

**CMF 38 Final 24 JUN 22
CA Proponent Revision**

Civil Affairs (CMF 38) Career Progression Plan

Chapter 1. Duties

The Civil Affairs Career Management Field (CMF) is an unique CMF with Soldiers who are specifically selected, trained, and equipped to understand, influence, and assess the civil component of the operational environment through all domains across the competition continuum. Civil Affairs Soldiers are 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 their individual and collective tasks based on their grade and position. Civil Affairs noncommissioned officers must be tactically proficient and experts in Army warrior tasks and battle drills (WTBD) to train, lead, and employ organic and non-organic assets across the full spectrum of military operations. Civil Affairs NCOs thrive in conditions of ambiguity, uncertainty, and complexity. They are frequently self-sufficient and self-sustaining in remote locations. They operate with a mission command mentality while maintaining ethical and moral values consistent with the ARSOF Core Attributes and Army Values. They are constantly seeking opportunities to seize, retain, and exploit the initiative. For more specific information on the breadth, depth, and nature of the Civil Affairs force, refer to FM 3-57, Civil Affairs Operations, dated July 2021.

Chapter 2. Transformation

1. The Civil Affairs CMF is transforming to meet emerging requirements identified by the 2021 Civil Affairs Force Modernization Assessment (FMA), TRADOC Analysis Center (TRAC), through the Special Operations Center of Excellence (SOCoE) and U.S. Army Futures Command (FCC). The proposed solutions represent a significant evolution to meeting Civil Affairs requirements for the Army and the Joint force. The FMA requires changes to the Career Management Field (CMF) 38 to transform it into a multi-domain force that achieves full operational capability (FOC) by 2035. This modernization effort aligns with the Army's future modernization for Waypoint 2028 and Aimpoint 2035 Army objectives. These changes encompass assigned mission requirements, the operational environment, adversarial capabilities, and emerging technologies. Regardless of component or unit of assignment, the transformation links all Civil Affairs Soldiers through the four Civil Affairs core competencies of Transitional Governance, Civil Network Development and Engagement, Civil Knowledge Integration, and Civil-Military Integration.
2. Proponent Note: The Civil Affairs Career Management Field (CMF) consists of the following military occupational specialties (MOSs) for the active Component: Civil Reconnaissance sergeant (38R), Civil Affairs medical sergeant (38W), and Civil Affairs senior sergeant (38Z). The U.S. Army Reserve (USAR) and National Guard also includes the MOS Civil Affairs specialist (38B). Training, education, career development, and mission support differ between components.
3. Active Component. Civil Affairs recruits from in-Service volunteers. Volunteers are awarded the MOS after successful completion of Civil Affairs Assessment and Selection and graduation from all courses within the Civil Affairs training pathway.
4. Reserve Component.
 - a. Civil Affairs recruits both from 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 Total Army School System Reserve Component Training Commands.
 - b. National Guard. Civil Affairs structure in the National Guard primarily exists in the Battalion, Brigade, Division sections as a staff planner. National Guard Soldiers may be awarded the MOS after completion of reclassification training through one of The Total Army School System Reserve Component Training Commands.

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

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57 1. The demanding, and often high-risk, nature of the missions that Civil Affairs Soldiers are expected to succeed
58 in an increasingly complex and dynamic contemporary operating environment. Therefore, the Civil Affairs branch
59 naturally produces a high concentration of highly skilled Noncommissioned Officers. Those Noncommissioned
60 Officers that consistently exceed standards and demonstrate mental and physical capabilities above their peers
61 are more competitive for demanding positions and career advancement. Leaders, the Civil Affairs Proponent, the
62 United States Army Human Resources Command, and the Noncommissioned Officer Professional Development
63 System (NCOPDS) all play an important part in the career development of the force; however, each Soldier is
64 ultimately the true stewards of their own career. To assist leaders with talent management, Noncommissioned
65 Officers at every level must seek opportunities to demonstrate their leadership potential and distinguish
66 themselves from their peers. Refer to DA PAM 600-25 (U.S. Army Noncommissioned Officer Professional
67 Development Guide), para 2-15.
68 (https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/ARN13774_DAPam600-25_FINAL.pdf) for more on
69 Self-development.
70

71 2. Physical Fitness. The ability to conduct Civil Affairs operations across the competition continuum requires Civil
72 Affairs Soldiers to be physically capable of operating in the most rigorous environments. All personnel must
73 maintain a high state of readiness. Physical fitness contributes to a Noncommissioned Officer's overall wellness
74 and ability to set the example for others. A holistic health and fitness (H2F) approach is essential to readiness
75 when assessing a Soldier's physical and mental status. Additionally, it assists to design programs to sustain or
76 improve that Soldier's ability to meet the demands of their MOSs, duty assignments, and combat-specific tasks.
77 While it is a command responsibility to establish physical training policies and allocate sufficient resources for
78 Soldiers to meet Army and unit standards and goals, it is an individual responsibility to meet those goals. Soldiers
79 must keep themselves in a high state of physical readiness. All Soldiers are encouraged to use existing resources
80 to assist them in making a healthy lifestyle, good dietary choices, and developing an individual goal-oriented
81 physical training regimen. Civil Affairs Soldiers will meet all standards for their respective grades as specified in
82 DA PAM 611-21. Noncommissioned Officers assigned to the Active Component must meet all physical fitness
83 requirements as directed by the command to ensure maximum mission readiness to fulfill global requirements
84 with Joint special operations forces (SOF) partners.
85

86 3. Language Proficiency and Regional Expertise. Maintain language proficiency, cultural expertise, and
87 knowledge of issues and trends particular to the NCO's regional alignment. Knowledge of language and culture
88 plays a critical role within the Civil Affairs mission to better engage, understand, and influence the civil component
89 of the operational environment. Individuals must take every opportunity to improve their knowledge and
90 understanding of their aligned region's history and current affairs.
91

92 a. Active-duty Civil Affairs NCOs are required to maintain control language proficiency in accordance with AR 11-6
93 Army Foreign Language Program, AR 614-200 Enlisted Assignments and Utilization Management, USASOC
94 Regulation 350-1, and applicable unit policies.
95

96 b. USAR members are encouraged to seek a language through the Defense Language Institute Foreign
97 Language Center (DLIFLC) but are not required to do so in accordance with AR 11-6. Many USAR Civil Affairs
98 positions are specifically language coded based on the unit of assignment. Training may be authorized through
99 the Defense Language Institute Foreign Language Center (DLIFLC) or numerous other approved programs and
100 venues. USAR Soldiers that have received language training are required to attend 80 hours of consecutive
101 language training or equivalent annually. All 38B Soldiers that meet minimum proficiency standards for any
102 foreign language are authorized Foreign Language Proficiency Pay.
103

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

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109 5. Functional Training. Civil Affairs Noncommissioned Officers should pursue formal military training opportunities
110 that improve their survivability, tactical, and technical skills and increase their ability to lead Soldiers in any Civil
111 Affairs unit that they may be assigned. This includes but is not limited to all Additional Skill Identifier (ASI) and
112 Special Qualifications Identifier (SQI) Producing Schools, Joint Service Courses, and International
113 Military/Government Training.
114

115 a. Due to the high risk of isolation within potential denied area inherent to the operational environment in which
116 active-duty Civil Affairs teams operate, units are required to provide Survival, Evasion, Resistance, and Escape
117 (SERE-C High Risk) for every active-duty Civil Affairs Soldier IAW AR 525-28 para.2-21. Likewise, because over
118 85% of Critical Leadership Development opportunities in the active component are airborne assignments, all
119 active-duty Civil Affairs NCOs must attend the Static Line Jumpmaster Course at the earliest opportunity.
120

121 b. USAR Civil Affairs Forces support the conventional force. It's force structure includes two Airborne BDEs and
122 subordinate BNs and other Airborne coded positions at CACOM and Command level. Individuals in these
123 assignments must attend the Basic Airborne Course and maintain current jump status to be fully qualified for the
124 position. Prior to assignment in a paid parachute position, non-airborne qualified TPU and AGR Soldiers should
125 complete an Airborne Training Volunteer Statement. All NCOs in an airborne assignment should attend the Static
126 Line Jump Master Course at the earliest opportunity. USAR Soldiers should also pursue job specific and
127 functional courses that enhance professional technical skills and knowledge at various schools including the Army
128 Reserve Readiness Training Center (ARRTC). USAR Soldiers do not have a SERE-C requirement.
129

130 6. Additional Military Educational Opportunities. Soldiers of all ranks are highly encouraged to continue their
131 military training and education through self-paced and distributed-learning platforms. Courses in a wide variety of
132 military topics can be found at the Army Learning Management System (ALMS), Joint Knowledge Online (JKO),
133 and the Joint Special Operations University (JSOU).
134

135 a. Private-Specialist/Corporal (USAR only). Completion of Distributed Leaders Course (DLC) 1 is an eligibility
136 requirement for recommendation to Sergeant.
137

138 b. Sergeant (USAR only). Completion of DLC 2 is an eligibility requirement for recommendation to Staff Sergeant
139 in accordance with AR 600-8-19: Chapter 3-1 para. (a) Regular Army and U.S. Army Reserve only. Consideration
140 by a local promotion board is mandatory for all Soldiers upon initially reaching primary zone eligibility.
141

142 c. Staff Sergeant. Active Component and AGR Staff Sergeants serving in a SOF unit should strive to complete the
143 JSOU Joint Fundamentals Course (CEP 1) and the JKO Senior Enlisted Joint Professional Military Education
144 Course (SEJPME I). Staff Sergeants must take the initiative to become familiar with the Army Training Network
145 and Digital Training Management System. Completion of DLC 3 is an eligibility requirement for promotion to
146 Sergeant First Class and to attend the Senior Leader Course (SLC).
147

148 d. Sergeant First Class. Active Component and AGR Sergeant First Class serving in a SOF unit should strive to
149 complete the JSOU Enterprise Management Course (CEP 2) and the JKO Senior Enlisted Joint Professional
150 Military Education Course (SEJPME II). Completion of DLC 4 is an eligibility requirement for promotion to Master
151 Sergeant and to attend the Master Leader Course (MLC).
152

153 e. Master Sergeant/First Sergeant. Master Sergeants and First Sergeants should strive to complete the JKO
154 Senior Enlisted Joint Professional Military Education Course (SEJPME II) if not already complete. Completion of
155 DLC 5 is an eligibility requirement to attend the U.S. Army Sergeants Major Course or Joint Special Operations
156 Forces Senior Enlisted Academy.
157

158 7. Broadening billets and assignments. NCOs are encouraged to have a diverse career assignment profile. This
159 covers a wide range of positions and duties outside of one's MOS. For any position to be considered broadening,
160 it must either be an operational or institutional position in an organization at the operational or strategic levels
161 providing an experience above and beyond the tactical level or an MOS-immaterial position that increases skill in
162 Army policy and programs outside of their CMF. Assignments and billets include, but are not limited to,

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163 assignments at a TSOC; GCC; USASOC; 1st SFC (A); Division or CORP G-9; SFG S-9; OSCE or positions such
164 as Observer Controller/Trainer (JRTC/NTC); Drill Sergeant; Recruiter (including SORB); Inspector General (IG)
165 NCO; Brigade level Sexual Assault Response Coordinator or Sexual Harassment/Assault Response and
166 Prevention Coordinator; and EOA assignments.

167
168 8. Competitive Boards. Soldiers at every rank are encouraged to demonstrate their ability to exceed standards in
169 presence, intellect, leads, develops, and achieves by setting the example for their peers and subordinates through
170 personal courage, confidence, competence, military bearing, general military knowledge, and warrior skills.
171 Soldiers interested in challenging themselves and setting themselves ahead of their peer group should compete in
172 competitions such as the Active Component Best Civil Affairs Competition, U.S. Army Best Medic Competition,
173 U.S. Army Best Ranger Competition, U.S. Army Best Sapper Competition, U.S. Army Best Warrior/ Best Squad
174 Competition, Soldier and Non-Commissioned Officer of the Month, Quarter, and Year boards. NCOs at every rank
175 are encouraged to compete for acceptance into Sergeant Audie Murphy or Sergeant Morales Club boards.

176
177 9. Credentials/Certifications. Must maintain a current, valid, unrestricted National Registry Emergency Medical
178 Technician (NREMT) Certification and Advanced Tactical Paramedic (ATP) Certification to retain MOS 38W.
179 10. Civilian Education. Civilian (academic) education is a critical piece of the self-development program for Civil
180 Affairs Soldiers. Early career management accelerates professional development and allows for flexibility in
181 operational requirements and tempo. A college degree is not required for promotion, but it will look favorable, and
182 it can be a deciding factor in identifying the most qualified NCOs. Soldiers are encouraged to pursue a degree
183 program that relates to their MOS to receive maximum credit for previous military training. Soldiers should seek
184 more information on this topic by utilizing the Service-member Opportunity Colleges Army Degree (SOCAD)
185 website <https://www.education.army.mil/socad.aspx>. See paragraph 10 for more information on how to obtain
186 college credits.

187
188 a. Staff Sergeants should set their educational goal of completing of an associate's degree, or at a minimum
189 complete 60 semester hours. Staff Sergeants that have already completed a bachelor's degree are highly
190 competitive to pursue a master's degree with National Defense University (NDU) and Naval Postgraduate School
191 (NPS). Civil Affairs Medical Sergeants (38W) students are enrolled into the Uniformed Services University (USU)
192 College of Allied Health Sciences (CAHS) upon admittance to the Special Operation Medical Sergeants Course.
193 Upon graduation of the Special Operations Combat Medical Course, a medic is awarded the Associates of
194 Science (AS) in Health Science from the Uniformed Services University (USU). The primary location of training
195 within USASOC is the Joint Special Operations Medical Training Center (JSOMTC). JSOMTC students in select
196 programs already receive USU credit and are awarded a USU ASHS and/or Bachelor of Science (BS) degree
197 upon successful completion of degree requirements in accordance with USU policy.

198
199 b. Sergeants First Class should have already completed an associate degree or 90 semester hours by 13 years
200 TIS and should have had the opportunity to work towards or complete their bachelor's degree. Sergeants First
201 Class who have already completed a bachelor's degree are highly encouraged to pursue a master's degree with
202 National Defense University (NDU) and Naval Postgraduate School (NPS).

203
204 c. Master Sergeants and First Sergeants are expected to have at least 120 semester hours of civilian college
205 education towards a bachelors or higher-level degree. There are certain positions or billets that may require a
206 master's degree to apply. At a minimum, Master Sergeants and First Sergeants must have completed a
207 bachelor's degree and be willing to work towards a master's degree while serving in the billet.

208
209 d. Sergeants Major and Command Sergeants Major are expected to have a bachelor's degree and are
210 encouraged to work toward a master's degree. JSOU courses, especially CEP 4 (Enlisted Academy Summit
211 course) will become available if selected to serve at the nominative level. Due to limited authorizations and fiercely
212 competitive records, civilian education may be considered major factor for selection to Command Sergeant Major
213 (CSM) positions. There are certain positions or billets that may require a master's degree to apply. At a minimum,
214 Sergeants Major must have completed a bachelor's degree and be willing to work towards a master's degree
215 while serving in the billet.

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216 Note: Army Educational Requirements System (AERS) positions will incur a one to two ratio utilization duration
217 tour per AR 621-1.
218

219 10. College Opportunities. Many opportunities and resources exist to support Civil Affairs Soldiers in pursuing
220 their civilian education: Army Continuing Education System; Army eLearning; Army University; Defense Activity for
221 Non-Traditional Education Support; Army IgnitED; Joint Service Transcript; and Advanced Civil Schooling
222 opportunities. Achievement of college or higher-level degree credits can be also completed during the MOS
223 training process, as modeled by the 38W SOCM program degree.
224

225 a. Army Continuing Education System (ACES). ACES programs and services support the self-development
226 domain of the Army leader development tenets by providing Soldiers opportunities for traditional and technology-
227 based education and support for personal and professional career goals. The ACES programs assist Soldiers in
228 achieving the lifelong synthesis of the knowledge, skills, and experiences required for success. Enlisted Soldiers
229 should master the academic skills needed to perform the duties of their primary military occupational specialty and
230 to meet prerequisites for the Noncommissioned Officer Professional Development System (NCOPDS) in
231 accordance with AR 621-5.
232

233 b. Army eLearning. The Army eLearning Program provides free training to all Active Army, Reserve, National
234 Guard, ROTC (MS III/IV), and DA Civilians. The 3,500 web-based courses in Information Technology (IT),
235 Business, Leadership, and Personal Development are available 24x7 from anywhere using an internet
236 connection.
237

238 c. Army University. The Army University is a professional military education university system of the United States
239 Army. It is the most extensive professional military education system globally with over 150,000 soldiers educated
240 in more than 88 occupations across its worldwide network of 70 schools. <https://armyuniversity.edu/>.
241

242 d. Defense Activity for Non-Traditional Education Support. Soldiers are encouraged to earn additional college
243 credit for knowledge acquired outside of the traditional classroom through the Defense Activity for Non-Traditional
244 Education Support (DANTES) <https://www.dantes.doded.mil/EducationPrograms/get-credit/creditem.html>.
245 College Level Examination Program (CLEP) and DANTES Subject Standardized Tests (DSST) are exams that
246 test the mastery of college-level subjects acquired a variety of ways—through general academic instructions,
247 significant independent study, or extracurricular work.
248

249 e. Army IgnitED. Army IgnitED is a virtual gateway for all eligible Soldiers to request college tuition assistance or
250 funding for professional credentials and certificates online anytime, anywhere for classroom and distance
251 learning. It allows Soldiers to manage their education records including college classes, testing, and Army
252 Education Counselor support. Through Online programs, Education Centers and On-site programs offer over
253 300,000+ college courses.
254

255 f. Joint Service Transcript. Joint Service Transcript is an academically accepted document approved by the
256 American Council on Education (ACE) to validate a service member's military occupational experience and
257 training along with the corresponding ACE college credit recommendations. Joint Service Transcript can be
258 accessed at <https://jst.doded.mil/jst/home>.
259

260 g. Advanced Civil Schooling. Advanced Civil Schooling opportunities are available for active component Civil
261 Affairs NCOs. The National Defense University (NDU) Joint Special Operations Master of Arts (JSOMA) Strategic
262 Security Studies degree program is conducted under the auspices of the U.S. Army John F. Kennedy Special
263 Warfare Center and School (USAJFKSWCS). Naval Postgraduate School (NPS) in Monterey, California provides
264 a Master of Science. CA NCOs in the grade of SSG/E6 and above with a minimum of six years' Time in Service
265 (TIS) and no more than 13 years TIS are eligible. Application requirements are published annually.
266 Note: NCOs who graduate from NDU, NPS or similar programs will incur a one to two ratio utilization duration tour
267 per AR 621-1.
268

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269 11. Army Career Tracker (ACT) is a leadership development tool that integrates training and education into one
270 personalized, easy-to-use website. Users can search multiple Army education and training resources, monitor
271 their career development, and receive personalized advice from their supervisor, Army leadership, and individually
272 selected mentors. The chain of command and the Noncommissioned Officer support channel assist Soldiers in
273 managing their careers through counseling, mentoring, and coaching. Leaders should also assist Soldiers in
274 establishing an individual development plan within the ACT website. The College of the American Soldier,
275 accessible through the career resources tab on the Army Career Tracker (ACT) is designed to expand existing
276 civilian education choices for Soldiers to provide them with degree options that will enhance their leadership
277 capabilities while maximizing college credit granted for military experience.
278

279 12. Professional Reading. Civil Affairs Soldiers of all ranks should pursue self-development and understanding of
280 the Army profession through professional reading. Civil Affairs NCOs of all ranks should read titles from the
281 Sergeant Major of Army's recommended reading list which can be found at the Association of the United States
282 Army website: <https://www.ausa.org/programs/nco-and-soldiers/sma-grinstons-reading-list>.
283

284 13. Guided Self-development by rank
285

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

287 (1) All Skill Level 1 Civil Affairs Specialists should focus on gaining familiarization with Army and Civil Affairs
288 CMFCMF terminology, and operations at the company and team level. Soldiers should study and master the
289 following military publications: TC 7–21.13 (Soldier's Guide); STP 21–1–SMCT (Soldier's Manual of Common
290 Task, SL1); FM 7–22 (Physical Readiness Training); TC 4-02.1 (First Aid); AR 670–1 (Wear and Appearance of
291 Army Uniforms and Insignia); TM 9-1005-319-10 (Operators manual for rifle 5.56); TM 9-1005 - 317-10 (Operators
292 manual pistol, semi-automatic, 9mm, M9); FM 3-25.26 (Map Reading and Land Navigation); all -10 level technical
293 manuals associated with their equipment; and battle drills associated with their current assignment.
294

295 (2) Recommended professional reading for the Skill Level 1 Civil Affairs Specialist is: Small Unit Leadership: A
296 commonsense approach by Dandridge Malone; A Bell for Adano by John Hersey; Ender's Game by Orson Scott
297 Card; How to Win Friends and Influence People by Dale Carnegie.
298

299 **b. Sergeant (USAR only).**

300 (1) Sergeants should study and master the individual training established in the following military publications: TC
301 7–22.7 (Noncommissioned Officer Guide); STP 21–24 (Soldier's Manual of Common Task, SL 2-4) and be
302 familiar with: FM 3-57 (Civil Affairs Operations); ADP 1 (The Army); ADP 3-07 (Stability); AR 623–3; (Evaluation
303 Reporting System); ADP 6–22 (Army Leadership and the Profession); AR 600–9; (The Army Body Composition
304 Program); the base document and Civil Affairs Chapter of DA Pam 600-25.
305

306 (2) Recommended professional reading for the Civil Affairs Sergeant is: The Ugly American by Eugene Burdick
307 and William Lederer; Starship Troopers by Robert Heinlein; Influence: The Psychology of Persuasion by Robert
308 Cialdini; Savage Wars of Peace by Max Boot.
309

310 **c. Staff Sergeant.**

311 (1) Staff Sergeants should be well versed with these additional military publications: FM 3-57 (Civil Affairs
312 Operations); ADP 1 (The Army); ADP 3-07 (Stability); AR 623–3 (Evaluation Reporting System); ADP 6–22 (Army
313 Leadership and the Profession); STP 21–24 (Soldier's Manual of Common Task, SL 2-4); AR 600–9 (The Army
314 Body Composition Program); the base document and Civil Affairs Chapter of DA Pam 600-25 (U.S. Army
315 Noncommissioned Officer Professional Development Guide); all -10 level technical manuals associated with their
316 equipment; and battle drills associated with their current assignment. Staff Sergeants should be familiar with JP 3-
317 57 (Civil-Military Operations); FM 1-02.2 (Military Symbols); FM 1-02.1 (Operational Terms) ; ADP 3–0
318 (Operations); ADP 3-05 (Army Special Operations); ADP 3-28 (Defense Support of Civil Authorities); ADP 3-37
319 (Protection); ADP 7–0 (Training); ATP 3-57.X series of publications; ATP 5-0.6 (Network Engagement); FM 3-98
320 (Reconnaissance and Security Operations); FM 3-90-2 (Reconnaissance, Security, and Tactical Enabling Tasks
321 Volume 2); ADP 5-0 (The Operations Process); STP 41-38B14-SM-TG (Soldiers Manual and Trainer's Guide,
322 MOS 38B, Civil Affairs Soldier, Skill Levels 1 through 4); ATP 6-22.01 (The Counseling Process); ATP 3-50.3

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323 (Multiservice Techniques, Tactics, and Procedures for Survival, Evasion, and Recovery) and ATP 3-50.20 (SERE
324 Planning and Preparation).

325
326 (2) Recommended professional reading for the Civil Affairs Staff Sergeant is: Talking to Strangers: by Martin
327 Ralton and David Bittleston; Inside a U.S. Embassy: Diplomacy at Work by Shawn Dorman; Leaders Eat Last:
328 Why Some Teams Pull Together and Other's Don't by Simon Sinek; David and Goliath by Malcolm Gladwell; The
329 Road Not Taken by Max Boot; The Undoing Project by Michael Lewis; Team of Teams by Gen. Stanley
330 McChrystal; This Kind of War by T.R. Fehrenbach.

331
332 **d. Sergeant First Class.**

333 (1) As a Senior Noncommissioned Officer, a Sergeants First Class should be well versed in the additional military
334 publications: FM 3-57 (Civil Affairs Operations); ATP 3-57.X series of publications; FM 6-0 (Commander and Staff
335 Organization and Operations) or ADP 6-0 (Mission Command); ADP 3-0 (Operations); ADP 5-0 (The Operations
336 Process); ATP 5-19 (Risk Management); ATP 3-60 (Targeting); ADP 3-37 (Protection); TC 7-22.7 (The
337 Noncommissioned Officer Guide); TC 3-57.51 (Civil Preparation of the Battlefield); FM 7-0 (Training); FM 7-22
338 (Holistic, Health, and Fitness); FM 6-22 (Leader Development); FM 3-98 (Reconnaissance and Security
339 Operations); FM 3-13 (Information Operations); FM 3-55 (Information Collection); ATP 2-01.3 (Intelligence
340 Preparation of the Battlefield); AR 25-50 (Preparing and Managing Correspondence); AR and DA PAM 623-3
341 (Evaluation Reporting System); ADP 1-01 (Doctrine Primer); ADP 2-0 (Intelligence); ADP 3-90 (Offense and
342 Defense); ADP 4-0 (Sustainment).

343
344 (2) Recommended professional reading for the Civil Affairs Sergeant First Class is: Start with Why: How Great
345 Leaders Inspire Action by Simon Sinek; Outliers: The Story of Success by Carol Dweek; The Black Swan: The
346 Impact of the Highly Improbable by Nassim Nicholas Taleb; World Order by Henry Kissinger; The Training Ground
347 by Martin Dugard; The Third Pillar: How Markets and the State leave the Community Behind by Raghuram Rajan;
348 The Generals: American Military Command from World War II to Today by Thomas Ricks; The History of the
349 Peloponnesian War by Thucydides; The 4 Disciplines of Execution by Chris McChesney, Sean Covey, and Jim
350 Huling; The Prince by Niccolo Machiavelli.

351
352 **e. Master Sergeant and First Sergeant.**

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

359
360 (2) Recommended professional reading for the Civil Affairs Master Sergeant/First Sergeant is: Winning by Jack
361 Welch; Becoming a Resonant Leader: Develop Your Emotional Intelligence, Renew Your Relationships, Sustain
362 Your Effectiveness by Annie McKee; Mindset: The New Psychology of Success by Carol Dweek; Good to Great:
363 Why Some Companies Make the Leap and Others Don't by Jim Collins.

364
365 **f. Sergeant Major and Command Sergeant Major.**

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

368
369 (2) Recommended professional reading for the Civil Affairs Sergeant Major is: Once an Eagle by Anton Myrer;
370 Thinking Fast and Slow by Daniel Kahneman; The Slight Edge: Turning Simple Disciplines into Massive Success
371 and Happiness by Jeff Olson and John David Mann; Nudge: Improving Decisions About Health, Wealth, and
372 Happiness by Richard M. Thaler and Cass R Sunstein.

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

Proponent Note: Proponent guidance should not be construed as a simplified checklist for promotion selection. It does not guarantee promotion or a rating following the Staff Sergeant Evaluation Board. No school or assignment is a deciding factor in promotion. NCOs who have completed assignments in Critical Leadership Developmental positions and consistently outperformed their peers receiving exceptional rater and senior rater comments are viewed more favorably by board members.

Prerequisites. For current prerequisites for Civil Affairs recruit in-volunteers, see DA PAM 611-21 and AR 614-200. Upon graduation from all phases of the Civil Affairs Training Pathway (CATP), Soldiers are awarded the CMF 38 MOS and promoted to the rank of SGT E-5 as per DAG1 ETP to AR 600-8-19. Graduates will have completed, as part of the CATP: Basic Airborne Course, ALC, MOS specific courses, CULEX, and Special Operations Language Training (SOLT).

1. Major Duties.

a. **MOS 38R- Civil Reconnaissance Sergeant.** The Civil Reconnaissance Sergeant serves as the technical civil reconnaissance expert of a regionally aligned four-person Civil Affairs team, responsible for assessing civil networks and critical infrastructure based on civil information collection and civil network development plan synchronized through collection efforts with the commander's critical information requirements. Collates data into a systematic collection platform for use through civil preparation of the battlefield and the targeting process to produce desired effects. The Civil Reconnaissance Sergeant employs reconnaissance efforts on a Civil Affairs team in hostile, denied, or politically sensitive environments through the utilization of specialized tactics, techniques, and procedures to conduct civil reconnaissance, civil engagement, and civil network development to find, disrupt, and defeat threats in the civil component.

b. **MOS 38W- Civil Affairs Medical Sergeant.** The Civil Affairs Medical Sergeant performs the primary medical care for a four-person Civil Affairs team ranging from trauma care in an austere environment through prolonged field care as required. The Civil Affairs Medical Sergeant also performs routine administrative medical duties. The Civil Affairs Medical Sergeant provides technical expertise in evaluating medical systems, either through civil networks or directly, supporting collection efforts with the commander's critical information requirements. The Civil Affairs Medical Sergeant performs their principal duties in hostile, denied, or politically sensitive environments.

c. A Civil Affairs NCO acquires valuable warfighting and Civil Affairs skills through realistic training, Noncommissioned Officer Professional Development System, functional training courses, and successful service in Critical Leadership Developmental assignments. Critical Leadership time within the operational force improves tactical and technical proficiencies through practical application of warfighting and Civil Affairs skills, which are primary importance to the Civil Affairs CMF. However, excellence in a Civil Affairs NCO's career is demonstrated by exceptional performance in Critical Leadership Developmental positions, coupled with generating or broadening assignments. The CMF 38 talent development model, commonly known as the Career Map in Army Career Tracker (ACT), lists the Critical Leadership Developmental positions necessary to become MOS proficient. These positions include Civil Reconnaissance Sergeant and Civil Affairs Medical Sergeant. Successful performance in both Special Operations and Conventional Force assignments and in the operational force and the generating force develop Civil Affairs NCOs into well-rounded and experienced leaders. However, back-to-back, or prolonged generating or special assignments that exceed the 36 consecutive months of a Year Month Available to Move (YMAV) that aligns with the current ASK-EM market should be avoided due to continuous changes 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 CMF guidance is for Noncommissioned Officers to serve in Critical Leadership Developmental assignments at each grade to be considered CMF developed. Leaders in conjunction with ACT and DA PAM 600-25 should provide sound, reference-based counsel to Civil Affairs NCOs of all ranks

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431 on their professional growth and development. All Civil Affairs enlisted personnel should be enrolled in and
432 actively utilizing ACT as a tool to monitor and guide career progression both for themselves and their
433 subordinates.

434

435 **4. Sergeant (SGT).**

436 a. There are no authorized 38R or 38W Sergeant positions in the Active Component. All Soldiers who graduate
437 Civil Affairs Training Pathway (CATP) and meet the requirements outlined in AR 600-8-19: Chapter 3-1 para. (a)
438 Regular Army will be promoted to the rank of Sergeant. These Sergeants will fill Staff Sergeant positions and
439 follow the career path of Staff Sergeants as outlined in paragraph 6 and 7 below.

440 Note: In accordance with the exception to policy from USAJFKSWCS to the Office of the Deputy Chief of Staff, G1
441 to current promotion policy AR 600-8-19 authorizes automatic promotion to Sergeant without regard to TIG or TIS,
442 an appearance to a decentralized promotion board effective upon graduation from the Civil Affairs Training
443 Pathway (CATP). A Soldier who is otherwise qualified in accordance with paragraphs 1–11. Non-promotable
444 status, AR 600-8-19, one rank up to the rank of SGT.

445

446 b. Professional Military Education: Advanced Leader Course (ALC); DLC 2. Completion of DLC 2 is mandatory
447 and must be accomplished before appearance at Staff Sergeant promotion board in the primary zone, otherwise
448 the Sergeant will be subject to a HQDA bar to continued service. ALC requirements are currently fulfilled in the
449 Civil Affairs Training Pathway.

450

451 **5. MOS 38R30 Civil Reconnaissance Sergeant (SSG).**

452

453 a. Operational Assignments: A Staff Sergeant's Critical Leadership Developmental position is Civil
454 Reconnaissance Sergeant on a Civil Affairs team (a Civil Affairs team is an MTOE four-person tactical element
455 within a Civil Affairs company). Without a minimum of 24-months of successful service on a Civil Affairs team,
456 opportunities for broadening assignments or promotion to Sergeant First Class will be limited.

457

458 b. Developmental Assignments: Assistant Operations Noncommissioned Officer at the brigade/battalion/company
459 level; Civil Information Management Noncommissioned Officer.

460

461 c. Generating Force Assignments: SORB Civil Affairs Recruiter; Civil Affairs Assessment and Selection Assessor.
462 Note: Staff Sergeants must serve a minimum of 24-months in the Operational Force at their current grade to gain
463 experience before being assigned to the Generating Force.

464

465 d. Broadening billets and assignments. These include, but are not limited to, assignment at a TSOC; USASOC;
466 1st SFC (A); SFG S-9; OSCE; or positions such as Observer Controller/Trainer (JRTC/NTC); and SORB
467 Recruiter.

468

469 e. Specialty Assignments: Government Support Element; Government Advisor.

470 Note: 38R and 38W will serve a minimum of 12-months in their Critical Leadership Developmental position on a
471 Civil Affairs team before serving as a Governance Support Element to ensure they have a baseline experience
472 before serving in an advanced position.

473

474 f. Professional Military Education: Senior Leader Course; DLC 3. Effective 1 May 2020, completion of DLC 3 is
475 mandatory and must be accomplished before the Staff Sergeant is eligible for promotion to Sergeant First Class in
476 the primary zone, otherwise they will be subject to a HQDA bar to continued service. Obtaining recognition as the
477 Distinguished Honor Graduate, Honor Graduate or Commandant's List at Professional Military Education (PME)
478 courses, or any MOS enhancing courses attended should be the goal of all Civil Affairs NCOs.

479

480 g. Institutional Domain Training: SERE-C (High Risk); Static Line Jumpmaster Course; Ranger; Sapper;
481 Reconnaissance and Surveillance Leaders Course (RSLC); Special Warfare Touchstone; Special Warfare
482 Brighton; Critical Infrastructure Course.

483 Note: The Critical Infrastructure Course is a non-ATRRS accredited course, thus a letter must be sent to the
484 evaluation board with a certificate of completion to receive credit during the board process.

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485 h. Self-Development Domain: See Chapter 3.

486

487 i. Operational Domain: Competitive boards/competitions; Expert Infantryman/Soldier/Field Medical Badge (E3B).

488

489 j. Credentials/Certifications: See Chapter 3.

490

491 **h. Proponent guidance:**

492 **(1) Most Qualified (MQ).**

493 (a) Displayed superior performance while serving a minimum of 24-months rated time on a Civil Affairs team.

494 (b) Pass the ACFT IAW Army Directive 2022-05 (Army Combat Fitness Test).

495 (c) Meet language proficiency standard (per AR 11-6, 1-15 m and USASOC Reg 350-1, 4-5 a) by scoring 1+ on

496 Oral Proficiency Interview (16 in Speak) or 1+/1+ on the Defense Language Proficiency Test (16 in Read and

497 Listen) within 12-months as reflected on the Soldier Record Brief.

498 (d) SERE-C (High Risk) and RSLC qualified.

499 (e) Complete one or more of the following courses: Static Line Jumpmaster Course; Ranger; Sapper; Special

500 Warfare Touchstone; Special Warfare Brighton; Critical Infrastructure Course.

501 Note: The Critical Infrastructure Course is a non-ATRRS accredited course, thus a letter must be sent to the

502 evaluation board with a certificate of completion to receive credit during the board process.

503 (f) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes only

504 a top few display the superior potential to serve at the next higher grade.

505

506 **(2) Fully Qualified (FQ).**

507 (a) Displayed outstanding performance while serving a minimum of 24-months rated time on a Civil Affairs team.

508 (b) Pass the ACFT IAW Army Directive 2022-05 (Army Combat Fitness Test).

509 (c) Meet language proficiency standard (per AR 11-6, 1-15 m and USASOC Reg 350-1, 4-5 a) by scoring 1+ on

510 Oral Proficiency Interview (16 in Speak) or 1+/1+ on the Defense Language Proficiency Test (16 in Read and

511 Listen) within 12-months as reflected on the Soldier Record Brief.

512 (d) SERE-C (High Risk) qualified.

513 (e) Complete one of the following courses: Static Line Jumpmaster Course; Ranger; Sapper; Reconnaissance

514 and Surveillance Leaders Course (RSLC); Special Warfare Touchstone; Special Warfare Brighton; Critical

515 Infrastructure Course.

516 Note: The Critical Infrastructure Course is a non-ATRRS accredited course, thus a letter must be sent to the

517 evaluation board with a certificate of completion to receive credit during the board process.

518 (f) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes

519 promote ahead of peers and displays outstanding potential to serve at the next higher grade.

520

521 **(3) Not Fully Qualified (NFQ).**

522 (a) Has not completed a minimum of 24-months rated time on a Civil Affairs team.

523 (b) Failed to pass the ACFT IAW Army Directive 2022-05 (Army Combat Fitness Test).

524 (c) Scored a 1 or less on the Oral Proficiency Interview (Speak) or Defense Language Proficiency Test (Read and

525 Listen) within 12-months as reflected on the Soldier Record Brief.

526

527 **(4) Not Fully Qualified for Retention (NFQ-R).**

528 (a) Failed to maintain language currency by taking the Oral Proficiency Interview (Speak) or Defense Language

529 Proficiency Test (Read and Listen) within 12-months as reflected on the Soldier Record Brief.

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

531 1. Relief for Cause NCOER.

532 2. Annotation of "Did Not Meet Standard" in Part IV (Performance Evaluation, Professionalism, Attributes, and

533 Competencies), block c (Character)

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

535 Officer's Potential).

536

537

538

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539 **6. MOS 38W30 Civil Affairs Medical Sergeant (SSG)**

540
541 a. Operational Assignments: A Staff Sergeant's Critical Leadership Developmental position is Civil Affairs Medical
542 Sergeant on a Civil Affairs team (Civil Affairs team is an MTOE four-person tactical element within a Civil Affairs
543 company). Without a minimum of 24-months of successful service on a Civil Affairs team, opportunities for
544 broadening assignments or promotion to Sergeant First Class will be limited.

545
546 b. Developmental Assignments: Assistant Operations Noncommissioned Officer at the brigade/battalion/company
547 level; CA Trauma Medical Sergeant; Civil Information Management Noncommissioned Officer.

548
549 c. Generating Force Assignments: SORB Civil Affairs Recruiter; SWCS Instructor, Special Warfare Medical Group
550 Liaison; Civil Affairs Assessment and Selection Assessor.

551 Note: Staff Sergeants must serve a minimum of 24-months in the Operational Force at their current grade to gain
552 experience before being assigned to the Generating/Institutional/Training Force.

553
554 d. Broadening billets and assignments: These include, but are not limited to, assignment at a TSOC; USASOC;
555 1st SFC (A); SFG S-9; OSCE; or positions such as Observer Controller/Trainer (JRTC/NTC); SORB Recruiter.

556
557 e. Specialty Assignments: Governance Support Element.

558 Note: 38R and 38W will serve a minimum of 12-months in their Critical Leadership Developmental position on a
559 Civil Affairs team before serving as a Governance Support Element to ensure they have a baseline experience
560 before serving in an advanced position.

561
562 f. Professional Military Education: Senior Leader Course; DLC 3. Effective 1 May 2020, completion of DLC 3 is
563 mandatory and must be accomplished before the Staff Sergeant is eligible for promotion to Sergeant First Class in
564 the primary zone, otherwise they will be subject to a HQDA bar to continued service. Obtaining recognition as the
565 Distinguished Honor Graduate, Honor Graduate or Commandant's List at Professional Military Education (PME)
566 courses, or any MOS enhancing courses attended should be the goal of all Civil Affairs NCOs.

567
568 g. Institutional Domain Training: SERE-C (High Risk); Static Line Jumpmaster Course; Ranger; Sapper;
569 Reconnaissance and Surveillance Leaders Course (RSLC); Critical Infrastructure Course; Flight Paramedic
570 Certification (FP-C); and Critical Care Paramedic Certification (CCP-C).

571 Note: The Critical Infrastructure Course is a non-ATRRS accredited course, thus a letter must be sent to the
572 evaluation board with a certificate of completion to receive credit during the board process.

573
574 h. Self-Development Domain: See Chapter 3.

575
576 i. Operational Domain: Competitive boards/competitions; Expert Infantry/Soldier/Field Medical Badge (E3B).

577
578 **j. Proponent Guidance.**

579 **(1) Most Qualified (MQ).**

580 (a) Displayed superior performance while serving a minimum of 24-months rated time on a Civil Affairs team.

581 (b) Pass the ACFT IAW Army Directive 2022-05 (Army Combat Fitness Test).

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

585 (d) SERE-C (High Risk) Qualified.

586 (e) Complete one or more of the following courses: Static Line Jumpmaster Course; Ranger; Sapper;
587 Reconnaissance and Surveillance Leaders Course (RSLC); Critical Infrastructure Course; Flight Paramedic-
588 Certification (FP-C); and Critical Care Paramedic-Certification (CCP-C).

589 (f) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes only
590 a top few display the superior potential to serve at the next higher grade.

591
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593 **(2) Fully Qualified (FQ).**

- 594 (a) Displayed outstanding performance while serving a minimum of 24-months rated time on a Civil Affairs team.
595 (b) Pass the ACFT IAW Army Directive 2022-05 (Army Combat Fitness Test).
596 (c) Meet language proficiency standard (per AR 11-6, 1-15 m and USASOC Reg 350-1, 4-5 a) by scoring 1+ on
597 Oral Proficiency Interview (16 in Speak) or 1+/1+ on the Defense Language Proficiency Test (16 in Read and
598 Listen) within 12-months as reflected on the Soldier Record Brief.(d) SERE-C (High Risk) qualified.
599 (e) Complete one of the following courses: Static Line Jumpmaster Course; Ranger; Sapper; Reconnaissance
600 and Surveillance Leaders Course (RSLC); Critical Infrastructure Course; Flight Paramedic-Critical (FP-C); and
601 Critical Care Paramedic (CCP-C).
602 (f) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes
603 promote ahead of peers and displays outstanding potential to serve at the next higher grade.

604
605 **(3) Not Fully Qualified (NFQ).**

- 606 (a) Has not completed a minimum of 24-months rated time on a Civil Affairs team.
607 (b) Failed to pass the ACFT IAW Army Directive 2022-05 (Army Combat Fitness Test).
608 (c) Scored a 1 or less on the Oral Proficiency Interview (Speak) or Defense Language Proficiency Test (Read and
609 Listen) within 12-months as reflected on the Soldier Record Brief.
610 (d) Failed to maintain a current, valid, unrestricted National Registry Emergency Medical Technician (NREMT)
611 Certification and Advanced Tactical Paramedic (ATP) Certification to retain MOS 38W.

612
613 **(4) Not Fully Qualified for Retention (NFQ-R).**

- 614 (a) Failed to maintain language currency by taking the Oral Proficiency Interview (Speak) or Defense Language
615 Proficiency Test (Read and Listen) within 12-months as reflected on the Soldier Record Brief.
616 (b) Received Noncommissioned Officer Evaluation Report in current grade, with any of the following:
617 1. Relief for Cause NCOER.
618 2. Annotation of "Did Not Meet Standard" in Part IV (Performance Evaluation, Professionalism, Attributes, and
619 Competencies), block c (Character)
620 3. Annotation of "Not Qualified" in Part V (Senior Rater Overall Potential), block a (Rated Noncommissioned
621 Officer's Potential).

622
623 **Chapter 5. Military Occupational Specialty 38Z Civil Affairs Senior Sergeant**

624
625 Proponent Note: Proponent guidance should not be construed as a simplified checklist for promotion selection. It
626 does not guarantee promotion or a rating following the Evaluation Board. No school or assignment is a deciding
627 factor in promotion. NCOs who have completed assignments in Critical Leadership Developmental positions and
628 consistently outperformed their peers receiving exceptional rater and senior rater comments are viewed more
629 favorably by board members.

630
631 1. Major duties. The Civil Affairs Senior Sergeant supervises, leads, and trains as a member of Civil Affairs forces
632 that executes Civil Affairs missions across the full competition continuum from competition through consolidation
633 of gains to meet commanders desired end state in any Army or Joint Service organization. Duties of MOS 38Z at
634 each skill level are:

635
636 **a. MOS 38Z40**

637 The Civil Affairs Team Sergeant is the master trainer of a four-person, regionally aligned Civil Affairs team
638 responsible for ensuring the team is proficient in individual and collective critical tasks. The Civil Affairs Team
639 Sergeant is overall responsible for providing tactical and technical guidance and professional support to
640 subordinates in accomplishing their duties. The Civil Affairs Team Sergeant is the principal advisor to the
641 leadership in the tactical employment of the Civil Affairs team in hostile, denied, or politically sensitive
642 environments through the utilization of specialized tactics, techniques, and procedures to conduct civil
643 reconnaissance, civil engagement, and civil network development to find, disrupt, and defeat hybrid threats in the
644 civil component.
645

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646 Note: As part of the CMF transformation, the CMF 38 will maintain its W4 Additional Skill Identifier (ASI) based on
647 force structure requirements for a Civil Affairs Medical Sergeant who has been promoted to the rank of Sergeant
648 First Class. This allows Civil Affairs units to maintain the requisite capability based on mission requirements and
649 risk mitigation for Civil Affairs Forces that operate in high-risk environments, i.e., A Civil Affairs Team Sergeant
650 can perform the secondary duties as a Civil Affairs Medical Sergeant if qualified with the W4 Additional Skill
651 Identifier (ASI). This also allows Civil Affairs Senior Sergeants that serve in a medical force structure capacity
652 based on approved MTOEs and TDAs to perform their assigned duties. These positions would include, but are
653 not limited to, Company Senior Medic, JSOMTC/SOCAMS Instructor/Writer, SWCS Instructor.
654

655 **b. MOS 38Z50 and 38Z5M**

656 (1) MSG: Supervises the processing of operations and civil knowledge in a Civil Affairs company or higher-level
657 unit. Provides tactical and technical guidance to subordinates and professional support to both subordinates and
658 superiors in accomplishment of their duties. Plans, coordinates, and supervises activities pertaining to
659 organization, training, and operations. Develops and reviews tactical plans and training material. Coordinates
660 implementation of operations and training programs.

661 Note: The Brigade and Battalion S3 NCOIC positions will be assigned to post First Sergeants who have
662 completed their Critical Leadership time and who have been assessed to be competitive for Sergeant Major
663 through either the CMF DA selection panel or the MSG Evaluation Board for future slating.
664

665 (2) 1SG: Serves as Senior Enlisted Advisor to the Company Commander and company master trainer. 1SGs are
666 responsible for maintaining and enforcing standards, ensuring training objectives are met, developing the Soldiers
667 in the unit, all administrative functions, and ensuring the health, welfare, and morale of the unit and their families.
668 Responsible for Enlisted manning and talent management; Leader professional development; NCO Common
669 Core Competencies. Provides tactical and technical guidance to subordinates and professional support to both
670 subordinates and superiors in accomplishment of their duties. Plans, coordinates, and supervises activities
671 pertaining to administration, training, and logistics for the company. Supervises implementation of operations and
672 training programs.
673

674 **c. MOS 38Z60**

675
676 (1) SGM: Serves as principal noncommissioned officer in a Civil Affairs battalion or higher to the staff and
677 Operations Officer. Leverages experience to supervise the processing of operations. Provides tactical and
678 technical guidance to subordinates and professional support to both subordinates and superiors in
679 accomplishment of their duties. Plans, coordinates, and supervises activities pertaining to organization, training,
680 and operations. Develops and reviews tactical plans and training materials at the battalion and higher level.
681 Coordinates implementation of operations and training programs. The SGM is a subject matter expert in their field,
682 primary advisor on policy development, analytical reviewer of regulatory guidance and often fulfills the duties of
683 the CSM in the incumbent's absence.
684

685 (2) CSM: Serves as Command Senior Enlisted Advisor to the Commander (Battalion and higher-level unit) on all
686 enlisted issues and is primarily focused on the training, maintaining, caring, and leading of the unit's Soldiers,
687 facilities, and equipment. Assists the Commander in the implementation of command policies and establishes and
688 enforces standards related to the appearance and conduct of all Soldiers within the command. Develops and
689 executes NCO Professional Development Programs within the command and advises/counsels Soldiers on issues
690 related to training, education, and professional development. Responsible for the unit's individual skills training
691 program for all CMFs. (Battalion and higher-level unit).
692

693 **2. Sergeant First Class (38Z40)**

694 a. Operational Assignments:

695 The Critical Leadership Developmental position for a Sergeant First Class is Civil Affairs Team Sergeant on a Civil
696 Affairs team (Civil Affairs team is an MTOE four-person tactical element within a Civil Affairs company). Without
697 24-months successful service as a Team Sergeant on a Civil Affairs team, opportunity for promotion to Master
698 Sergeant will be limited.
699

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- 700 Note: A Staff Sergeant may gain experience serving in a Team Sergeant position but will not receive Critical
701 Leadership Developmental credit until after the effective date of promotion to Sergeant First Class. The
702 Governance Support Element counts towards Critical Leadership Developmental credit if the Sergeant First Class
703 has a minimum of 12-months rated time as a Team Sergeant or 36 months on a Civil Affairs team.
704
- 705 b. Developmental Assignments: Career Management NCO; Operations Sergeant at battalion/brigade; Civil Affairs
706 NCO (W4) at company/battalion/brigade; Medical Operations Sergeant at battalion.
707
- 708 c. Generating Force Assignments: Civil Affairs Assessment and Selection Senior Assessor, SWCS Senior
709 Instructor/Writer (1st SWTG (A), 2nd SWTG (A), SWMG, NCOA), and Observer Controller/Trainer (JRTC/NTC).
710
- 711 d. Broadening billets and assignments: These include, but are not limited to, assignment at a 1st SFC (A), TSOC,
712 GCC, USASOC, Division or CORP G-9s, SFGs S-9s, and OSCE or positions such as Observer Controller/Trainer
713 (JRTC/NTC); SORB Recruiter, SOCOM USAID LNO; Inspector General (IG) NCO, Brigade level Sexual Assault
714 Response Coordinator or Sexual Harassment/Assault Response and Prevention Coordinator, and EOA
715 assignments.
716
- 717 e. Specialty Assignments: Government Support Element; Government Advisor.
718 Note: 38Z40 will serve a minimum of 12-months in their Critical Leadership Developmental position as a Team
719 Sergeant on a Civil Affairs Team before serving as a Governance Support Element to ensure they have a
720 baseline experience before serving in an advanced position.
721
- 722 f. Professional Military Education: Master Leader Course; DLC 4. Effective 1 May 2020, completion of DLC 4 is
723 mandatory and must be accomplished before the Sergeant First Class is eligible for promotion to Master Sergeant
724 in the primary zone, otherwise they will be subject to a HQDA bar to continued service. Obtaining recognition as
725 the Distinguished Honor Graduate, Honor Graduate or Commandant's List at Professional Military Education
726 (PME) courses, or any MOS enhancing courses attended should be the goal of all Civil Affairs NCOs.
727
- 728 g. Institutional Domain Training: SERE-C (High Risk); Static Line Jumpmaster Course; Ranger; Sapper;
729 Reconnaissance and Surveillance Leaders Course (RSLC); Special Warfare Network Development Course
730 (SWNDC); JSOU Planners Course.
731
- 732 h. Self-Development Domain: See Chapter 3.
733
- 734 i. Operational Domain: Competitive boards/competitions; Expert Soldier Badge/Expert Field Medical Badge (E3B)
735
- 736 j. Credentials/Certifications: See Chapter 3.
737
- 738 **k. Proponent guidance:**
739 **(1) Most Qualified (MQ).**
740 (a) Displayed superior performance while serving a minimum of 24-months rated time as a Team Sergeant on a
741 Civil Affairs team.
742 (b) Pass the ACFT IAW Army Directive 2022-05 (Army Combat Fitness Test).
743 (c) Meet language proficiency standard (per AR 11-6, 1-15 m and USASOC Reg 350-1, 4-5 a) by scoring 1+ on
744 Oral Proficiency Interview (16 in Speak) or 1+/1+ on the Defense Language Proficiency Test (16 in Read and
745 Listen) within 12-months as reflected on the Soldier Record Brief.
746 (d) Static Line Jumpmaster and SERE-C (High Risk) qualified.
747 (e) Complete one or more of the following courses: Ranger; Sapper; Reconnaissance and Surveillance Leaders
748 Course (RSLC); Special Warfare Network Development Course (SWNDC); JSOU Planners Course.
749 (f) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes only
750 a top few display the superior potential to serve at the next higher grade.
751
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754 **(2) Fully Qualified (FQ).**

- 755 (a) Displayed outstanding performance while serving a minimum of 24-months rated time as a Team Sergeant on
756 a Civil Affairs team.
- 757 (b) Pass the ACFT IAW Army Directive 2022-05 (Army Combat Fitness Test).
- 758 (c) Meet language proficiency standard (per AR 11-6, 1-15 m and USASOC Reg 350-1, 4-5 a) by scoring 1+ on
759 Oral Proficiency Interview (16 in Speak) or 1+/1+ on the Defense Language Proficiency Test (16 in Read and
760 Listen) within 12-months as reflected on the Soldier Record Brief.
- 761 (d) SERE-C (High Risk) qualified.
- 762 (e) Complete one or more of the following courses: Ranger; Sapper; Reconnaissance and Surveillance Leaders
763 Course (RSLC); Special Warfare Network Development Course (SWNDC); JSOU Planners Course.
- 764 (f) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes
765 promote ahead of peers and displays outstanding potential to serve at the next higher grade.

766
767 **(3) Not Fully Qualified (NFQ).**

- 768 (a) Has not completed a minimum of 24-months rated time as a Team Sergeant on a Civil Affairs team.
- 769 (b) Failed to pass the ACFT IAW Army Directive 2022-05 (Army Combat Fitness Test).
- 770 (c) Scored a 1 or less on the Oral Proficiency Interview (Speak) or Defense Language Proficiency Test (Read and
771 Listen) within 12-months as reflected on the Soldier Record Brief.

772
773 **(4) Not Fully Qualified for Retention (NFQ-R).**

- 774 (a) Failed to maintain language currency by taking the Oral Proficiency Interview (Speak) or Defense Language
775 Proficiency Test (Read and Listen) within 12-months as reflected on the Soldier Record Brief.
- 776 (b) Received Noncommissioned Officer Evaluation Report in current grade, with any of the following:
- 777 1. Relief for Cause NCOER.
- 778 2. Annotation of "Did Not Meet Standard" in Part IV (Performance Evaluation, Professionalism, Attributes, and
779 Competencies), block c (Character)
- 780 3. Annotation of "Not Qualified" in Part V (Senior Rater Overall Potential), block a (Rated Noncommissioned
781 Officer's Potential).

782
783 **3. Master Sergeant/First Sergeant (MOS 38Z50/38Z5M)**

784 a. Operational Assignments:

785 The entry-level position for Master Sergeants is Operations Sergeant in a Civil Affairs company. The Critical
786 Leadership Developmental position for a Master Sergeant is First Sergeant in a Civil Affairs company. There is no
787 substitute for an operational force First Sergeant self-development position. Without 24-months successful service
788 as a First Sergeant, opportunity for promotion to Sergeant Major will be limited.

789 Note: The most competitive First Sergeants may be selected for a subsequent First Sergeant position after
790 successful completion (minimum of 24-months) as a First Sergeant in a line company for either Battalion/Brigade
791 HHCs, SWCS, NCOA, or other secondary First Sergeant positions across the force. First Sergeants in the active
792 component will be talent managed through the CMF centralized DA selection panel to produce an Order of Merit
793 list that enables the slate process.

794
795 b. Developmental Assignments: Senior Professional Development Noncommissioned Officer; Senior Personnel
796 Policy Development NCO; CA Training Developer/Writer NCO; CA Doctrine Developer/Writer NCO; Plans NCOIC
797 at brigade/battalion; Brigade Civil Information Management NCO; CA Medical Operations Sergeant at brigade.

798 Note: The Brigade and Battalion S3 NCOIC positions may be assigned to post First Sergeants who have
799 completed their Critical Leadership Developmental time and who have been assessed to be competitive for
800 Sergeant Major through either the CMF DA selection panel or the MSG Evaluation Board for future slating.

801
802 c. Generating Force Assignments: Civil Affairs Assessment and Selection NCOIC; SWCS First Sergeant; Senior
803 Observer Controller/Trainer (JRTC/NTC); SWCS Chief Instructor/Writer; Chief MLC Instructor.

804 Note: Post First Sergeants who have completed their Critical Leadership Developmental time and who have been
805 assessed to be competitive for promotion will be selected for these assignments.

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807 d. Broadening billets and assignments: These include but are not limited to assignment at a 1st SFC (A). TSOs,
808 GCCs, USASOC, Division or CORP G-9s or positions such as Observer Controller/Trainer (JRTC/NTC).
809

810 e. Specialty Assignments: Governance Advisor Program (GA)

811 Note: The Governance Advisor Program (GA) will be authorized for Master Sergeants and First Sergeants that
812 have completed a minimum of 24-months in their Critical Leadership Developmental position as a First Sergeant
813 before serving in a Governance Advisor Billet in a Special Mission Unit. There is no minimum prescribed Critical
814 Leadership Developmental timeline for Master Sergeants serving in a GA assignment.
815

816 f. Professional Military Education: Joint Special Operations Forces Senior Enlisted Academy (JSOFSEA) or the
817 United States Sergeant Major Academy (USASMA); DLC 5. Effective 1 May 2020, completion of DLC 5 is
818 mandatory and must be accomplished before the Master Sergeant is eligible to attend JSOFSEA or USASMA.
819 Obtaining recognition as the Distinguished Honor Graduate, Honor Graduate or Commandant's List at
820 Professional Military Education (PME) courses, or any MOS enhancing courses attended should be the goal of all
821 Civil Affairs NCOs.
822

823 g. Institutional Domain Training: How the Army Runs Course; Active Component Leaders Orientation Course or
824 Pre-Command Course equivalent; Special Warfare Operational Design Course (SWODC); SOCAP (Special
825 Operations Campaign Artistry Program).
826

827 h. Self-Development Domain: See Chapter 3.
828

829 i. Operational Domain: See Chapter 3.
830

831 j. Credentials/Certifications: See Chapter 3.
832

833 **k. Proponent guidance:**

834 **(1) Most Qualified (MQ).**

835 (a) Displayed superior performance while serving a minimum of 24-months rated time as a First Sergeant of a
836 Civil Affairs company.

837 (b) Pass the ACFT IAW Army Directive 2022-05 (Army Combat Fitness Test).

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

841 (d) Static Line Jumpmaster and SERE-C (High Risk) qualified.

842 (e) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes only
843 a top few display the superior potential to serve at the next higher grade.
844

845 **(2) Fully Qualified (FQ).**

846 (a) Displayed outstanding performance while serving a minimum of 24-months rated time as a First Sergeant of a
847 Civil Affairs Company.

848 (b) Pass the ACFT IAW Army Directive 2022-05 (Army Combat Fitness Test).

849 (c) Score 1+ on the Oral Proficiency Interview (16 in Speak) or 1+/1+ on the Defense Language Proficiency Test
850 (16 in Read and Listen) within 12-months as reflected on the Soldier Record Brief.

851 (d) Static Line Jumpmaster and SERE-C (High Risk) qualified.

852 (e) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes
853 promote ahead of peers and displays outstanding potential to serve at the next higher grade.
854

855 **(3) Not Fully Qualified (NFQ).**

856 (a) Has not completed a minimum of 24-months rated time as a First Sergeant of a Civil Affairs Company.

857 (b) Failed to pass the ACFT IAW Army Directive 2022-05 (Army Combat Fitness Test).

858 (c) Scored a 1 or less on the Oral Proficiency Interview (Speak) or Defense Language Proficiency Test (Read and
859 Listen) within 12-months as reflected on the Soldier Record Brief.
860

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861 **(4) Not Fully Qualified for Retention (NFQ-R).**

862 (a) Failed to maintain language currency by taking the Oral Proficiency Interview (Speak) or Defense Language
863 Proficiency Test (Read and Listen) within 12-months as reflected on the Soldier Record Brief.

864 (b) Received a General Officer Memorandum of Reprimand or conviction by court-martial in current grade.

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

866 1. Relief for Cause NCOER.

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

869 3. Annotation of "Not Qualified" in Part V (Senior Rater Overall Potential), block a (Rated Noncommissioned
870 Officer's Potential).

871

872 **4. Sergeant Major (MOS 38Z60)**

873 a. The Critical Leadership Developmental position for a Sergeant Major is Operations Sergeant Major in a Civil
874 Affairs battalion or higher echelon. Without 12-months successful service as an Operations Sergeant Major in a
875 Civil Affairs Battalion or higher echelon, opportunity for selection to serve as Command Sergeant Major will be
876 limited. Sergeants Major serving in competitive broadening assignments at time of promotion to Sergeant Major
877 will receive Critical Leadership time credit.

878

879 b. Operational Assignments: Command Sergeant Major at brigade/battalion level; Senior Operations Sergeant
880 Major at the brigade/battalion level; Senior Operations Sergeant Major at Theater Civil Affairs Planning Team,
881 CORPS, ASCC.

882

883 c. Generating/Institutional/Training Assignments: Chief Career Management NCO; Special Warfare Training
884 Battalion Command Sergeant Major; Combined Arms Center Special Operations Directorate Senior Enlisted
885 Advisor; JSOFSEA Military Instructor.

886

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

889

890 e. Professional Military Education: Nominative Leader Course (NLC), Summit Course; DLC 6. Effective 1 May
891 2020, completion of DLC 6 is mandatory and must be accomplished before the Sergeant Major attends the
892 Nominative Leader Course. Obtaining recognition as the Distinguished Honor Graduate, Honor Graduate or
893 Commandant's List at Professional Military Education (PME) courses, or any MOS enhancing courses attended
894 should be the goal of all Civil Affairs NCOs.

895

896 f. Institutional Domain Training: The Battalion and Brigade Pre-Command Course (BBPCC); Command Sergeants
897 Major Development Course; How the Army Runs Course (HTARC).

898

899 g. Self-Development Domain: Army Continuing Education System; Army Correspondence Course Program; Army
900 eLearning; Army University; Defense Activity for Non-Traditional Education Support; Army IgnitED; Joint Service
901 Transcript; working toward master's degree; Advanced Civil Schooling opportunities if complete with Critical
902 Leadership time for this grade.

903

904 h. Operational Domain: See Chapter 3.

905

906 i. Credentials/Certifications: See Chapter 3.

907

908 **j. Proponent guidance:**

909 **(1) Most Qualified (MQ).**

910 (a) Displayed superior performance while serving a minimum of 12-months rated time as a Battalion Operations
911 Sergeant Major in a Civil Affairs Battalion or higher echelon or served in a competitive broadening assignment
912 since promotion to Sergeant Major.

913 (b) Pass the ACFT IAW Army Directive 2022-05 (Army Combat Fitness Test).

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- 914 (c) Meet language proficiency standard (per AR 11-6, 1-15 m and USASOC Reg 350-1, 4-5 a) by scoring 1+ on
915 Oral Proficiency Interview (16 in Speak) or 1+/1+ on the Defense Language Proficiency Test (16 in Read and
916 Listen) within 12-months as reflected on the Soldier Record Brief.
917 (d) Jumpmaster and SERE-C (High Risk) qualified.
918 (e) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes only
919 a top few display the superior potential to serve at the next higher grade.

920

921 **(2) Fully Qualified (FQ).**

- 922 (a) Displayed outstanding performance while serving a minimum of 12-months rated time as a Battalion
923 Operations Sergeant Major in a Civil Affairs battalion or higher echelon or served in a competitive broadening
924 assignment since promotion to Sergeant Major.
925 (b) Pass the ACFT IAW Army Directive 2022-05 (Army Combat Fitness Test).
926 (c) Score 1+ on the Oral Proficiency Interview (16 in Speak) or 1+/1+ on the Defense Language Proficiency Test
927 (16 in Read and Listen) within 12-months as reflected on the Soldier Record Brief.
928 (d) Jumpmaster and SERE-C (High Risk) qualified.
929 (e) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes
930 promote ahead of peers and displays outstanding potential to serve at the next higher grade.

931

932 **(3) Not Fully Qualified (NFQ).**

- 933 (a) Has not completed a minimum of 12-months rated time as a Battalion Operations Sergeant Major in a Civil
934 Affairs battalion or higher echelon or served in a competitive broadening assignment since promotion to Sergeant
935 Major.
936 (b) Failed to pass the ACFT IAW Army Directive 2022-05 (Army Combat Fitness Test).
937 (c) Scored a 1 or less on the Oral Proficiency Interview (Speak) or Defense Language Proficiency Test (Read and
938 Listen) within 12-months as reflected on the Soldier Record Brief.

939

940 **(4) Not Fully Qualified for Retention (NFQ-R).**

- 941 (a) Failed to maintain language currency by taking the Oral Proficiency Interview (Speak) or Defense Language
942 Proficiency Test (Read and Listen) within 12-months as reflected on the Soldier Record Brief.
943 (b) Received a General Officer Memorandum of Reprimand or conviction by court-martial in current grade.
944 (c) Received Noncommissioned Officer Evaluation Report in current grade, with any of the following:
945 1. Relief for Cause NCOER.
946 2. Annotation of "Did Not Meet Standard" in Part IV (Performance Evaluation, Professionalism, Attributes, and
947 Competencies), block c (Character)
948 3. Annotation of "Not Qualified" in Part V (Senior Rater Overall Potential), block a (Rated Noncommissioned
949 Officer's Potential).

950

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

952

953 Proponent Note: The USAR Civil Affairs structure includes Troop Program Unit (TPU) Soldiers and Active Guard
954 and Reserve (AGR) Soldiers. Typical TPU Soldier unit events include Battle Assemblies (one weekend a month)
955 and Annual Training (up to 29 days per year). The primary role of the AGR force is to provide full-time training,
956 administration, maintenance, readiness, and mobilization/deployment support to the Reserve force. Maintain
957 knowledge and develop mastery of CA TTP; combined arms operations throughout competition, conflict, and
958 crisis with a focus on LSCO; stability, civil-military, and security cooperation activities in support of IW; targeting
959 and mission planning processes; support and sustainment processes; and JIIM aspect of CAO.

960

- 961 1. Major Duties: The Civil Affairs Specialist serves, leads, or supervises as a member of a Civil Affairs unit that
962 executes Civil Affairs missions supporting across the competition continuum with a specific focus on Large Scale
963 Combat Operations (LSCO). A Civil Affairs Specialist will maintain knowledge and develop mastery of CA TTP;
964 combined arms operations throughout competition, conflict, and crisis with a focus on LSCO; stability, civil-
965 military, and security cooperation activities in support of IW; targeting and mission planning processes; support
966 and sustainment processes; and JIIM aspects of CAO. The Civil Affairs Specialist conducts transitional
967 governance, civil network development and engagement, civil knowledge integration, and civil-military integration

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968 to enable situational understanding, targeting, information operations, freedom of maneuver, and stability in order
969 to coordinate, integrate, and synchronize the civil component with Army operations to achieve unified action. The
970 Civil Affairs Specialist acquires valuable warfighting and Civil Affairs skills through realistic training,
971 Noncommissioned Officer Professional Development System (NCOPDS), functional courses, and successful
972 service in Critical Leadership Development positions.

973
974 **a. MOS 38B10-Civil Affairs Specialist (PVT-SPC).**

975
976 The Civil Affairs Specialist accomplishes this by performing the CA core competencies throughout the range
977 of military operations. These CA missions are designed to provide and enable commanders to find, disrupt, and
978 defeat threats within the civil component. Threats in the civil component. Threats in the civil component could be
979 ineffective government, infrastructure degradation, criminal threats, asymmetric threats, and other factors that
980 lead to unstable environments. Through Civil Affairs Operations, CA forces enable mission command, increase
981 situational understanding, preserve combat power, and consolidate gains in support of the strategic objective of
982 establishing a secure and stable OE consistent with U.S. interests.

983
984 **b. MOS 38B20-Civil Affairs Sergeant (SGT).**

985
986 The Civil Affairs Sergeant builds upon the capability of the CA Specialist by fulfilling duties supporting the
987 planning, preparation, and execution of Civil Affairs Operations at the company level or higher.

988
989 **c. MOS 38B30-Civil Affairs NCO (SSG).**

990
991 A Civil Affairs NCO acquires valuable warfighting and Civil Affairs skills through realistic training,
992 Noncommissioned Officer Professional Development System (NCOPDS), functional training courses, and
993 successful service in Critical Leadership Development assignments. Critical Leadership time within the
994 operational force improves tactical and technical proficiencies through practical application of warfighting and Civil
995 Affairs skills, which are primary importance to the Civil Affairs CMF. However, excellence in a Civil Affairs NCO's
996 career is demonstrated by exceptional performance in Critical Leadership Development positions, coupled with
997 generating or broadening assignments. The CMF 38 talent development model, commonly known as the Career
998 Map in Army Career Tracker (ACT), lists the Critical Leadership Development positions necessary to become
999 MOS proficient.

1000
1001 **d. MOS 38B40-Civil Affairs Team Sergeant (SFC).**

1002
1003 The Civil Affairs Team Sergeant is the master trainer of a four-person Civil Affairs team, responsible for ensuring
1004 the team is proficient in individual and collective critical tasks. The Civil Affairs Team Sergeant is overall
1005 responsible for providing tactical and technical guidance and professional support to subordinates in
1006 accomplishing their duties. The Civil Affairs Team Sergeant is the principal advisor to the leadership in the tactical
1007 employment of the Civil Affairs team in their assigned environment by utilizing proven tactics, techniques, and
1008 procedures to conduct civil affairs operations in support of consolidating gains across the competition continuum.

1009
1010 **e. MOS 38B50-Civil Affairs Master Sergeant and First Sergeant (MSG and 1SG).**

1011
1012 (1) MSG: Supervises the planning, preparing, executing, and assessing CAO in a Civil Affairs company or
1013 higher-level unit. Provides tactical and technical guidance to subordinates and professional support to
1014 both subordinates and superiors in accomplishing their duties. Plans, coordinates, and supervises
1015 organization, training, and operations activities. Develops and reviews tactical plans and training material.
1016 Coordinates implementation of operations and training programs.

1017
1018 (2) 1SG: Serves as the Command Senior Enlisted Leader to the Company Commander and company
1019 master trainer. 1SGs are responsible for maintaining and enforcing standards, ensuring training objectives
1020 are met, developing the Soldiers in the unit, all administrative functions, and ensuring the unit's health,
1021 welfare, and morale and their families. Provides tactical and technical guidance to subordinates and

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1022 professional support to both subordinates and superiors in accomplishing their duties. Plans, coordinates,
1023 and supervises administration, training, and logistics activities for the company. Leads the implementation
1024 of operations and training programs.

1025
1026 **f. MOS 38B60-Sergeant Major and Command Sergeant Major.**
1027

1028 (1) SGM: Serves as the principal noncommissioned officer in a Civil Affairs Battalion or higher to the staff
1029 and Operations Officer. Leverages experience to supervise the processing of operations. Provides tactical
1030 and technical guidance to subordinates and professional support to both subordinates and superiors to
1031 accomplish their duties. Plans, coordinates, and supervises organization, training, and operations
1032 activities. Develops and reviews tactical plans and training materials at the battalion and higher level.
1033 Coordinates implementation of operations and training programs. The SGM is a subject matter expert in
1034 their field, primary advisor on policy development, analytical reviewer of regulatory guidance, and often
1035 fulfills the duties of the CSM in the incumbent's absence.

1036
1037 (2) CSM: Serves as the Command Senior Enlisted Leader (Battalion and higher-level unit) on all enlisted
1038 issues and is primarily focused on the training, maintaining, caring, and leading of the unit's Soldiers,
1039 facilities, and equipment. Assists the Commander in implementing command policies and establishes and
1040 enforces standards related to the appearance and conduct of all Soldiers within the command. Develops
1041 and executes NCO Professional Development Programs within the command and advises/counsels
1042 Soldiers on training, education, and professional development issues. Responsible for the unit's individual
1043 skills training program for all CMF's. (Battalion and higher-level unit).

1044
1045 **1. Sergeant (38B20).**

1046 a. Operational Assignments:

1047 (1) The Critical Leadership Developmental position for a TPU Sergeant is serving as a Civil Affairs Sergeant on a
1048 Civil Affairs Planning Team (CAPT), an Operations Sergeant in a company Headquarters, or a Civil Affairs
1049 Sergeant in a Civil-Military Operations Center (CMOC). Without an assignment as in one of these positions the
1050 opportunity for promotion to Staff Sergeant will be limited.

1051
1052 (2) The Critical Leadership Development position for AGR Sergeant is as a Civil Affairs Sergeant in a Civil Affairs
1053 Brigade HHC.

1054
1055 b. Generating Force Assignments: Instructor/Writer. Note: Sergeants should serve in Operational Force at their
1056 current grade for at least 24 months before being assigned to the Generating/Institutional/Training Force.

1057
1058 c. Professional Military Education: Advanced Leader Course; DLC 2. Effective 1 May 2020, completion of DLC 2
1059 is mandatory and must be accomplished before the Sergeant is eligible for promotion to Staff Sergeant in the
1060 primary zone, otherwise they will be subject to a HQDA bar to continued service.

1061
1062 d. Functional Training: Master Fitness Trainer Course, Static Line Jumpmaster course (for airborne assignments),
1063 and other ASI/SQI Producing Courses. USAR Soldiers should also pursue job specific and functional courses that
1064 enhance professional technical skills and knowledge at various schools including the Army Reserve Readiness
1065 Training Center (ARRTC).

1066
1067 e. Lifelong Learning: Army Continuing Education System; Army Correspondence Course Program; Army
1068 eLearning; Army University; Defense Activity for Non-Traditional Education Support; Army IgnitED; Joint Service
1069 Transcript; working toward an associate degree.

1070
1071 f. Self-Development: See Chapter 3.

1072
1073 g. Credentials/Certifications: See Chapter 3.
1074

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- 1075 h. Proponent guidance: Selection for promotion is based on a Soldier's potential to serve at levels of increasing
1076 responsibility, stemming from a leader's assessment of a Soldier in his or her current rank.
1077
- 1078 **2. Staff Sergeant (38B30).**
- 1079 a. Operational Assignments:
- 1080 (1) The Critical Leadership Developmental position for a TPU Staff Sergeant is serving as a Civil Affairs
1081 Noncommissioned Officer on a Civil Affairs team or Civil Liaison team.
1082
- 1083 (2) The Critical Leadership Development position for an Active Guard Reserve (AGR) Staff Sergeant is Drill
1084 Sergeant or Civil Affairs Non-commissioned Officer at the Civil Affairs Command (CACOM), Brigade HHC, or
1085 Battalion HHC.
1086
- 1087 b. Generating Force Assignments: Drill Sergeant; Instructor; Instructor/Writer.
1088 Note: Staff Sergeants should serve in Operational Force at their current grade for at least 24 months before being
1089 assigned to the Generating/Institutional/Training Force. Special consideration should be given to those SSGs
1090 serving in the Drill Sergeant Position.
1091
- 1092 c. Professional Military Education: Senior Leader Course; DLC 3. Effective 1 May 2020, completion of DLC 3 is
1093 mandatory and must be accomplished before the Staff Sergeant is eligible for promotion to Sergeant First Class in
1094 the primary zone, otherwise they will be subject to a HQDA bar to continued service.
1095
- 1096 d. Functional Training: Battle Staff Noncommissioned Officer Course, Master Resiliency Trainer Course, Master
1097 Fitness Trainer Course, Static Line Jumpmaster course (for airborne assignments), and other ASI/SQI Producing
1098 Courses. USAR Soldiers should also pursue job specific and functional courses that enhance professional
1099 technical skills and knowledge at various schools including the Army Reserve Readiness Training Center
1100 (ARRTC).
1101
- 1102 e. Lifelong Learning: Army Continuing Education System; Army Correspondence Course Program; Army
1103 eLearning; Army University; Defense Activity for Non-Traditional Education Support; Army IgnitED; Joint Service
1104 Transcript; working toward associate degree. Training at the Center for Excellence in Disaster Management and
1105 Humanitarian Assistance is also encouraged. These courses include but are not limited to: Humanitarian
1106 Assistance Response Training; Health Emergencies in Large Populations; Health and Humanitarian Action in
1107 Emergencies.
1108
- 1109 f. Self-Development: See Chapter 3.
1110
- 1111 g. Credentials/Certifications: See Chapter 3.
1112
- 1113 **h. Proponent guidance:**
- 1114 **(1) Most Qualified (MQ).**
- 1115 (a) TPU Staff Sergeants that displayed superior performance while serving a minimum of 24-months rated time as
1116 a Civil Affairs Noncommissioned Officer on a Civil Affairs team or Civil Liaison team. AGR Staff Sergeants that
1117 displayed superior performance while serving a minimum of 24-months rated time as a Drill Sergeant or as a Civil
1118 Affairs Non-commissioned Officer at the Civil Affairs Command (CACOM), Brigade HHC, or Battalion HHC.
1119 (b) Pass the ACFT IAW Army Directive 2022-05 (Army Combat Fitness Test).
1120 (c) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes only
1121 a top few display the superior potential to serve at the next higher grade.
1122 Note: Staff Sergeants should serve in Operational Force at their current grade to gain experience before being
1123 assigned to the Generating/Institutional/Training Force. Special consideration should be given to those SSGs
1124 serving in the Drill Sergeant Position. Operational experience as a TPU Soldier as a Staff Sergeant can fulfill this
1125 recommendation for career progression.
1126
1127
1128

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1129 **(2) Fully Qualified (FQ).**

1130 (a) TPU Staff Sergeants that met or exceeded performance standards while serving a minimum of 24-months
1131 rated time as a Drill Sergeant or a Civil Affairs Noncommissioned Officer on a Civil Affairs team or Civil Liaison
1132 team. AGR Staff Sergeants that displayed outstanding performance while serving a minimum of 24-months rated
1133 time as a Drill Sergeant, Instructor, or Civil Affairs Noncommissioned Officer at CACOM/brigade level.

1134 (b) Pass the ACFT IAW Army Directive 2022-05 (Army Combat Fitness Test).

1135 (c) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes
1136 promote ahead of peers and displays outstanding potential to serve at the next higher grade.

1137

1138 **(3) Not Fully Qualified (NFQ).**

1139 (a) TPU Staff Sergeants that displayed below average performance while serving a minimum of 24-months rated
1140 time as a Civil Affairs Noncommissioned Officer on a Civil Affairs team or Civil Liaison team or those having not
1141 served the 24-months minimum duration in the position while having met time in grade requirements. AGR Staff
1142 Sergeants that displayed average (adequate) performance while serving a minimum of 24-months rated time as a
1143 Drill Sergeant, Instructor, or Civil Affairs Noncommissioned Officer at CACOM/brigade level or those having not
1144 served the 24-months minimum duration in the position while having met time in grade requirements.

1145 (b) Failure to pass the ACFT IAW Army Directive 2022-05 (Army Combat Fitness Test).

1146

1147 **(4) Not Fully Qualified for Retention (NFQ-R).**

1148 (a) Received Noncommissioned Officer Evaluation Report in current grade, with any of the following:

1149 1. Relief for Cause NCOER.

1150 2. Annotation of "Did Not Meet Standard" in Part IV (Performance Evaluation, Professionalism, Attributes, and
1151 Competencies), block c (Character)

1152 3. Annotation of "Not Qualified" in Part V (Senior Rater Overall Potential), block a (Rated Noncommissioned
1153 Officer's Potential).

1154

1155 **3. Sergeant First Class (38B40).**

1156 a. Operational Assignments:

1157 (1) The Critical Leadership Development position for a TPU Sergeant First Class is serving as a Team Sergeant
1158 on a Civil Affairs team. Without an assignment as a Team Sergeant on a Civil Affairs team, opportunity for
1159 promotion to Master Sergeant will be limited.

1160

1161 (2) The Critical Leadership Development positions for an AGR Sergeant First Class in the operational force are
1162 Operations Noncommissioned Officer, J-9 Noncommissioned Officer in Charge, CA Team Sergeant, Intelligence
1163 Sergeant, CA Plans NCO, or Air Team Leader.

1164

1165 Note: TPU Sergeants First Class should serve in Operational Force at their current grade to gain experience
1166 before being assigned to the Generating/Institutional/Training Force. Most AGR Sergeant First Class Billets exist
1167 in the Generating/Institutional/Training Force and therefore opportunities for Operational Force experience at their
1168 current grade is limited. Therefore, operational experience from previous grades is acceptable and should not be
1169 a discriminator for positions. Additional attention should be given to AGR individuals considered for such positions
1170 including but not limited to: Senior Drill Sergeant (A Co, 5 BN, 1st SWTG(A)), Intelligence Sergeant (322 CA
1171 BDE), Operations NCO (SWCS HHC), CA Plans NCO (PACOM), Air Team Leader (USACAPOC), and J-9
1172 NCOIC (EUCOM). The most qualified AGR Sergeants First Class should have experience in both operational and
1173 generating force assignments.

1174

1175 b. Generating Force Assignments: Senior Drill Sergeant, Observer Controller/Trainer, Senior Instructor, Instructor,
1176 Instructor/Writer, CA Assistant Platoon Sergeant, Training Noncommissioned Officer, or Operations
1177 Noncommissioned Officer. Most AGR Critical Leadership Development positions for Sergeants First Class exist
1178 as an Instructor, Training NCO, Operations NCO, as well as other positions listed above.

1179

1180 c. Professional Military Education: Master Leaders Course; DLC 4. Completion of DLC 4 is mandatory and must
1181 be accomplished before the Master Leaders Course.

1182

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1183 d. Functional Training: Battle Staff Noncommissioned Officer Course; Master Resiliency Trainer Course; Master
1184 Fitness Trainer Course; Static Line Jumpmaster course (for airborne assignments); and other ASI/SQI Producing
1185 Courses. USAR Soldiers should also pursue job specific and functional courses that enhance professional
1186 technical skills and knowledge at various schools including the Army Reserve Readiness Training Center
1187 (ARRTC).
1188

1189 e. Lifelong Learning: Army Continuing Education System; Army Correspondence Course Program; Army
1190 eLearning; Army University; Defense Activity for Non-Traditional Education Support; Army IgnitED; Joint Service
1191 Transcript; completed an associate degree or equivalent credits; working toward a bachelor's degree. Training at
1192 the Center for Excellence in Disaster Management and Humanitarian Assistance is also encouraged. These
1193 courses include but are not limited to: Humanitarian Assistance Response Training; Health Emergencies in Large
1194 Populations; Health and Humanitarian Action in Emergencies.
1195

1196 f. Self-Development: See Chapter 3.
1197

1198 g. Credentials/Certifications: See Chapter 3.
1199

1200 **h. Proponent guidance:**

1201 **(1) Most Qualified (MQ).**

1202 (a) TPU Sergeants First Class that displayed superior performance while serving 24-months as a Team Sergeant
1203 on a Civil Affairs team. AGR Sergeants First Class that displayed superior performance while serving 24-months
1204 in a valid 38B4 position with special consideration being given to those serving or having previously served in the
1205 Senior Drill Sergeant position.

1206 (b) Pass the ACFT IAW Army Directive 2022-05 (Army Combat Fitness Test).

1207 (c) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes
1208 promote ahead of peers and displays outstanding potential to serve at the next higher grade.
1209

1210 **(2) Fully Qualified (FQ).**

1211 (a) TPU Sergeants First Class that met or exceeded performance standards while serving 24-months as a Team
1212 Sergeant on a Civil Affairs team. AGR Sergeants First Class that displayed outstanding performance for 24-
1213 months as a Senior Drill Sergeant; Instructor/Writer; or Training Noncommissioned Officer.

1214 (b) Pass the ACFT IAW Army Directive 2022-05 (Army Combat Fitness Test).

1215 (c) A pattern of strong quantifiable ratings and Senior Rater comments which clearly state strong potential to serve
1216 at the next higher grade.
1217

1218 **(3) Not Fully Qualified (NFQ).**

1219 (a) TPU Sergeants First Class that displayed below average performance while serving 24-months as a Team
1220 Sergeant on a Civil Affairs Team. AGR Sergeants First Class that displayed average performance for 24-months
1221 as a Senior Drill Sergeant; Instructor/Writer; or Training Noncommissioned Officer.

1222 (b) Failure to pass ACFT IAW Army Directive 2022-05 (Army Combat Fitness Test).

1223 (c) A clear articulation by the senior rater that denotes to only promote if there is a requirement with average
1224 quantifiable ratings and enumerations. Displays average potential to serve at the next higher grade.
1225

1226 **(4) Not Fully Qualified for Retention (NFQ-R).**

1227 (a) Received Noncommissioned Officer Evaluation Report in current grade, with any of the following:

1228 1. Relief for Cause NCOER.

1229 2. Annotation of "Did Not Meet Standard" in Part IV (Performance Evaluation, Professionalism, Attributes, and
1230 Competencies), block c (Character)

1231 3. Annotation of "Not Qualified" in Part V (Senior Rater Overall Potential), block a (Rated Noncommissioned
1232 Officer's Potential).
1233

1234 **4. Master Sergeant (38B50).**

1235 a. Operational Assignments:

1236 (1) The Critical Leadership Development position for the TPU Master Sergeant is serving as a First Sergeant.

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1237 (2) The entry-level position for AGR Master Sergeants is Team Sergeant of a Civil Affairs Planning team in a Civil
1238 Affairs battalion. Without 24-months rated time at the battalion level opportunities for advancement will be limited.
1239 The Critical Leadership Developmental positions for the AGR Master Sergeant are First Sergeant, Civil Affairs
1240 Sergeant in a Civil Affairs BDE, and Civil Affairs NCO at a Civil Affairs CACOM. Assignment at the CACOM level
1241 should be limited to those MSGs who have successfully served at a BDE level for a minimum of 24 months.
1242 Without 24-months rated time in a Critical Leadership Development position, opportunity for attendance at U.S.
1243 Army Sergeants Major Course will be limited.

1244
1245 b. Generating Force Assignments: Chief Instructor/Writer; Course Manager; First Sergeant.

1246
1247 Note: Master Sergeants should serve in Operational Force at their current grade to gain experience before being
1248 assigned to the Generating/Institutional/Training Force.

1249 Note: Special consideration should be given to Master Sergeants who are assigned to the Civil Affairs Personnel
1250 Policy Development NCO billet at the proponent and the Training Management NCO billet at USACAPOC(A)
1251 HQs.

1252
1253 c. Professional Military Education: U.S. Army Sergeants Major Course; DLC 5. Completion of DLC 5 is mandatory
1254 and must be accomplished before the Master Sergeant attends U.S. Army Sergeants Major Course.

1255
1256 d. Functional Training: Battle Staff Noncommissioned Officer Course, Master Resiliency Trainer Course, Master
1257 Fitness Trainer Course, Static Line Jumpmaster course (for airborne assignments), other ASI/SQI Producing
1258 Courses, and the Company Commander/First Sergeant Course. USAR Soldiers should also pursue job specific
1259 and functional courses that enhance professional technical skills and knowledge at various schools including the
1260 Army Reserve Readiness Training Center (ARRTC).

1261
1262 e. Lifelong Learning: Army Continuing Education System; Army Correspondence Course Program; Army
1263 eLearning; Army University; Defense Activity for Non-Traditional Education Support; Army IgnitED; Joint Service
1264 Transcript; completed bachelor's degree and working towards a master's degree. Training at the Center for
1265 Excellence in Disaster Management and Humanitarian Assistance is also encouraged. These courses include but
1266 are not limited to: Humanitarian Assistance Response Training; Health Emergencies in Large Populations; Health
1267 and Humanitarian Action in Emergencies.

1268
1269 f. Self-Development: See Chapter 3.

1270
1271 g. Credentials/Certifications: See Chapter 3.

1272
1273 **h. Proponent guidance:**

1274 **(1) Most Qualified (MQ).**

1275 (a) TPU Master Sergeants that displayed superior performance while serving 24-months as a First Sergeant. AGR
1276 Master Sergeants that displayed superior performance while serving 24-months as a First Sergeant or Team
1277 Sergeant of a Civil Affairs Planning team in a Civil Affairs battalion.

1278 (b) Pass the ACFT IAW Army Directive 2022-05 (Army Combat Fitness Test).

1279 (c) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes only
1280 a top few display the superior potential to serve at the next higher grade.

1281
1282 **(2) Fully Qualified (FQ).**

1283 (a) TPU Master Sergeants that met or exceeded performance standards while serving 24-months as a First
1284 Sergeant. AGR Master Sergeants that displayed outstanding performance while serving 24-months as a First
1285 Sergeant, Instructor, or Team Sergeant of a Civil Affairs Planning team in a Civil Affairs battalion.

1286 (b) Pass the ACFT IAW Army Directive 2022-05 (Army Combat Fitness Test).

1287 (c) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes
1288 promote ahead of peers and displays outstanding potential to serve at the next higher grade.

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- 1291 **(3) Not Fully Qualified (NFQ).**
- 1292 (a) TPU Master Sergeants that displayed below average performance while serving 24-months as a First
- 1293 Sergeant. AGR Master Sergeants that displayed average performance while serving 24-months as a First
- 1294 Sergeant, Instructor, or Team Sergeant of a Civil Affairs Planning team in a Civil Affairs battalion.
- 1295 (b) Failure to pass the ACFT IAW Army Directive 2022-05 (Army Combat Fitness Test).
- 1296 (c) A clear articulation by the senior rater that denotes to only promote if there is a requirement with average
- 1297 quantifiable ratings and enumerations. Displays average potential to serve at the next higher grade.
- 1298
- 1299 **(4) Not Fully Qualified for Retention (NFQ-R).**
- 1300 (a) Received a General Officer Memorandum of Reprimand or conviction by court-martial in current grade.
- 1301 (c) Received Noncommissioned Officer Evaluation Report in current grade, with any of the following:
- 1302 1. Relief for Cause NCOER.
- 1303 2. Annotation of "Did Not Meet Standard" in Part IV (Performance Evaluation, Professionalism, Attributes, and
- 1304 Competencies), block c (Character)
- 1305 3. Annotation of "Not Qualified" in Part V (Senior Rater Overall Potential), block a (Rated Noncommissioned
- 1306 Officer's Potential).
- 1307
- 1308 **5. Sergeant Major (38B60).**
- 1309 a. Operational Assignments:
- 1310 (1) The Critical Leadership Development position for a TPU Sergeant Major is serving as an Operations Sergeant
- 1311 Major at the command/brigade/battalion level or as a Command Sergeant Major of a CA battalion.
- 1312
- 1313 (2) The Critical Leadership Development position for an AGR SGM in the operational force is the Training
- 1314 Management Noncommissioned Officer and Training Management Noncommissioned Officer at USACAPOC.
- 1315 b. Generating Force Assignments: The Critical Leadership Development positions not in the operational force
- 1316 include but are not limited to BN/BDE/DIV (80th Training Command), Chief Advisor (SWCS), Resident/Non-
- 1317 Resident Course Facilitator (NCOLCoE), and 1st Training Brigade (USACAPOC).
- 1318
- 1319 c. Professional Military Education: Nominative Leader Course; DLC 6. Effective 1 May 2020, completion of DLC 6
- 1320 is mandatory and must be accomplished before the Sergeant Major attends the Nominative Leader Course.
- 1321
- 1322 d. Functional Training: Battalion and Brigade Pre-Command Course (BBPCC) and How the Army Runs Course
- 1323 (HTARC).
- 1324
- 1325 e. Lifelong Learning: Army Continuing Education System; Army Correspondence Course Program; Army
- 1326 eLearning; Army University; Defense Activity for Non-Traditional Education Support; Army IgnitED; Joint Service
- 1327 Transcript; working toward master's degree. Training at the Center for Excellence in Disaster Management and
- 1328 Humanitarian Assistance is also encouraged. These courses include but are not limited to: Humanitarian
- 1329 Assistance Response Training; Health Emergencies in Large Populations; Health and Humanitarian Action in
- 1330 Emergencies.
- 1331
- 1332 f. Self-Development: See Chapter 3.
- 1333
- 1334 g. Credentials/Certifications: See Chapter 3.
- 1335
- 1336 **h. Proponent guidance:**
- 1337 **(1) Most Qualified (MQ).**
- 1338 (a) Must have met or exceeded performance standards while serving 24-months rated time as a Command
- 1339 Sergeant Major.
- 1340 (b) Pass the ACFT IAW Army Directive 2022-05 (Army Combat Fitness Test).
- 1341 (c) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes only
- 1342 a top few display the superior potential to serve at the next higher position.
- 1343
- 1344

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- 1345 **(2) Fully Qualified (FQ).**
1346 (a) Must have displayed outstanding performance while serving 24-months rated time as a Command Sergeant
1347 Major or Operations Sergeant Major as the battalion level or higher.
1348 (b) Pass the ACFT IAW Army Directive 2022-05 (Army Combat Fitness Test).
1349 (c) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes
1350 promote ahead of peers and displays outstanding potential to serve at the next higher position.
1351
- 1352 **(3) Not Fully Qualified (NFQ).**
1353 (a) Must have displayed below average performance while serving 24-months rated time as a Command Sergeant
1354 Major or Operations Sergeant Major as the battalion level or higher.
1355 (b) Failure to pass the ACFT IAW Army Directive 2022-05 (Army Combat Fitness Test).
1356 (c) A clear articulation by the senior rater that denotes to only promote if there is a requirement with average
1357 quantifiable ratings and enumerations. Displays average potential to serve at the next higher position.
1358
- 1359 **(4) Not Fully Qualified for Retention (NFQ-R).**
1360 (a) Received a General Officer Memorandum of Reprimand or conviction by court-martial in current grade.
1361 (c) Received Noncommissioned Officer Evaluation Report in current grade, with any of the following:
1362 1. Relief for Cause NCOER.
1363 2. Annotation of "Did Not Meet Standard" in Part IV (Performance Evaluation, Professionalism, Attributes, and
1364 Competencies), block c (Character)
1365 3. Annotation of "Not Qualified" in Part V (Senior Rater Overall Potential), block a (Rated Noncommissioned
1366 Officer's Potential).