

1. Unique features of the Civil Affairs branch

a. *The essential and enduring role of Civil Affairs.* The role of Civil Affairs (CA) is to engage and leverage the civil component of the operational environment (OE) while enhancing, enabling, or providing governance. Governance is the state's ability to serve the citizens through the rules, processes, and behavior by which interests are articulated, resources are managed, and power is exercised in a society.

b. *CA Core Competencies.* CA forces execute their core competencies throughout the range of military operations.

(1) Transitional Governance (TG) is the actions taken by CA forces to assure appropriate control and continuity of government functions throughout the range of military operations.

(2) Civil Network Development and Engagement (CNDE) is the activity by which the civil network capabilities and resources are engaged, evaluated, developed, and integrated into operations.

(3) Civil Knowledge Integration (CKI) is the actions taken to analyze, evaluate, and organize collected civil information for operational relevance and informing the warfighting functions.

(4) Civil-Military Integration (CMI) is the actions taken to establish, maintain, influence, or leverage relations between military forces and indigenous populations and institutions to synchronize, coordinate, and enable interorganizational cooperation and to achieve unified action.

c. *Unique roles performed by the CA branch.* The primary role of all Army CA units is to engage and leverage the civil component of the OE. Through Civil Affairs Operations (CAO), CA forces leverage the civil component to meet mission requirements. CA forces accomplish this through the execution of CA core competencies throughout the range of military operations and across the competition continuum. CAO provide commanders a capability to find, disrupt, and defeat threats to, and within, the civil component of the OE. Threats in the civil component could be ineffective governments, infrastructure degradation, criminal threats, asymmetric threats, and other factors that lead to unstable environments. CA forces also enable mission command, increase situational understanding, preserve combat power, and consolidate gains in support of the strategic objective of establishing a secure and stable OE that is consistent with U.S. interests. CA forces are specifically organized, trained, and resourced to address the civil environment and to integrate civil knowledge, resources, and considerations into decision making during activities that span the competition continuum.

(1) A Civil Affairs Task Force (CATF) is a scalable unit responsible for stabilization elements and organized around the nucleus of CA formations and support elements. CATFs are temporarily task-organized formations sourced from Army units and attached to a theater army, corps, division, or brigade combat teams (BCT). When operating during consolidation of gains, CA units establish the core of a CATF with the commander, staff, and their respective subordinate units. A CATF may be augmented with any of the following elements (but is not limited to):

- Psychological Operations (PSYOP).
- Public Affairs.
- Maneuver elements.
- Engineers.
- Medical units.
- Military police.
- Logistics and transportation elements.
- Other units as necessary for stabilization operations.

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(2) The Civil Affairs Command (CACOM) is a deployable United States Army Reserve (USAR) formation that provides command and control for operational planning, supervision, and coordination of assigned or attached CA units engaged in CA, military government, and stabilization missions across the competition continuum for a theater army or joint task force (JTF). It supports the geographic combatant command and theater army at the strategic level. When tasked to form a one-star CATF, the CACOM provides command and control for assigned or attached military capabilities across the competition continuum and may also provide command and control to other stability-related, civilian, and military capabilities during periods of competition, armed conflict, and return to competition.

(3) The CA brigade is a deployable expeditionary command and control node capable of providing command and control of up to five CA battalions. These CA brigades provide focused CA capabilities to corps-level, theater army, and field army missions and areas of operations. It supports the corps, JTF, and 1st Special Forces Command at the operational level. When tasked to form a CATF led by a colonel, the CA brigade provides command and control for assigned or attached military capabilities.

(4) The CA battalion provides direct support CA capabilities to missions in geographic combatant command areas of operation with emphasis on theater persistent engagement activities that build and employ local, regional, and trans-regional networks; anticipate and exploit changing conditions in human geography; implement conflict prevention strategies; and set conditions for successful CAO in support of the requirements for geographic combatant command, Army Service component command, and the U.S. Government. It supports the division, JTF, Theater Special Operations Command (TSOC) and Joint Special Operations Task Force (JSOTF) at the operational to tactical level. When required, the CA battalion also deploys at echelons above brigade or division level command and control headquarters for assigned and attached units conducting CAO.

(5) The CA company is a deployable CA command and control node capable of commanding and controlling Civil Affairs Teams (CAT) and operating a civil-military operations center. CA companies plan, assess, and manage CAO to achieve strategic-, operational-, and tactical-level civil-military objectives. It supports the BCT, JTF, Chief of Mission, Special Forces battalion, and regional Civil-Military Support Element (CMSE) at the tactical level.

(6) The Civil Affairs Team conducts CAO missions at the tactical level. Teams conduct CAO to achieve strategic-, operational-, and tactical-level civil-military objectives.

d. CA Branch Areas of Concentration.

(1) *CA SOF Governance Officer (38S)–Active Component.* The 38S CA SOF Governance Officer's unique strength is an application of the CA core competencies in hostile, denied, or politically sensitive environments utilizing specialized tactics, techniques, and procedures alone or alongside other SOF from across the DOD. SOF Governance Officers also work in support of DOS priorities in embassies around the world. Given the environments in which 38Ss operate, they are at a greater risk for isolation than conventional forces. This greater risk necessitates extensive training on small unit tactics, tactical movement, and other techniques that are unique to special operations. 38Ss command and serve on the staffs of ARSOF CA units and serve in other staff positions at groups/brigades, divisions, corps, Army Service component commands, and joint, interagency, intergovernmental, and multi-national (JIIM) level units.

(2) *Civil Affairs Officer (38A)–Reserve Component.* The 38A Civil Affairs Officer must be an expert in the command and employment of CA individuals, teams and units conducting CAO across the entire continuum of conflict and especially in large scale combat operations (LSCO). 38As are expected to understand and execute the CA core competencies and to conduct CAO in support of decisive action as part of conventional forces. 38As command and serve on the staffs of CA units and serve in other staff positions at groups/brigades, divisions, corps, Army Service component commands, and JIIM level units.

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38As develop, plan, coordinate, command, control, evaluate, and transition strategic, operational, and tactical CA operations.

(3) *Military Government officer (38G)–USAR only.* The 38G Military Government officer applies civilian education, technical qualifications and experience, and functional area expertise primarily to support commanders and interagency partners in enhancing, enabling, or providing governance and government expertise through the execution of CAO. 38Gs serve in designated governance advisory teams within USAR CA formations. These teams are global force management (GFM) accessible, either as part of a unit-of-assignment mobilization and deployment or as a scoped small team capability.

2. 38S CA SOF Governance Officer

a. *Required skills.* CA SOF Governance Officers will:

(1) Be tactically and technically proficient in the execution of CAO in hostile, denied, or politically sensitive environments throughout the range of military operations.

(2) Be proficient in assessing capabilities and capacities of friendly and hostile governing structures, institutions, and methods. Capable of assessing, developing, and mobilizing resistance governance capability, capacity, and methods.

(3) Be proficient in utilizing an understanding of governance gaps to produce effects on government legitimacy in support of irregular warfare (IW).

(4) Master the small unit tactics to successfully lead a SOF CAT.

(5) Apply interpersonal and cross-cultural communications skills to establish networks and influence the attitudes and behaviors of entities within the civil component.

(6) Sustain foreign language proficiency throughout their careers (1+/1+ and above).

(7) Be qualified military parachutists.

(8) Be SERE-C qualified.

b. *Required knowledge.* CA SOF Governance Officers will:

(1) Maintain knowledge and develop mastery of the CA core competencies of Transitional Governance, Civil Network Development and Engagement, Civil Knowledge Integration, and Civil-Military Integration.

(2) Maintain knowledge and develop mastery of CA tactics, techniques, and procedures (TTP); combined arms operations before, during, and after LSCO; IW concepts and tactics; the special operations and conventional targeting and mission planning processes; the special operations and conventional support and sustainment processes; and JIIM aspects of CAO.

(3) Maintain language proficiency, cultural expertise, and knowledge of issues and trends particular to the officer's regional alignment.

c. *Required attributes.* CA SOF Governance Officers will:

(1) Adapt to apply conventional or unconventional solutions to complex political-military problems.

(2) Be mentally flexible and able to innovate in a decentralized and unstructured environment.

(3) Have unquestionable personal integrity and moral courage.

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(4) Be physically fit and capable of operating under stress.

d. *Branch transfer.*

(1) *Recruitment.* The CA branch recruits officers from other Army branches. CA SOF Governance Officers are expected to have served a successful initial tour as a small-unit leader as a company grade officer in one of the other branches to gain a working knowledge of Army operations and tactics. Officers in target year groups identified via military personnel messages may apply for branch transfer into CA.

(2) *Application procedures.* Officers in the target year groups that desire a branch transfer to the CA branch must submit an application through Special Operations Recruiting Battalion or Human Resources Command (HRC) CA Future Readiness Officer (FRO). Application requirements and target year groups are released via military personnel message. Officers in an older year group than those identified in the military personnel message must request an exception to policy.

(3) *Branch transfer acceptance.* Upon acceptance of a class seat for Civil Affairs Assessment and Selection (CAAS), officers are transferred to CA branch for management as untrained CA personnel. The HRC CA FRO will schedule officers for CAAS, Basic Airborne Course (if needed), ARSOF Captains Career Course (CCC), and the Civil Affairs Qualification Course (CAQC) before assigning them to a CA unit. The CA branch is awarded once all training requirements are met.

(4) *Accession.* Officers selected for branch transfer must:

(a) Complete Basic Officer Leader Course.

(b) Complete an initial tour in one of the Army's basic branches and have a minimum of 24-months active federal commissioned service by application approval date.

(c) Possess a valid secret security clearance and eligible to obtain top secret / sensitive compartmented information (TS/SCI) clearance in accordance with AR 380-67.

(d) Possess a bachelor's degree.

(e) Meet medical standards per AR 40-501 or be granted a waiver by the Commanding General (CG), USAJFKSWCS.

(f) Be airborne qualified, or medically and physically capable and willing to volunteer for the Basic Airborne Course. Officers should not start the CAQC until they complete airborne training.

(g) Possess a Defense Language Aptitude Battery (DLAB) score of 65 or higher or a current foreign language proficiency score of 1+/1+ or higher in an ARSOF Strategic Language.

(h) Attend and be selected at CAAS.

(i) Complete ARSOF CCC or equivalent CCC.

(j) Complete the Civil Affairs SOF Governance Officer Course.

(5) *Waiver authority.* The CG, USAJFKSWCS, is the CA branch proponent and the final authority for award of AOC, course prerequisites, as well as CA qualification and branch-transfer requirements. All requests for exceptions to policy should be routed through the chain of command and addressed to the CG, USAJFKSWCS (AOJK-CA), Fort Bragg, NC 28310. Email the personnel division of the CA proponent at swcscapersonnel@socom.mil for questions.

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e. *Career life-cycle development overview.* CA SOF Governance Officers provide civil component expertise at their particular echelon. Throughout their careers, CA SOF Governance Officers develop understanding and mastery of combined arms operations and CAO in hostile, denied, and politically sensitive environments before, during, and after LSCO.

f. *Education and assignments.* Upon award of the AOC, the officer serves in a key developmental (KD) position, followed by other developmental positions described in the following paragraphs.

(1) *Captain.*

(a) *Professional Military Education (PME).* Completion of ARSOF CCC or CCC equivalent, and the CAQC.

(b) *Assignments.*

i. *KD assignments.* Captains must successfully serve as a CA Team Commander for a minimum of 18 months and optimally for 24 months. This is the KD position for all CA SOF Governance captains. This duty equates to company, battery, or troop command in other Operations Division branches. CA SOF Governance captains may be considered for broadening opportunities only after completing their KD assignment.

ii. *Service in a second command following the officer's initial KD assignment.* Selection to a second command is appropriate for an officer with high potential. Preferred second commands include the 95th Civil Affairs Brigade Headquarters and Headquarters Company (HHC) and battalion HHCs. Officers selected to these positions must attend a Pre-Command Orientation Course.

iii. *Developmental assignments.* High performing officers should seek assignments outside of the 95th CA BDE (SO) (A) to best represent the CA branch throughout the Army and broaden their individual development. The developmental assignments for high-performing, high-potential captains are:

(i) Future Readiness Officer and Career Manager at Human Resources Command.

(ii) 38S Area of Concentration Branch Manager at CA Proponent.

(iii) USAJFKSWCS Instructor.

(iv) Combat Training Center (CTC) Observer, Coach, and Trainer (O/C-T).

(v) Brigade Combat Team, Special Forces Battalion, Security Force Assistance Brigade, or other Brigade-level Civil Affairs Operations Staff Officer (S9).

iv. *Additional developmental assignments.*

(i) Assignments at CA Proponent.

(ii) CA Battalion or Brigade Assistant Operations Officer.

(iii) Civil-Military Operations Center CA SOF Governance Officer.

(iv) CA Battalion Civil Affairs Planning Team CA SOF Governance Officer.

(v) CA Battalion Civil Information Management CA SOF Governance Officer.

(vi) Operational, institutional, JIIM, and academic assignments.

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(c) *Self-development goals.* In addition to professional development through operational assignments, CA SOF Governance captains will continue an intensive military self-development program. Their efforts will focus on gaining an in-depth understanding of combined arms operations in support of LSCO and IW to include CAO in hostile, denied, or politically sensitive environments. Emphasis must be placed on how to apply and integrate SOF CA TTP with other SOF units in support of DOD and DOS priorities. Captains must also develop an understanding of JIIM operations, as well as improve cultural and linguistic expertise (maintaining a 1+/1+ or higher in their assigned language).

(d) *Suggested captains' development courses.* In no particular order, recommended courses include Jumpmaster, Air Assault, Ranger, Sapper, Reconnaissance and Surveillance Leaders Course (RSLC), Pathfinder, Special Warfare Operational Design Course (ODC), Special Warfare Touchstone, Special Warfare Brighton, SOF courses at the Joint Special Operations University (JSOU), Tactical Information Operations Planner Course (TIOPC), Civil-Military Cooperation (CIMIC) North Atlantic Treaty Organization (NATO) courses, USAID's Joint Humanitarian Operations Course (JHOC), as well as reconstruction and stabilization courses through the Foreign Service Institute (FSI) at the U.S. Department of State.

i. *Advanced Education.* CA SOF Governance captains are encouraged to start master's level education and/or certifications as part of their professional development. Captains should consider applying for advanced civil schooling (ACS), broadening opportunity programs (BOP), and training with industry (TWI) as in-service options; however, due to the time and utilization commitments, planning to compete and attend these should be done well in advance and discussed with the HRC Career Manager for possible promotion and intermediate level education (ILE) complications. As SOF Governance officers, preferred career fields for advanced degrees are in Sociology, Anthropology, Political Science, Political Economics, Human Geography, Governance and Government, Public Administration, International Relations, Defense Analysis, or Strategic Studies.

(2) Major.

(a) *Professional Military Education.* Officers must complete ILE PME requirements. Officers in the primary zone cohort year group will be assigned and expected to attend ILE as directed. Officers selected to company command will attend a Pre-Command Orientation Course.

(b) Assignments.

i. *KD assignments.* Multiple positions exist to develop and prepare a CA major to lead at successively higher levels of responsibility; however, CA company command should be preference to ensure optimal competitiveness. CA SOF Governance majors must successfully serve a total of at least 18 months, optimally 24 months, in one or a combination of the following assignments:

- (i) CA Company Commander.
- (ii) Battalion or Brigade Executive Officer.
- (iii) Battalion or Brigade Operations Officer.

(iv) Special Forces Group, Security Force Assistance Brigade, or other Brigade-level or higher Primary Staff Civil Affairs Officer (S9).

ii. Following completion of their KD assignment, the best-qualified CA majors will be assigned the following positions:

- (i) Career Manager at Human Resources Command.
- (ii) Division Chief at CA Proponent.

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(iii) Mission Command Training Center, Special Operations Training Detachment, and CTC O/C-T or staff positions.

(iv) Assignments at USASOC Force Modernization Center.

(v) General officer-level personal staff positions (nominative).

iii. CA majors will also meet the Army's mission requirements and broaden their experience in the following developmental assignments:

(i) USAJFKSWCS Course Manager.

(ii) USAJFKSWCS Senior/Lead Instructor.

(iii) USAJFKSWCS Instructor.

(iv) Theater Special Operations Command Plans Officer.

(v) Theater Civil Affairs Planning Team Plans/Operations Officer.

(vi) Civil-Military Operations Center Chief.

iv. CA majors can expect to serve in other staff positions to complement KD assignments:

(i) General staff officer. In this position, an officer provides professional development at one of the staff sections at the command, division, corps, Army Service component command, or joint duty positions.

(ii) Senior staff. As senior staff members, majors serve as Headquarters, Department of the Army (HQDA); Department of Defense (DOD); Joint Chiefs of Staff (JCS); United States Special Operations Command (USSOCOM); and joint or combined headquarters staff officers, or interagency positions requiring CA experience and expertise.

(iii) Interagency fellowships.

(iv) Service school staff.

(v) NATO assignments.

(vi) Other assignments: operational, institutional, JIIM, and academia.

(c) *Self-development goals.* CA SOF Governance majors will expand their understanding of combined arms operations and joint operations before, during, and after LSCO and IW, with an emphasis on battalion and brigade or group-level SOF elements, as well as conventional brigades and divisions.

(d) *Suggested majors' development courses.* Majors will complete Joint Professional Military Education I. Completion of a master's degree allows the officer to fill one of the many positions with the Army Educational Requirements System (AERS) code 96 (master's degree required). Additionally, special operations forces courses at the Joint Special Operations University and NATO courses are encouraged.

i. *Joint Professional Military Education I.* Command and General Staff Officer's Course (CGSOC) is the primary joint professional military education (JPME) I venue for Army majors. CGSOC educates field grade officers through the resident course at Fort Leavenworth, KS, through satellite campuses, or through distance learning programs. Schools of Other Nations (Foreign ILE) and Sister

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Service ILE are reserved for the top five percent of resident selects across the Army and should be the preferred ILE venue for highly competitive CA officers.

ii. *Master's Degree*. CA SOF Governance majors are highly encouraged to pursue their master's degree through the following programs.

(i) *Command and General Staff College (CGSC)*. Conducted at Fort Leavenworth, KS, CGSC is the Army's premier ILE venue and the primary venue for the majority of resident selects. Students receive a graduate level education firmly based in Army doctrine that will prepare them to succeed in command and/or assignments to division or corps staffs. CGSOC curriculum provides students with a Master of Operational Studies (MOS) degree or students have the option of pursuing a thesis-based Master of Military Arts and Science (MMAS) degree.

(ii) *National Defense University (NDU)*. Select CA officers may attend the highly competitive Joint Special Operations Master of Arts (JSOMA) program conducted over ten months at Fort Bragg, NC, producing a Master of Arts in Strategic Security Studies. This education better prepares CA officers for assignments in joint and interagency billets. Officers attending this venue will need to complete ILE Common Core via satellite or distributed learning. The application for NDU requires an endorsement by the first O-6 in the officer's chain of command. Graduates of this venue incur a three-year ADSO with an immediate 24-month AERS utilization IAW AR 621-1.

(iii) *Naval Postgraduate School (NPS)*. Conducted at Monterey, CA over 18 months, this venue offers three curriculum choices: 699 - Special Operations and Irregular Warfare Curriculum, 698 - Joint Information Strategy and Political Warfare Curriculum, and 697 - Applied Design for Innovation. Additionally, NPS now offers two pathways to earn a SOF Support to Governance (SStG) Graduate Certificate in addition to their master's degree. Students can select either the SStG track to specialize their studies in governance or any of the 699, 698, and 697 curriculums to earn this Graduate Certificate. NPS focuses more on the graduate degree than it does preparing ARSOF officers for future assignment on division and higher staffs. Officers attending this venue should be prepared to conduct considerable self-development on Army doctrine and MDMP to remain on par with their CGSOC peers. The application for NPS requires an endorsement by the first O-6 in the officer's chain of command. Officers graduating from this venue incur a 4.5-year ADSO with an immediate 24-month AERS utilization IAW AR 621-1.

(iv) *Advanced Military Studies Program (AMSP)*. AMSP is the largest and most well-known education program in the School of Advanced Military Studies (SAMS) at Fort Leavenworth, KS for selected officers that have completed ILE. Completion of the program confers a Master of Arts in Military Operations degree focused on Theater Operations and the 6S SI. The program consists of one year of advanced classroom education followed by one year of operational education via Tier I utilization. Tier I utilization will be in a critical battle staff position within a division, corps, or equivalent headquarters, with priority going to committed, forward-deployed, contingency, and reinforcing units IAW AR 350-1 and AR 614-100. (Note: IAW USAJFKSWCS Policy, HRC will send an ETP to request non-KD complete officers who graduate from AMSP move directly into a KD position prior to the 12-month Tier 1 utilization tour). Following KD completion and Tier I utilization, AMSP officers will fulfill Tier II utilization via operational/strategic planning, joint, or doctrine writing positions IAW AR 614-100.

(3) *Lieutenant colonel*. The professional development objective for this phase is to demonstrate excellence in tactical, operational, and strategic AOs, and the ability to lead, train, motivate, and care for Soldiers in both the staff and command environments.

(a) *Professional Military Education*. The primary institutional education mechanism for lieutenant colonels is the Senior Service College (SSC). Officers selected to command battalions will attend the Army Pre-Command Course for selected command category as well as the Army Special Operations Forces Pre-Command Course and Joint Special Operations Forces Pre-Command Course. The Battalion Command Assessment (BCAP) has become a requirement for officers competing for battalion command opportunities. All lieutenant colonels should strive to complete JPME II.

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(b) *Assignments.*

i. *KD assignments.* Battalion command or other Centralized Selection List (CSL) assignment.

ii. *Additional assignments.* The following are considered assignments that the best-qualified lieutenant colonels will hold after commanding a CA battalion or other CSL assignment:

(i) CA Proponent Manager, who serves in the position for a minimum of 24 months.

(ii) Assistant Chief of Staff, CA Operations.

(iii) CA Brigade or another brigade Deputy Commander.

(iv) General officer-level personal staff positions (nominative).

iii. *Other preferred developmental assignments.*

(i) Theater Civil Affairs Planning Team Operations Officer.

(ii) HQDA, DOD, JCS, Army Service component command, major command, joint or combined headquarters staff officer, or interagency position.

Note: Former battalion commander positions are approved and slated per USASOC policy.

iv. *Other broadening assignments:* operational, institutional, JIIM, and academia.

(c) *Self-development goals.* CA SOF Governance lieutenant colonels should expand their understanding of combined arms operations and joint operations before, during, and after LSCO and IW, focusing on brigade or group-level SOF elements and Theater Special Operations Commands (TSOCs), as well as conventional divisions and corps. Lieutenant colonels are encouraged to continue their education in relevant topics such as strategy, policy, and international relations through graduate certificate programs, professional seminars, and research projects.

(4) *Colonel.*

(a) *Professional Military Education.* Completion of Senior Service College.

(b) *Assignments.*

i. *KD assignments.* Brigade command or other CSL assignment.

ii. *Developmental assignments.* The following are considered assignments that the best-qualified colonels will hold after commanding a brigade or other CSL assignment:

(i) Chief of Staff or Deputy Commanding Officer at a general officer headquarters.

(ii) Capability Manager, who serves in the position for a minimum of 24 months.

(iii) Corp or equivalent primary staff officer.

(iv) Theater Civil Affairs Planning Team Chief.

(v) Assistant Chief of Staff for one of the primary staff positions at the general officer command level.

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(vi) HQDA, DOD, JCS, joint or combined headquarters staff officer, or interagency positions.

iii. *Other broadening assignments:* operational, institutional, JIIM, and academia.

(c) *Self-development goals.* Colonels should develop a mastery of combined arms operations and joint operations before, during, and after LSCO and IW. Colonels are encouraged to continue their education in relevant topics such as strategy, policy, and international relations through graduate certificate programs, professional seminars, and research projects.

g. *Assignment preferences and precedence.*

(1) *Preferences.* The Army assigns CA officers based upon its needs, the regional alignment of the officer, and the desires of the individual officer. Worldwide assignments are available. The goal of CA officer development is to produce officers that can assimilate into staff and organizations and immediately integrate CA plans and principles into the deliberate planning process.

(2) *Precedence.* Assignment of officers to KD leadership positions has precedence over other assignments. CA officers should seek assignments in the following order at each grade plate; however, assignment sequence is flexible:

(a) Completion of required PME.

(b) Command or other KD billet.

(c) Nominative billets.

(d) Service in assignments at joint staffs, TSOCs, joint theater staffs, HQDA, and Office of the Secretary of Defense (OSD) which are important to the Army and essential to individual officer's advancement to senior leadership positions.

(e) Developmental billets.

38S

Years	4	10	17	22
Rank	CPT	Board MAJ	Board CSL LTC	Board CSL COL
Professional Military Education	ARSOF CCC	ILE ARSOF Co CDR Course SAMS JSOU/NATO Courses	JPME II	SSC
Self/Suggested Developmental Courses	Jumpmaster, Air Assault, Ranger, Sapper, RSLC, Pathfinder, ODC, Touchstone, Brighton, TIOPC, and courses through JSOU, NATO, USAID, and FSI			
Typical Assignments	Key Developmental, Developmental, and Other Developmental Assignments			
	<p><u>Key Developmental</u></p> <ul style="list-style-type: none"> •SOF CA Team Commander <p><u>Developmental</u></p> <ul style="list-style-type: none"> •HHC Commander •HRC Assignments •Branch Mgr at Proponent •SWCS Instructor •CTC O/C/T •S-9 <p><u>Other Developmental</u></p> <ul style="list-style-type: none"> •Other Assignments at Proponent •CA BN/BDE AS3 •CMOC CA SOF Governance Officer •BN CAPT CA SOF Governance Officer •BN CIM CA SOF Governance Officer 	<p><u>Key Developmental</u></p> <ul style="list-style-type: none"> •CA Company Commander •BN or BDE XO/S3 •SFG/SFAB/BDE S9 <p><u>Developmental</u></p> <ul style="list-style-type: none"> •HRC Career Manager •Proponent Division Chief •O/C-T or Staff Positions •UFMC Assignments •General officer-level personal staff <p><u>Other Developmental</u></p> <ul style="list-style-type: none"> •SWCS Inst/Mgr Assignments •TSOC Plans Officer •T-CAPT Plans/Ops Officer •CMOC Chief 	<p><u>Key Developmental</u></p> <ul style="list-style-type: none"> •CSL BN CDR <p><u>Developmental</u></p> <ul style="list-style-type: none"> •CA Proponent Manager •ACoS, CA Operations •BDE Deputy CDR •General officer-level personal staff <p><u>Other Developmental</u></p> <ul style="list-style-type: none"> •T-CAPT Officer •HQDA, DOD, JCS, ASCC, MC, joint or combined HQ staff officer, or interagency position 	<p><u>Key Developmental</u></p> <ul style="list-style-type: none"> •CSL BDE CDR •Other CSL Assignment <p><u>Developmental</u></p> <ul style="list-style-type: none"> •DCO •CoS •Capability Manager •Corps G9 •GO Command Primary Staff •T-CAPT Chief •HQDA, DOD, JCS, joint or combined HQ staff officer, or interagency position
Civilian Education Self Development	← Operational, institutional JIIM, and academic assignments → Master's degree		Graduate certificate programs Professional seminars Research projects	

Figure 1. Regular Army CA SOF Governance Officer KD, Developmental, and Broadening Assignments

3. 38A Civil Affairs Officer

a. *Required skills.* CA Officers will:

(1) Be tactically and technically proficient in the execution of CAO to consolidate gains across the competition continuum with a specific focus on LSCO.

(2) Be proficient in the conduct of CAO in support of all Unified Land Operations (offense, defense, stability, and defense support of civil authorities) across multiple domains.

(3) Apply interpersonal and cross-cultural communications skills to establish civil networks and influence the attitudes and behaviors of entities within the civil component.

(4) Depending upon unit of assignment, be qualified military parachutists.

b. *Required knowledge.* CA Officers will:

(1) Maintain knowledge and develop mastery of the CA core competencies of Transitional Governance, Civil Network Development and Engagement, Civil Knowledge Integration, and Civil-Military Integration.

(2) Maintain knowledge and develop mastery of CA TTP; combined arms operations throughout competition, conflict, and crisis with a focus on LSCO; stability, civil-military, and security cooperation

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activities in support of IW; targeting and mission planning processes; support and sustainment processes; and JIIM aspects of CAO.

c. *Required attributes.* CA Officers will:

- (1) Adapt to apply conventional or unconventional solutions to complex political-military problems.
- (2) Be mentally flexible and able to innovate in a decentralized and unstructured environment.
- (3) Have unquestionable personal integrity and moral courage
- (4) Be physically fit and capable of operating under stress.

d. *Branch transfer.*

(1) *Recruitment.* The CA branch draws its officers from all other Army competitive category branches. CA Officers serve a successful initial tour as a small-unit leader as a lieutenant in one of the other branches to gain a working knowledge of Army operations and tactics. Promotable first lieutenants and captains may branch transfer to CA. The RC assigns and then trains personnel; therefore, it is imperative that unit leadership recruit and accept only those officers who meet branch qualification outlined in DA PAM 611-21.

(2) *Application procedures.* USAR Troop Program Unit (TPU) officers who successfully graduate from the CA CCC will branch transfer to CA. The proponent will request the re-branching action through the HRC Army Reserve Careers Division. Officers may apply for the Active Guard and Reserve (AGR) program; the purpose of the AGR program is to improve USAR readiness.

(3) *Branch transfer acceptance.* Upon acceptance for branch transfer, Army Reserve Careers Division manages these officers.

(4) *Qualifications.* Officers desiring to branch transfer must meet the requirements below. Officers who do not meet requirements must request a waiver.

- (a) Complete a resident Basic Officer Leader Course.
- (b) Complete CA CCC. Military Education Level (MEL) F qualified officers attend Phases II and III only.
- (c) Possess a valid security clearance in accordance with AR 380-67.
- (d) Hold the rank of captain or be selected for promotion to captain.
- (e) Meet medical standards per AR 40-501 or be granted a waiver by the Commanding General (CG), USAJFKSWCS.
- (f) Officers assigned to paid parachutist positions are required to be airborne qualified.

(5) *Waiver authority.* The CG, USAJFKSWCS, is the CA branch proponent and the final authority for award of AOC, course prerequisites, as well as CA qualification and branch-transfer requirements. All requests for exceptions to policy should be routed through the chain of command and addressed to the CG, USAJFKSWCS, (AOJK-CA), Fort Bragg, NC 28310. Email requests to swcscapersonnel@socom.mil.

e. *Career life-cycle development overview.* CA Officers provide civil component expertise at echelon. Throughout their careers, CA Officers develop understanding and mastery of combined arms operations and CAO before, during, and after LSCO.

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f. *Education and assignments.*

(1) *Captain.*

(a) *Professional Military Education.* CA Officers receive MEL 6 credit after completing CA CCC.

(b) *Assignments.* CA captains should serve 36 months in any combination of the 38A-coded positions listed below:

i. *KD assignments.* CA captains should lead a CAT for 24 months. This duty equates to company, battery, or troop command in the other Operations Division branches. AGR CA captains typically serve 24-36 months at a CA battalion as a plans officer (S3/5).

ii. *Developmental or Broadening assignments.* The following are considered assignments that the best-qualified captains will hold after completing KD assignment:

- (i) CA Battalion Civil Information Management Section Chief.
- (ii) CA Battalion Civil Liaison Team Chief.
- (iii) USAJFKSWCS Instructor (AGR specific).
- (iv) CA Company Civil-Military Operations Center Officer.
- (v) CA Battalion CAPT Officer.
- (vi) CA Brigade Operations/Intelligence Section Officer.
- (vii) Brigade Combat Team Civil Affairs Officer in the Fire SPT/Protect -NLOS.

iii. *Other developmental assignments.*

- (i) Army Fellowships.
- (ii) Operational, institutional, JIIM, and academic assignments.

(c) *Self-development goals.* In addition to professional development through institutional training and operational assignments, CA captains should continue an intensive military self-development program to improve performance and achieve developmental goals. Their efforts should focus on gaining an in-depth understanding of combined arms operations in LSCO, with an emphasis on battalion and brigade level units.

(d) *Suggested captains' development courses.* Recommended courses include Ranger, Jumpmaster, Airborne, CIMIC NATO courses, USAID's JHOC, and courses through the Foreign Service Institute at the U.S. Department of State.

(2) *Major.*

(a) *Professional Military Education.* Officers must complete ILE common core (MEL C1). Officers must complete the Advanced Operations Course, or the Stability, Security, and Development in Complex Operations (SSDCO) Certificate Program, which are Phase II of ILE (MEL B1) to be considered for promotion to LTC. CA Officers are encouraged to complete ILE common core before their third year of service as a major and complete Advanced Operations Course or SSDCO before their fourth year as a major.

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(b) *KD Assignments*. CA majors should successfully serve for at least 18 months, optimally for 24 months as:

- i. Company Commander.
- ii. Battalion Executive Officer.
- iii. Battalion or Brigade Operations Officer.
- iv. Brigade S9
- v. Battalion Headquarters Element Chief (AGR specific).
- vi. USAJFKSWCS CA Proponent positions (AGR specific).
- vii. USAJFKSWCS Instructor (IMA, AGR specific).

(c) *Developmental or Broadening assignments*. The best-qualified CA majors serve in the following assignments:

- i. Battalion Functional Specialty Cell Chief.
- ii. Battalion Civil-Military Operations Center Chief.
- iii. Battalion Civil Affairs Planning Team Chief.
- iv. Brigade Civil Information Management Chief.
- v. Division or Corps Main Command Post-Operational Detachments (MCP-OD) CA Officer.
- vi. Army National Guard SF BN S9 or other BDE S9.
- vii. Other battalion and brigade staff positions.
- viii. CACOM Assistant Operations Officer (AGR-specific).
- ix. Joint Duty Assignment (AGR-specific).
- x. Army Reserve Engagement Cell (AREC) / Army Service Component Command (ASCC) Civil Affairs Officer/Planner (AGR-specific).
- xi. CA Plans Officer (AGR-specific).
- xii. CA Brigade Plans Officer (AGR-specific).

(d) *Other developmental assignments*.

- i. CA Brigade Operations/Intelligence Section Officer.
- ii. Training instructor or OC/T.
- iii. Joint Assignment.
- iv. USACAPOC positions in the G3/5/7.

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- v. 01A positions in Office of the Chief, Army Reserve (OCAR) (AGR-specific).
- vi. 01A assignment (ASCC) (AGR-specific).
- vii. Detail assignment to Inspector General (AGR-specific).
- viii. Cadet Command (AGR-specific).
- ix. USACAPOC CA Officer (AGR-Specific).
- x. General staff officer. In this position, an officer provides professional development at one of the staff sections at the command, division, corps, Army Service component command, or joint duty positions.
- xi. Senior HQ staff. As senior HQ staff members, majors serve as HQDA, DOD, JCS, USSOCOM, and joint or combined headquarters staff officers, or in interagency positions.

(e) *Self-development goals.* CA majors should expand their understanding of combined arms operations and joint operations before, during, and after LSCO, with an emphasis on the brigade and echelons above brigade. CA majors are encouraged to complete a master's degree program.

(f) *Suggested majors' development course.* AMSP at SAMS. The AMSP is one year of advanced study for selected officers that have completed ILE. The AMSP provides a broad education in the art and science of war at the tactical, operational, and strategic levels. Any CA Officer who graduates from SAMS and is KD qualified will serve in a CA-coded SAMS assignment. Any CA officer who is not KD qualified will serve in a CA KD assignment prior to fulfilling their SAMS utilization.

(3) *Lieutenant colonel.*

(a) *Professional Military Education.* Lieutenant colonels who are selected for battalion command will attend the Army Pre-Command Course. Lieutenant colonels may be selected to attend Senior Service College. All lieutenant colonels should strive to complete JPME II.

(b) *KD Assignments.* Assignments for lieutenant colonels include:

- i. Command of a CA battalion or other battalion CSL command. Battalion command develops the lieutenant colonel for future responsibilities as a CA brigade commander.
- ii. Brigade Deputy Commanding Officer.
- iii. Brigade Civil Liaison Team Chief, CACOM Civil Information Management Chief, or CACOM Operations/Intelligence Section Chief.
- iv. Division G9.
- v. CA Brigade Headquarters Element Chief (AGR-specific).
- vi. CACOM Operations Officer (AGR-specific).
- vii. USACAPOC (A) Deputy G3 or Operations Officer (AGR specific).
- viii. USAJFKSWCS Generating Force position (AGR specific).

(c) *Developmental assignments.*

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- i. CA staff officer.
- ii. CACOM or Brigade CAPT Operations Officer.
- iii. Army National Guard SFG S9 or other Division S9.
- iv. Joint Assignment.
- v. OCAR / USARC assignment (AGR-specific).
- vi. Joint staff assignment (AGR-specific).
- vii. Staff officer at a geographic combatant command (AGR-specific).
- viii. Senior HQ staff. As senior staff members, lieutenant colonels serve as HQDA, DOD, JCS, USSOCOM, and joint or combined headquarters staff officers, or in interagency positions.

(d) *Other developmental assignments.*

- i. Other operational, institutional, JIIM, or academic assignments

(e) *Self-development goals.* CA lieutenant colonels should expand their understanding of combined arms operations and joint operations before, during, and after LSCO, focusing on echelons above brigade. Lieutenant colonels are encouraged to continue their education in relevant topics such as strategy, policy, and international relations through graduate certificate programs, professional seminars, and research projects.

(4) *Colonel.*

(a) *Professional Military Education.* Completion of Senior Service College.

(b) *Assignments.* CA colonels serve in any CA-coded colonel position. KD assignments are:

- i. Brigade Command.
- ii. CACOM Chief of Staff.
- iii. CACOM Headquarters Element Chief.
- iv. CACOM Civil Liaison Team or CAPT Chief.
- v. CACOM Deputy Commander (AGR-specific).
- vi. CA Brigade Commander (AGR-specific).
- vii. Joint Staff Assignment / GCC (AGR-specific).
- viii. OCAR / USARC Assignment (AGR-specific).
- ix. Army Staff (AGR-specific).
- x. USACAPOC Staff Officer (AGR-Specific).

(c) *Developmental assignments.*

- i. General Staff Officer.

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- ii. Joint Assignment.
- iii. Other CSL Command (AGR-Specific).
- iv. O1A Director Position (G3) (AGR-Specific).
- v. AREC / ASCC Director Assignment (AGR-Specific).

(d) *Self-development goals.* Colonels should develop mastery of combined arms operations and joint operations before, during, and after LSCO. Colonels are encouraged to continue their education in relevant topics such as strategy, policy, and international relations through graduate certificate programs, professional seminars, and research projects.

g. *Assignment precedence.*

(1) *Precedence.* Assignment of officers to KD leadership positions have precedence over other assignments; however, assignment sequence is flexible. Ideally, CA branch officers should complete the following assignments in order at each grade plate:

- (a) Completion of required PME.
- (b) Command or other KD billet.
- (c) Nominative or developmental billets.

(d) Service in assignments at joint theater staffs; HQDA; U.S. Army Reserve Command; OCAR; and Office of the Secretary of Defense (OSD) which are important to the Army and essential to the individual officer's advancement to senior leadership positions.

h. *Duration of developmental officer life-cycle assignments.* Officers in the CA branch should ideally serve for a minimum of 18 months with a goal of 24 months in all assigned positions.

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38A (TPU/IMA)

Years	4	10	17	22
Rank	CPT	Board MAJ	Board CSL LTC	Board CSL COL
Professional Military Education	CA CCC	ILE	JPME II	SSC
Self/Suggested Developmental Courses	Airborne, Jumpmaster, Ranger NATO (CIMIC), USAID JHOC, DoS FSI	SAMS JSOU/NATO Courses		
Key Developmental, Developmental, and Other Developmental Assignments				
Typical Assignments	<p><u>Key Developmental:</u></p> <ul style="list-style-type: none"> • CAT Leader <p><u>Developmental:</u></p> <ul style="list-style-type: none"> • BN CIM/CLT Chief • CO CMOC Officer • BN CAPT Officer • BDE Ops/Intel Section Officer • BCT CA Officer <p><u>Other Developmental:</u></p> <ul style="list-style-type: none"> • Army Fellowships • Other Operational, Institutional, JIIM, and Academic Assignments 	<p><u>Key Developmental:</u></p> <ul style="list-style-type: none"> • CO CDR • BN XO • BN/BDE S3 • BDE S9 <p><u>Developmental:</u></p> <ul style="list-style-type: none"> • BN Specialty Cell/ CMOC/ CAPT Chief • BDE CIM Chief • MCP-OD Officer • Other BN/BDE Staff Positions • NG SF BN S9 <p><u>Other Developmental:</u></p> <ul style="list-style-type: none"> • BDE Ops/Intel Section • Training Instructor or OC/T • Joint Assignment • USACAPOC G3/5/7 	<p><u>Key Developmental:</u></p> <ul style="list-style-type: none"> • CSL BN CDR • BDE DCO • BDE CLT Chief • CACOM CIM/O&I Chief • Division G9 <p><u>Developmental:</u></p> <ul style="list-style-type: none"> • CA Staff Officer • CACOM/BDE CAPT • NG SFG S9 • Other DIV S9 • Joint Assignment <p><u>Other Developmental:</u></p> <ul style="list-style-type: none"> • Other operational, Institutional, JIIM, and Academic Assignments 	<p><u>Key Developmental:</u></p> <ul style="list-style-type: none"> • BDE CDR • CACOM CoS • CACOM HQ Element Chief • CACOM CLT/CAPT Chief <p><u>Developmental:</u></p> <ul style="list-style-type: none"> • General Staff Officer • Joint Assignment
Civilian Education Self Development		Master's degree		Graduate certificate programs Professional seminars Research projects

Figure 2. Civil Affairs Reserve Component KD, Developmental, and Broadening Assignments

38A (AGR)

Years	4	10	17	22
Rank	CPT	Board MAJ	Board CSL LTC	Board CSL COL
Professional Military Education	CA CCC	ILE	JPME II	SSC
Self/Suggested Developmental Courses	Airborne, Jumpmaster, Ranger NATO (CIMIC), USAID JHOC, DoS FSI	SAMS JSOU/NATO Courses		
Typical Assignments	Key Developmental, Developmental, and Other Developmental Assignments			
	<p><u>Key Developmental:</u></p> <ul style="list-style-type: none"> • CA BN Ops Officer • CA BN Plans Officer <p><u>Developmental:</u></p> <ul style="list-style-type: none"> • SWCS Instructor <p><u>Other Developmental:</u></p> <ul style="list-style-type: none"> • Other Operational, Institutional, JIIM, and Academic Assignments 	<p><u>Key Developmental:</u></p> <ul style="list-style-type: none"> • BN HQs Element Chief • CA Proponent Positions • SWCS Instructor <p><u>Developmental:</u></p> <ul style="list-style-type: none"> • CACOM Assistant Ops • AREC/ASCC Officer • CA Plans Officer • Joint Duty Assignment <p><u>Other Developmental:</u></p> <ul style="list-style-type: none"> • OCAR 01A Positions • ASCC 01A Positions • Detail Assignment to IG • Cadet CMD • USACAPOC CA Officer 	<p><u>Key Developmental:</u></p> <ul style="list-style-type: none"> • CA BDE HQs Element Chief • CACOM Ops Officer • USACAPOC Deputy G3/Ops Officer • SWCS Generating Force Position <p><u>Developmental:</u></p> <ul style="list-style-type: none"> • OCAR/USARC Assignment • Joint Staff Assignment • GCC Staff Officer <p><u>Other Developmental:</u></p> <ul style="list-style-type: none"> • Other Operational, Institutional, JIIM, or Academic Assignments 	<p><u>Key Developmental:</u></p> <ul style="list-style-type: none"> • CACOM Deputy CDR • CA BDE CDR • Joint Staff Assignment / GCC • OCAR / USARC Assignment • Army Staff • USACAPOC Staff Officer <p><u>Developmental:</u></p> <ul style="list-style-type: none"> • Other CSL Command Assignment • 01A Director Position (G3) • AREC / ASCC Director Assignment
Civilian Education Self Development		Master's degree		Graduate certificate programs Professional seminars Research projects

Figure 3. AGR Civil Affairs KD, Developmental, and Broadening Assignments

4. Reserve Component 38G Military Government

a. *Required skills and knowledge.* Military Government officers (38G) require specific advanced civilian skills, experience, and knowledge aligned to one or more focus areas of the five (5) functional specialty areas: Civil Security; Civil Control; Essential Services; Governance Support; and Economic Stabilization and Infrastructure.

b. *Required attributes.* 38G officers will:

(1) Have the ability to apply technical qualifications, functional area expertise, and experience to complex problems in support of governance.

(2) Work and communicate effectively with others as a team member.

c. *Recruitment.* The CA branch recruits 38G officers by branch transfer from all Army branches as well as by direct commission from civilian occupations with technical expertise that align with a functional specialty area. See Field Manual 3-57, Civil Affairs Operations, for details on functional specialty areas.

d. *Required qualifications.*

(1) Hold a master's degree or higher degree associated with one of the focus areas of the five (5) functional specialty areas.

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(2) Possess at least 48 months civilian work experience associated with functional specialty area. This experience must be gained after earning the applicable graduate degree.

(3) Complete appropriate PME.

(4) Security clearance.

(a) For branch transfer, the applicant must possess a secret security clearance and eligible to obtain a TS/SCI IAW AR 380-67.

(b) For direct commission, the applicant must be eligible to possess a secret and up to a TS/SCI IAW AR 380-67.

(5) *Branch transfer application procedure.* TPU officers who are interested in branch transfer to AOC 38G must submit an application packet in accordance with the current 38G officer panel announcement MILPER. All 38G officers must enter the AOC through a selection panel.

(6) *Direct commission application procedure.* Professional civilians with exceptional skills and high-level experience may request an application packet by contacting CA Proponent at swscapersonnel@socom.mil. All 38G officers must enter the AOC through a selection panel.

(7) *Waiver authority.* All requests for exceptions to policy should be routed through the chain of command and addressed to the CG, USAJFKSWCS (AOJK-CA), Fort Bragg, NC 28310. Email requests to swscapersonnel@socom.mil.

e. *Career life-cycle development overview.* 38Gs' development continues throughout their career lifecycle with progressive assignments; specific education and experience requirements by functional specialty are detailed in Table 4-3, DA PAM 611-21. Officers complete PME requirements to remain competitive for HQDA selection boards and professional growth. Self-development and maintaining accreditation through civilian continuing education is required, as needed, for all 38G officers.

f. *Professional development.*

(1) Commissioned officers. All 38G authorizations reside in the United States Army Reserve in the grade of captain through colonel.

(2) Throughout their careers, 38G officers enhance their knowledge by increasing their understanding of the joint and interagency aspects of CAO while in TPU positions of increasing responsibility.

g. *Education and assignments.*

(1) *General.* All 38Gs must be MEL 6 qualified through completion of CCC. Branch transfer officers will complete the branch Transfer Course (TC) and be MEL 6 qualified through a CCC. Direct commissioning officers will complete CCC following the Direct Commissioning Course (DCC), Basic Officer Leadership Course-B (BOLC-B), and the TC.

(2) *Captain.*

(a) *Professional Military Education.* CCC.

(b) *Assignments.*

i. *KD assignments.* Service in any position coded for a 38G captain is a KD assignment. 38G officers should serve in 38G-coded billets throughout their career.

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ii. *Developmental assignments.* To best leverage the 38G officer's technical qualifications, functional area expertise, and experience, 38G officers should serve only in 38G-coded billets. Therefore, there are no identified developmental assignments for a 38G officer.

(c) *Self Development.* In addition to professional development through operational assignments, 38G captains should continue an intensive military self-development program. Their efforts should focus on application of their technical expertise to continuity of government functions before, during, and after LSCO in support of governance and stability; JIIM operations; and improving technical expertise and qualifications in their functional specialty and/or focus area (for example, participation in professional events and publishing). Recommended courses include Civil-Military Cooperation North Atlantic Treaty Organization (NATO) courses, as well as reconstruction and stabilization courses through the Foreign Service Institute (FSI) at the U.S. Department of State.

(3) *Major.*

(a) *Professional Military Education.* Intermediate Level Education.

(b) *Assignments.*

i. *KD assignments.* Service in any position coded for a 38G major is a KD assignment. 38G officers should serve in 38G-coded billets throughout their career.

ii. *Developmental assignments.* To best leverage the 38G officer's technical qualifications, functional area expertise, and experience, 38G officers should serve only in 38G-coded billets. Therefore, there are no identified developmental assignments for a 38G officer.

(c) *Self Development.* In addition to professional development through operational assignments, 38G majors should continue an intensive military self-development program. Their efforts should focus on application of their technical expertise to continuity of governance operations before, during, and after LSCO; JIIM operations; and improving technical expertise and qualifications in their functional specialty and/or focus area (for example, participation in professional events and publishing). Recommended courses include NATO Civil-Military Cooperation courses through the FSI at the U.S. Department of State.

(4) *Lieutenant colonel.*

(a) *Professional Military Education.* All lieutenant colonels should strive to complete JPME II.

(b) *Assignments.*

i. *KD assignments.* Service in any position coded for a 38G lieutenant colonel is a KD assignment. 38G officers should serve in 38G-coded billets throughout their career.

ii. *Developmental assignments.* To best leverage the 38G officer's technical qualifications, functional area expertise, and experience, 38G officers should serve only in 38G-coded billets. Therefore, there are no identified developmental assignments for a 38G officer.

(c) *Self Development.* In addition to professional development through operational assignments, 38G lieutenant colonels should continue an intensive military self-development program. Their efforts should focus on application of their technical expertise to continuity of governance operations before, during, and after LSCO; JIIM operations; and improving technical expertise and qualifications in their functional specialty and/or focus area (for example, participation in professional events and publishing). Recommended courses include NATO CIMIC courses through the FSI at the U.S. Department of State.

(5) *Colonel.*

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(a) *Professional Military Education.* Completion of Senior Service College.

(b) *Assignments.*

i. *KD assignments.* Service in any position coded for a 38G colonel is a KD assignment. 38G officers should serve in 38G-coded billets throughout their career.

ii. *Developmental assignments.* To best leverage the 38G officer’s technical qualifications, functional area expertise, and experience, 38G officers should serve only in 38G-coded billets. Therefore, there are no identified developmental assignments for a 38G officer.

(c) *Self Development.* In addition to professional development through operational assignments, 38G colonels should develop mastery of governance operations before, during, and after LSCO. Additionally, 38G colonels should attain technical expertise in their functional specialty and/or focus area through participation in professional events and publishing.

h. *Functional specialties.* The civilian areas of expertise and experience that make up 38G officer positions are aligned with the CA functional specialty skill identifiers outlined in DA PAM 611-21.

38G (TPU/IMA)

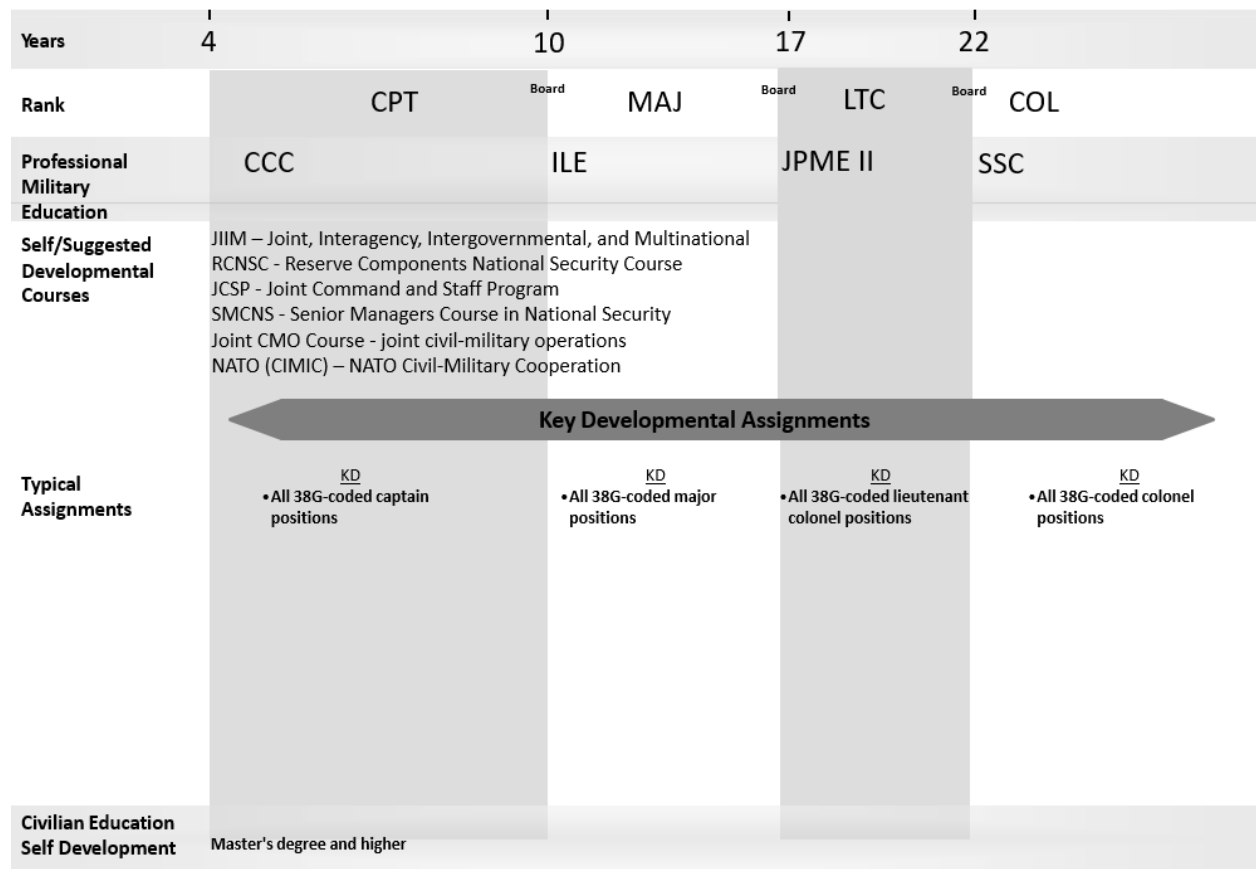


Figure 4. 38G Key Developmental Assignments

5. Army National Guard CA Officer management

The majority of positions for Civil Affairs Officers exist within USAR Troop Program Units. The Army National Guard (ARNG) possesses CA authorizations as brigade combat team or Special Forces group

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S9s. These positions offer RC CA Officers with broadening opportunities at the brigade level and above. The lack of density in these positions precludes a successful career model solely in the ARNG. ARNG officers who wish to learn more about CA opportunities and potential rebranching, should inquire through their organization's leadership and send any information requests to the CA Proponent personnel inbox at swscapersonnel@socom.mil.