualified.

(e) Complete two or more of the following courses: Ranger/Sapper/Reconnaissance and Surveillance Leaders Course/Scout Leader Course; Special Warfare Operational Design Course; JSOU SOF Planners Course; Special Warfare Network Developers Course; Network Enablers Course; Red Team Leader Course; Static Line Jumpmaster course.

(f) A pattern of strong quantifiable ratings and Senior Rater comments which clearly state strong potential to serve at the next higher grade

(2) Highly Qualified.

(a) Must have served 24 months as a Sergeant First Class in a Team Sergeant position on a Civil Affairs Team. *Note: The Government Support Element and Government Advisor Program count towards Key Developmental credit as long as the Sergeant First Class has a minimum of 12 months rated as a Team Sergeant on a Civil Affairs Team.*

(b) Score 240 or higher with 80 points in each event on their last record APFT.

(c) Score 1 on the Oral Proficiency Interview (10 in Speak) or 1/1 on the Defense language proficiency test (10 in Read and Listen) within 12 months as reflected on the Soldier Record Brief.

(d) SERE-C qualified.

(e) Complete one or more of the following courses: Ranger/Sapper/Reconnaissance and Surveillance Leaders Course/Scout Leader Course; Special Warfare Operational Design Course; JSOU SOF Planners Course; Special Warfare Network Developers Course; Network Enablers Course; Red Team Leader Course; Static Line Jumpmastercourse.

(f) A pattern of strong quantifiable ratings and Senior Rater comments which clearly state strong potential to serve at the next higher grade.

(3) *Qualified.*

(a) Score 180 points or greater with 60 points in each event on their last record APFT.

(b) Maintain language currency by taking the Oral Proficiency Interview (Speak) or Defense language proficiency test (Read and Listen) within 12 months as reflected on the Soldier Record Brief.

(4) *Unqualified.*

(a) Fail to score 180 points with 60 points in each event on their last record APFT.

(b) Fail to maintain language currency by taking the Oral Proficiency Interview (Speak) or Defense language proficiency test (Read and Listen) within 12 months as reflected on the Soldier Record Brief.

(c) Not selected, or declined selection, to serve as Team Sergeant on a Civil Affairs Team within 36 months of promotion to Sergeant First Class.

(d) Received General Officer Memorandum of Reprimand or conviction by court-martial or punishment under Uniform Code of Military Justice in current grade and within the last 24 months.

(e) Received Noncommissioned Officer Evaluation Report in current grade, with any of the following:

1. Relief for Cause NCOER.

2. Annotation of "Did Not Meet Standard" in Part IV (Performance Evaluation, Professionalism, Attributes, and Competencies), block c (Character).

3. Annotation of "Not Qualified" in Part V (Senior Rater Overall Potential), block a (Rated NCOs Potential).

7. Master Sergeant.

a. Operational Assignments: The entry-level position for Master Sergeants is Operations Sergeant in a Civil Affairs line company. The Key Developmental position for Master Sergeant is First Sergeant in a Civil Affairs line company. Without 24 months successful service as a First Sergeant, opportunity for promotion to Sergeant Major will be limited. *Note: Some First Sergeants will be selected for a subsequent First Sergeant position before reaching 24 months as a line company First Sergeant. The 24 months successful service as a First Sergeant may be cumulative between a Civil Affairs line company and HHC/Generating/Institutional/Training assignments. A Sergeant First Class may gain experience serving in a First Sergeant position but will not receive Key Developmental credit unless frocked to First Sergeant, as annotated on the NCOER.*

b. Generating/Institutional/Training Assignments: Senior Observer Controller/Trainer; Civil Affairs Assessment and Selection NCOIC; First Sergeant; Instructor; Writer/Developer; Senior Career Management Noncommissioned Officer.

(a) Broadening Assignments: First Sergeants that serve a minimum of 24 months as a First Sergeant and demonstrate a mastery of First Sergeant duties and responsibilities, should be placed by OML into Battalion or Brigade Operations Sergeant Major positions, or considered for a broadening assignment. Broadening assignments for Master Sergeants include, but are not, limited to: Senior Professional Development Noncommissioned Officer; Senior Career Management Noncommissioned Officer; Brigade Force Modernization Noncommissioned Officer; Collective Training NCOIC; Brigade S-3 Operations Sergeant; Advanced Skills Detachment NCOIC; Brigade Human Network Analysis NCOIC; Battalion Senior Medic; Congressional Fellowship; White House Fellowship; G9 positions at Theater/Corps/Army Service Component Command level. Broadening positions for Master Sergeants outside of operational Civil Affairs units are extremely competitive and should be reserved for Master Sergeants that have demonstrated the ability to exercise disciplined initiative and possess a sound understanding of the operational and strategic-level environment. They must be able to competently represent the Civil Affairs branch to senior Army and Joint force leaders.

(2) Professional Military Education: Master Leader Course; DLC 5. Effective 1 May 2020, completion of DLC 5 is mandatory and must be accomplished before the Master Sergeant is eligible to attend the United States Army Sergeants Major Academy.

(3) Functional Training: Master Fitness Trainer; How the Army Runs.

c. Lifelong Learning: Army Continuing Education System; Army Correspondence Course Program; Army eLearning; Army University; Defense Activity for Non-Traditional Education Support; Army Ignited; Joint Service Transcript; completing Bachelor's degree or pursuing a Master's degree; Advanced Civil Schooling opportunities if complete with Key Developmental position for this grade.

- d. Self-Development: See Chapter 3.
- e. Credentials/Certifications: See Chapter 3.
- f. Proponent guidance:

(1) Most Qualified.

- (a) Must have served 24 months as a First Sergeant in a First Sergeant position.
- (b) Selected to serve as Senior Observer/Controller Trainer; Senior Professional Development Noncommissioned Officer; Senior Career Management Noncommissioned Officer; Civil Affairs Assessment Selection NCOIC; or First Sergeant for HHC or within the Generating force.
- (c) Score 270 or higher with 90 points in each event on their last record APFT.
- (d) Meet language proficiency standard (*per AR 11-6, 1-15 m and USASOC Reg 350-1, 4-5 a*) by scoring 1+ on Oral Proficiency Interview (16 in Speak) or 1+/1+ on the Defense language proficiency test (16 in Read and Listen) within 12 months as reflected on the Soldier Record Brief.
- (e) Jumpmaster and SERE-C qualified.
- (f) A pattern of strong quantifiable ratings and Senior Rater comments, in a variety of assignments, which clearly state strong potential to serve at the next higher grade.

(2) Highly Qualified.

- (a) Must have served 24 months as a First Sergeant in a First Sergeant position.
- (b) Score 240 or higher with 80 points in each event on their last record APFT.
- (c) Score 1 on the Oral Proficiency Interview (10 in Speak) or 1/1 on the Defense language proficiency test (10 in Read and Listen) within 12 months as reflected on the Soldier Record Brief.
- (d) Jumpmaster and SERE-C qualified.
- (e) A pattern of strong quantifiable ratings and Senior Rater comments which clearly state strong potential to serve at the next higher grade.

(3) Qualified.

- (a) Score 180 points or greater with 60 points in each event on their last record APFT.
- (b) Maintain language currency by taking the Oral Proficiency Interview (Speak) or Defense language proficiency test (Read and Listen) within 12 months as reflected on the Soldier Record Brief.

(4) Unqualified.

- (a) Fail to score 180 points with 60 points in each event on their last record APFT.
- (b) Fail to maintain language currency by taking the Oral Proficiency Interview (Speak) or Defense language proficiency test (Read and Listen) within 12 months as reflected on the Soldier Record Brief.
- (c) Not selected, or declined selection, to serve as First Sergeant in a Civil Affairs Company within 36 months of promotion to Master Sergeant.
- (d) Received General Officer Memorandum of Reprimand or conviction by court-martial or punishment under Uniform Code of Military Justice in current grade and within the last 24 months.
- (e) Received Noncommissioned Officer Evaluation Report in current grade, with any of the following:
 1. Relief for Cause NCOER.
 2. Annotation of "Did Not Meet Standard" in Part IV (Performance Evaluation, Professionalism, Attributes, and Competencies), block c (Character).
 3. Annotation of "Not Qualified" in Part V (Senior Rater Overall Potential), block a (Rated NCOs Potential).

8. Sergeant Major

a. The Key Developmental position for Sergeant Major is Battalion Operations Sergeant Major in a Civil Affairs battalion. Without 12 months successful service as a Battalion Operations Sergeant Major in a Civil Affairs battalion, opportunity for selection to serve as Command Sergeant Major will be limited. Sergeants Major serving in competitive broadening assignments at time of promotion to Sergeant Major will receive Key Developmental credit. *Note: A Master Sergeant serving in a Battalion Operations Sergeant Major position will receive Key Developmental credit only if they were in a promotable status to the next grade, as annotated on the NCOER.*

b. Operational Assignments: Command Sergeant Major at brigade/battalion level; Operations Sergeant Major at the brigade/battalion level; Civil Affairs Planning Team Sergeant Major; Army Service Component Command G9 Sergeant Major; Corps G9 Sergeant Major.

c. Generating/Institutional/Training Assignments: Civil Affairs Proponent Sergeant Major; Combined Arms Center Special Operations Directorate Senior Enlisted Advisor; JSOFSEA Instructor.

d. Broadening Assignments: Congressional Fellowship; White House Fellowship; MOS-immaterial Sergeant Major/Command Sergeant Major positions.

(1) Professional Military Education: Nominative Leader Course; DLC 6. Effective 1 May 2020, completion of DLC 6 is mandatory and must be accomplished before the Sergeant Major attends the Nominative Leader

Course.

e. Functional Training: How the Army Runs.

f. Lifelong Learning: Army Continuing Education System; Army Correspondence Course Program; Army eLearning; Army University; Defense Activity for Non-Traditional Education Support; Army Ignited; Joint Service Transcript; working toward Master's degree; Advanced Civil Schooling opportunities if complete with Key Developmental position for this grade.

g. Self-Development: See Chapter 3.

h. Credentials/Certifications: See Chapter 3.

i. Proponent guidance:

(1) *Most Qualified.*

(a) Must have a minimum of 12 months rated time as a Battalion Operations Sergeant Major in a Civil Affairs battalion or serving in a competitive broadening assignment since promotion to Sergeant Major.

(b) Score 270 or higher with 90 points in each event on their last record APFT.

(c) Meet language proficiency standard (*per AR 11-6, 1-15 m and USASOC Reg 350-1, 4-5 a*) by scoring 1+ on Oral Proficiency Interview (16 in Speak) or 1+/1+ on the Defense language proficiency test (16 in Read and Listen) within 12 months as reflected on the Soldier Record Brief.

(d) Jumpmaster and SERE-C qualified.

(e) A pattern of strong quantifiable ratings and Senior Rater comments which clearly state strong potential to serve at the next higher grade.

(2) *Highly Qualified.*

(a) Score 240 or higher with 80 points in each event on their last record APFT.

(b) Score 1 on the Oral Proficiency Interview (10 in Speak) or 1/1 on the Defense language proficiency test (10 in Read and Listen) within 12 months as reflected on the Soldier Record Brief.

(c) Jumpmaster and SERE-C qualified.

(d) A pattern of strong quantifiable ratings and Senior Rater comments which clearly state strong potential to serve at the next higher grade.

(3) *Qualified.*

(a) Score 180 points or greater with 60 points in each event on their last record APFT.

(b) Maintain language currency by taking the Oral Proficiency Interview (Speak) or Defense language proficiency test (Read and Listen) within 12 months as reflected on the Soldier Record Brief.

(4) *Unqualified.*

(a) Fail to score 180 points with 60 points in each event on the APFT or meet standards for Significant (Gray) category with a score of 390 or higher with 65 points in each event on the ACFT.

(b) Fail to maintain language currency by taking the Oral Proficiency Interview (Speak) or Defense language proficiency test (Read and Listen) within 12 months as reflected on the Soldier Record Brief.

(c) Not selected, or declined selection, by Centralized Selection List board to serve as Command Sergeant Major within 36 months of promotion to Sergeant Major.

(d) Received General Officer Memorandum of Reprimand or conviction by court-martial or punishment under Uniform Code of Military Justice in current grade and within the last 24 months.

(e) Received Noncommissioned Officer Evaluation Report in current grade, with any of the following:

1. Relief for Cause NCOER.

2. Annotation of "Did Not Meet Standard" in Part IV (Performance Evaluation, Professionalism, Attributes, and Competencies), block c (Character).

3. Annotation of "Not Qualified" in Part V (Senior Rater Overall Potential), block a (Rated NCOs Potential).

Chapter 5. Military Occupational Specialty 38B Professional Development Model

The Professional Development Model can be accessed from the ACT Web site under the career resources tab at <https://actnow.army.mil>.

Chapter 6. Military Occupational Specialty 38B Civil Affairs Specialist (Reserve Component)

1. Sergeant.

a. The Key Developmental position for Sergeant is serving as a Civil Affairs Sergeant on a Civil Affairs Planning Team, an Operations Sergeant in a company Headquarters, or a Civil Affairs Sergeant in a Civil-Military Operations Center. Without an assignment as a Civil Affairs Noncommissioned Officer on a CAPT, an Operations Sergeant, or a Civil Affairs Sergeant in a CMOC, opportunity for promotion to Staff Sergeant will be limited.

- b. Generating/Institutional/Training Assignments: Instructor/Writer. *Note: Sergeants must serve in Operational Force at their current grade to gain experience before being assigned to the Generating/Institutional/Training Force.*
- c. Broadening: Basic Leader Course Instructor; Recruiter.
- d. Professional Military Education: Advanced Leader Course; DLC 2. Effective 1 May 2020, completion of DLC 2 is mandatory and must be accomplished before the Sergeant is eligible for promotion to Staff Sergeant in the primary zone, otherwise they will be subject to a HQDA bar to continued service.
- e. Functional Training: Static Line Jumpmaster course; Master Fitness Trainer Course; Air Movement Officer Course.
- f. Lifelong Learning: Army Continuing Education System; Army Correspondence Course Program; Army eLearning; Army University; Defense Activity for Non-Traditional Education Support; Army Ignited; Joint Service Transcript; working toward an associate degree.
- g. Self-Development: See Chapter 3.
- h. Credentials/Certifications: See Chapter 3.
- i. Proponent guidance: Selection for promotion is based on a Soldier's potential to serve at levels of increasing responsibility, stemming from a leader's assessment of a Soldier in his or her current rank.

2. Staff Sergeant

- a. The Key Developmental position for a TPU Staff Sergeant is serving as a Civil Affairs Noncommissioned Officer on a Civil Affairs Team or Civil Liaison Team. The Key Developmental position for an AGR Staff Sergeant is Civil Affairs Noncommissioned Officer at command/brigade level or Drill Sergeant.
- b. Generating/Institutional/Training Assignments: Drill Sergeant; Instructor; Instructor/Writer. *Note: Staff Sergeants must serve in Operational Force at their current grade to gain experience before being assigned to the Generating/Institutional/Training Force.*
- c. Broadening Assignments: Observer/Controller Trainer; Recruiter; Noncommissioned Officer Academy instructor; Assistant Operations Noncommissioned Officer.
- d. Professional Military Education: Senior Leader Course; DLC 3. Effective 1 May 2020, completion of DLC 3 is mandatory and must be accomplished before the Staff Sergeant is eligible for promotion to Sergeant First Class in the primary zone, otherwise they will be subject to a HQDA bar to continued service.
- e. Functional Training: Static Line Jumpmaster course; Master Fitness Trainer Course; Air Movement Officer Course; Joint Humanitarian Operations Course; Battle Staff Noncommissioned Officer Course; Master Resiliency Trainer Course.
- f. Lifelong Learning: Army Continuing Education System; Army Correspondence Course Program; Army eLearning; Army University; Defense Activity for Non-Traditional Education Support; Army Ignited; Joint Service Transcript; working toward Associate's Degree; Center for Excellence in Disaster Management and Humanitarian Assistance: Humanitarian Assistance Response Training; Health Emergencies in Large Populations; Health and Humanitarian Action in Emergencies.
- g. Self-Development: See Chapter 3.
- h. Credentials/Certifications: See Chapter 3.
- i. Proponent guidance:
 - (1) *Most Qualified.*
 - (a) TPU Staff Sergeants must have 24 months rated time as a Civil Affairs Noncommissioned Officer on a Civil Affairs Team or Civil Liaison Team. AGR Staff Sergeants must have 24 months rated time as a Civil Affairs Noncommissioned Officer at command/brigade level or Drill Sergeant.
 - (b) Score 270 or higher with 90 points in each event on their last record APFT.
 - (c) A pattern of strong quantifiable ratings and Senior Rater comments, in both the operational and broadening assignments, which clearly state strong potential to serve at the next higher grade
 - (2) *Highly Qualified.*
 - (a) TPU Staff Sergeants must have 24 months rated time as a Civil Affairs Noncommissioned Officer on a Civil Affairs Team or Civil Liaison Team. AGR Staff Sergeants must have 24 months rated time as a Civil Affairs Noncommissioned Officer at command/brigade level or Drill Sergeant.
 - (b) Score 240 or higher with 80 points in each event on their last record APFT.
 - (c) A pattern of strong quantifiable ratings and Senior Rater comments which clearly state strong potential to serve at the next higher grade.
 - (3) *Qualified.*
 - (a) Score 180 points or greater with 60 points in each event on their last record APFT.
 - (4) *Unqualified.*
 - (a) Fail to score 180 points with 60 points in each event on their last record APFT.

(b) Received General Officer Memorandum of Reprimand or conviction by court-martial or punishment under Uniform Code of Military Justice in current grade and within the last 24 months.

(c) Received Noncommissioned Officer Evaluation Report in current grade, with any of the following:

1. Relief for Cause NCOER.
2. Annotation of "Did Not Meet Standard" in Part IV (Performance Evaluation, Professionalism, Attributes, and Competencies), block c (Character).
3. Annotation of "Not Qualified" in Part V (Senior Rater Overall Potential), block a (Rated NCOs Potential).

3. Sergeant First Class

a. The Key Developmental position for a TPU Sergeant First Class is serving as a Team Sergeant on a Civil Affairs Team. Without an assignment as a Team Sergeant on a Civil Affairs Team, opportunity for promotion to Master Sergeant will be limited. The Key Developmental positions for an AGR Sergeant First Class are Senior Drill Sergeant; Instructor/Writer; Training Noncommissioned Officer.

b. Generating/Institutional/Training Assignments: Senior Drill Sergeant; Observer Controller/Trainer; Instructor; Instructor/Writer. *Note: Sergeants First Class should serve in Operational Force at their current grade to gain experience before being assigned to the Generating/Institutional/Training Force.*

c. Broadening Assignments: Civil Affairs Noncommissioned Officer, Intelligence Sergeant, Civil Plans Noncommissioned Officer; Noncommissioned Officer Academy instructor or Senior Instructor; Equal Opportunity Advisor; Sexual Assault Response Coordinator; Assistant Inspector General Noncommissioned Officer; Operations Noncommissioned Officer; Assistant Operations Noncommissioned Officer.

(1) Professional Military Education: Senior Leader Course; DLC 3. Effective 1 May 2020, completion of DLC 3 is mandatory and must be accomplished before the Staff Sergeant is eligible for promotion to Sergeant First Class in the primary zone, otherwise they will be subject to a HQDA bar to continued service.

(2) Functional Training: Static Line Jumpmaster course; Master Fitness Trainer Course; Air Movement Officer Course; Battle Staff Noncommissioned Officer Course; Master Resiliency Trainer Course.

d. Lifelong Learning: Army Continuing Education System; Army Correspondence Course Program; Army eLearning; Army University; Defense Activity for Non-Traditional Education Support; Army Ignited; Joint Service Transcript; working toward Associate's Degree; Center for Excellence in Disaster Management and Humanitarian Assistance: Humanitarian Assistance Response Training; Health Emergencies in Large Populations; Health and Humanitarian Action in Emergencies.

e. Self-Development: See Chapter 3.

f. Credentials/Certifications: See Chapter 3.

g. Proponent guidance:

(1) Most Qualified.

(a) TPU Sergeants First Class must have 24 rated months as a Team Sergeant on a Civil Affairs Team. AGR Sergeants First Class must have 24 months rated time as a Senior Drill Sergeant; Instructor/Writer; or Training Noncommissioned Officer.

(b) Score 270 or higher with 90 points in each event on their last record APFT.

(c) A pattern of strong quantifiable ratings and Senior Rater comments, in both the operational and broadening assignments, which clearly state strong potential to serve at the next higher grade

(2) Highly Qualified.

(a) TPU Sergeants First Class must have 24 rated months as a Team Sergeant on a Civil Affairs Team. AGR Sergeants First Class must have 24 months rated time as a Senior Drill Sergeant; Instructor/Writer; or Training Noncommissioned Officer.

(b) Score 240 or higher with 80 points in each event on their last record APFT.

(c) A pattern of strong quantifiable ratings and Senior Rater comments which clearly state strong potential to serve at the next higher grade.

(3) Qualified.

(a) Score 180 points or greater with 60 points in each event on their last record APFT.

(4) Unqualified.

(a) Fail to score 180 points with 60 points in each event on their last record APFT.

(b) Received General Officer Memorandum of Reprimand or conviction by court-martial or punishment under Uniform Code of Military Justice in current grade and within the last 24 months.

(c) Received Noncommissioned Officer Evaluation Report in current grade, with any of the following:

1. Relief for Cause NCOER.
2. Annotation of "Did Not Meet Standard" in Part IV (Performance Evaluation, Professionalism, Attributes, and Competencies), block c (Character).
3. Annotation of "Not Qualified" in Part V (Senior Rater Overall Potential), block a (Rated NCOs Potential).

4. Master Sergeant

a. The Key Developmental position for the TPU Master Sergeant is serving as a First Sergeant. The Key Developmental positions for the AGR Master Sergeant are First Sergeant and Team Sergeant of a Civil Affairs Planning Team in a Civil Affairs battalion. Without 24 months rated time in a Key Developmental position, opportunity for attendance at U.S. Army Sergeants Major Course will be limited.

b. Generating/Institutional/Training Assignments: Chief Instructor/Writer; Course Manager; First Sergeant.
Note: Master Sergeants should serve in Operational Force at their current grade to gain experience before being assigned to the Generating/Institutional/Training Force.

c. Broadening Assignments: Observer/Controller Trainer; Military-to-Military Program Manager; Civil Affairs Personnel Policy Development NCO; Civil Affairs Plans Noncommissioned Officer; Public Health Noncommissioned Officer; Noncommissioned Officer Academy Senior Instructor or Course Manager; Equal Opportunity Advisor; Sexual Assault Response Coordinator; Assistant Inspector General Noncommissioned Officer; Assistant Operations Noncommissioned Officer; additional MOS-immaterial positions.

(1) Professional Military Education: U.S. Army Sergeants Major Course; DLC 5. Completion of DLC 5 is mandatory and must be accomplished before the Master Sergeant attends U.S. Army Sergeants Major Course.

(2) Functional Training: Static Line Jumpmaster course; Master Fitness Trainer Course; Air Movement Officer Course; Battle Staff Noncommissioned Officer Course; Master Resiliency Trainer Course.

d. Lifelong Learning: Army Continuing Education System; Army Correspondence Course Program; Army eLearning; Army University; Defense Activity for Non-Traditional Education Support; Army Ignited; Joint Service Transcript; working toward Bachelor's Degree; Center for Excellence in Disaster Management and Humanitarian Assistance: Humanitarian Assistance Response Training; Health Emergencies in Large Populations; Health and Humanitarian Action in Emergencies.

e. Self-Development: See Chapter 3.

f. Credentials/Certifications: See Chapter 3.

g. Proponent guidance:

(1) Most Qualified.

(a) TPU Master Sergeants must have 24 months rated time as a First Sergeant. AGR Master Sergeants must have 24 months rated time as a First Sergeant or Team Sergeant of a Civil Affairs Planning Team in a Civil Affairs battalion.

(b) Score 270 or higher with 90 points in each event on their last record APFT.

(c) A pattern of strong quantifiable ratings and Senior Rater comments, in both the operational and broadening assignments, which clearly state strong potential to serve at the next higher grade

(2) Highly Qualified.

(a) TPU Master Sergeants must have 24 months rated time as a First Sergeant. AGR Master Sergeants must have 24 months rated time as a First Sergeant or Team Sergeant of a Civil Affairs Planning Team in a Civil Affairs battalion.

(b) Score 240 or higher with 80 points in each event on their last record APFT.

(c) A pattern of strong quantifiable ratings and Senior Rater comments which clearly state strong potential to serve at the next higher grade.

(3) Qualified.

(a) Score 180 points or greater with 60 points in each event on their last record APFT.

(4) Unqualified.

(a) Fail to score 180 points with 60 points in each event on their last record APFT.

(b) Received General Officer Memorandum of Reprimand or conviction by court-martial or punishment under Uniform Code of Military Justice in current grade and within the last 24 months.

(c) Received Noncommissioned Officer Evaluation Report in current grade, with any of the following:

1. Relief for Cause NCOER.

2. Annotation of "Did Not Meet Standard" in Part IV (Performance Evaluation, Professionalism, Attributes, and Competencies), block c (Character).

3. Annotation of "Not Qualified" in Part V (Senior Rater Overall Potential), block a (Rated NCOs Potential).

5. Sergeant Major

a. The Key Developmental position for Sergeant Major is serving as a Command Sergeant Major at the brigade/battalion level.

b. Operational Force Assignments: Operations Sergeant Major at the command/brigade/battalion level;

Training Management Noncommissioned Officer and Training Management Noncommissioned Officer.

c. Generating/Institutional/Training Assignments: Chief Advisor.

d. Broadening Assignments: MOS-immateral Sergeant Major positions.

(1) Professional Military Education: Nominative Leader Course; DLC 6. Effective 1 May 2020, completion of DLC 6 is mandatory and must be accomplished before the Sergeant Major attends the Nominative Leader Course.

(2) Functional Training: Static Line Jumpmaster course; Master Fitness Trainer Course; Air Movement Officer Course.

e. Lifelong Learning: Army Continuing Education System; Army Correspondence Course Program; Army eLearning; Army University; Defense Activity for Non-Traditional Education Support; Army Ignited; Joint Service Transcript; working toward Master's Degree; Center for Excellence in Disaster Management and Humanitarian Assistance: Humanitarian Assistance Response Training; Health Emergencies in Large Populations; Health and Humanitarian Action in Emergencies.

f. Self-Development: See Chapter 3.

g. Credentials/Certifications: See Chapter 3.

h. Proponent guidance:

(1) Most Qualified.

(a) Must have 24 months rated time as a Command Sergeant Major.

(b) Score 270 or higher with 90 points in each event on their last record APFT.

(c) A pattern of strong quantifiable ratings and Senior Rater comments, in both the operational and broadening assignments, which clearly state strong potential to serve at the next higher grade

(2) Highly Qualified.

(a) Score 240 or higher with 80 points in each event on their last record APFT.

(b) A pattern of strong quantifiable ratings and Senior Rater comments which clearly state strong potential to serve at the next higher grade.

(3) Qualified.

(a) Score 180 points or greater with 60 points in each event on their last record APFT.

(4) Unqualified.

(a) Fail to score 180 points with 60 points in each event on their last record APFT.

(b) Received General Officer Memorandum of Reprimand or conviction by court-martial or punishment under Uniform Code of Military Justice in current grade and within the last 24 months.

(c) Received Noncommissioned Officer Evaluation Report in current grade, with any of the following:

1. Relief for Cause NCOER.

2. Annotation of "Did Not Meet Standard" in Part IV (Performance Evaluation, Professionalism, Attributes, and Competencies), block c (Character).

3. Annotation of "Not Qualified" in Part V (Senior Rater Overall Potential), block a (Rated NCOs Potential).