



# CMF 38 Progression Chart

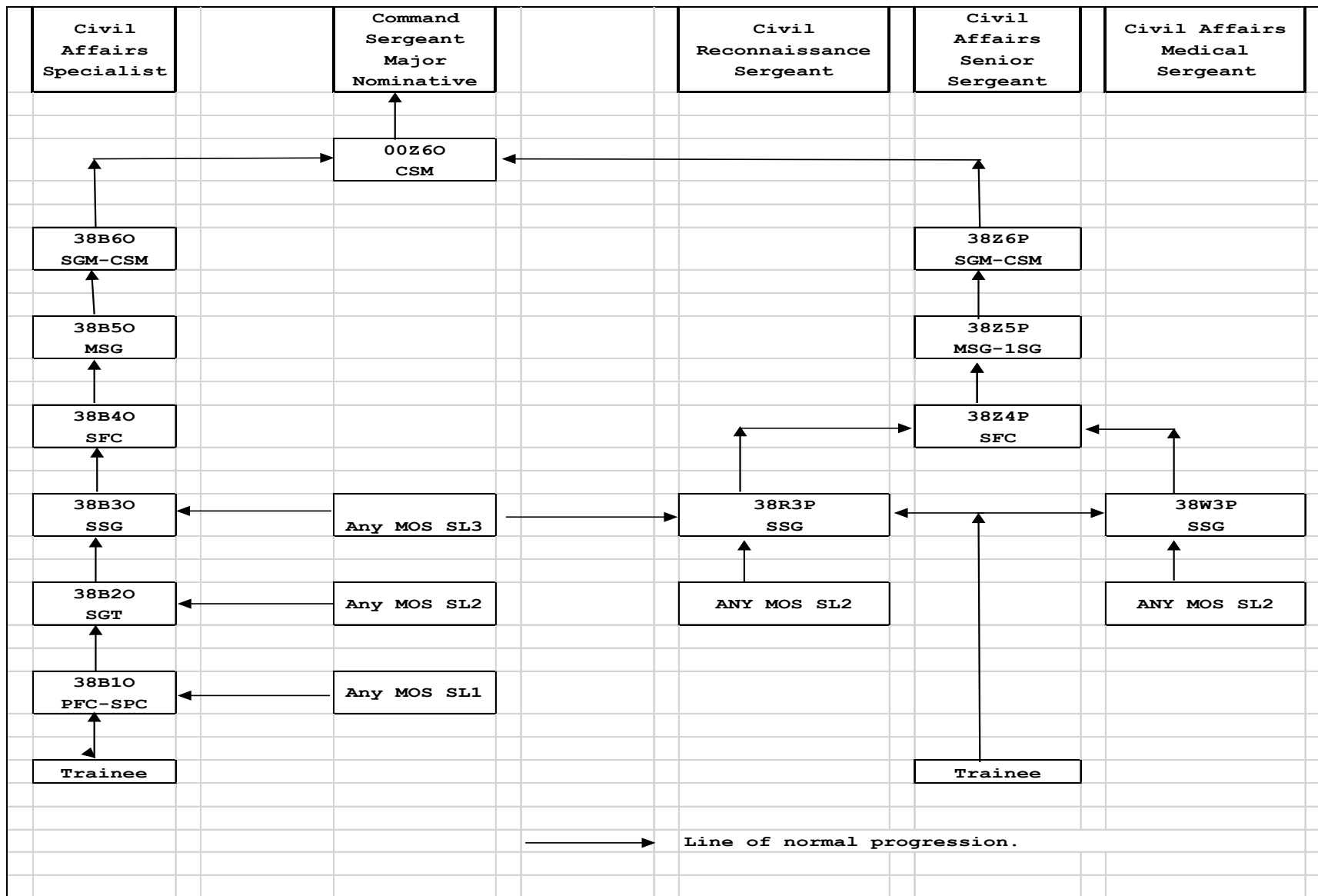


Figure 10-38. CMF 38 - Civil Affairs Specialist career progression (Effective 202310)



**Active Component**  
**Professional Development Board Brief**



# (RA) MOS 38R, 38W, and 38Z Talent Development Model



## 38R/W/Z Talent Development Model (RA)

Years of Service	4-8	8-14	14-18	18+
Duty Title Position	Civil Reconnaissance SGT Civil Affairs Medical SGT	Team Sergeant	First Sergeant Master Sergeant	BN/BDE CSM Ops SGM
Military/Civilian Education	DLC 2 ALC Associate's Degree or 60hrs	DLC 3 SLC Associate's Degree or 90hrs	DLC 4 MLC Bachelor's Degree or 120 hrs	DLC 5/CEP III SMC/JSOFSEA DLC 6 NLC Master's Degree
Operational Assignments	Civil Reconnaissance SGT Civil Affairs Medical SGT	Team Sergeant	First Sergeant/Operations Sergeant	BN/BDE CSM/Operations SGM PD Proficiency code (7C; 6C; 7S; 6S,7S, 8C, 8D,8E,8F,8S, 8T, 8U, and 8V)
Developmental Assignments	38R-Assistant Operations NCO/Readiness NCO/Collective Training NCO at the BDE/BN/CO; Advanced Combatives Instructor; BN Air Operations NCO; Civil Network Analyst NCO 38W-Civil Affairs Medical SGT; Training Development NCO; Taskings NCO; Advanced Combatives Instructor; Readiness NCO at BDE/BN/CO; Civil Network Analyst	Career Management NCO; Operations NCO/ Operations SGT at BDE/BN/CO; BDE Air Operations NCO; Taskings NCO; Readiness NCO; Taskings NCO; Training NCO; Medical Operations SGT at BN	Senior Talent Management NCO; Senior Career Management NCO; CA Training Developer/Writer NCO; CA Doctrine Developer/Writer NCO; Plans NCOIC at BDE/BN; Brigade Civil Information Management NCO; CA Medical Operations Sergeant at BDE	Battalion Command Sergeant Major (6C), Brigade Command Sergeant Major (7C), Brigade Operations Sergeant Major (7S), Battalion Operations Sergeant Major (6S)
Generating Force Assignments	38R/38W-Instructor/Writer (SERE Instructor/ Civil Affairs Assessment and Selection Assessor/ ARSOF BLC Instructor/Brighton Instructor/ Touchstone Instructor/38W CAQC Instructor.	SR Instructor/Writer (SERE Instructor/Civil Affairs Assessment and Selection Assessor), SWCS Senior Instructor/Writer (1SWTG (A), 2nd SWTG (A), SWMG, NCOA, and Observer/Controller/Trainer (JRTC/NTC).	Civil Affairs Assessment and Selection NCOIC; SWCS First Sergeant; SWCS Chief Instructor/Writer; Chief MLC Instructor	Chief Career Management NCO (7S); Special Warfare Training Battalion CSM (6C); Combined Arms Center Special Operations Directorate SEA (7S); JSOFSEA Military Instructor (7S)
Broadening Billets and Assignments	38R/38W- Positions at TSOC; USASOC; 1st SFC (A); Office of Security and Cooperation (OSCE); Observer/ Controller/Trainer (JRTC/NTC); SORB Recruiter.	1st SFC (A); TSOC; GCC, USASOC, Division CORP G-9s; SFCs S-9s, and OSC or positions such as Observer/ Controller/Trainer (JRTC/NTC); SORB Recruiter; SOCOM USAID LNO; Inspector general (IG) NCO; Brigade Sexual Assault Response Coordinator or Sexual Harassment/ Assault Response and Prevention Coordinator, and Brigade Equal Opportunity Advisor.	1st SFC (A); TSOCs; GCCs; USASOC; Division or CORP G-9s and Observer Controller/ Trainer (JRTC/NTC)	GCC Theater Civil Affairs Planning Team SGM (7S) ASCC G-9 Sergeant Major (7S) CORP G-9 SGM (7S)
Nominative Assignments	38R/38W- SWCS Instructor/Writer	Career Management NCO (HRC PDNCO); SWCS Senior Instructor/Writer; Brigade Sexual Assault Response Coordinator or Sexual Harassment/ Assault Response and Prevention Coordinator, and Brigade Equal Opportunity Advisor.	Senior Talent Management NCO (HRC PDNCO); CMF 38 Sr. Career Management NCO (CA Personnel Proponent SWCS); USSOCOM USAID Senior NCO; Civil Affairs Assessment and Selection NCOIC; Chief MLC Instructor; Chief Instructor/Writer (SLC).	Nominative ARSOF or Branch Immaterial Command Sergeant Major (8C,8D,8E,8F) Nominative ARSOF or Branch Immaterial Command Senior Staff SGM (8S,8T,8U,8V)
Institutional Domain Training	SERE-C, Static Line Jump Master Course, Sapper Leader Course, Ranger Course, Reconnaissance and Surveillance Leaders Course (RSLC) 38R-Special Warfare Touchstone; Brighton, and Critical Infrastructure Course. 38W- Critical Infrastructure Course; Fundamentals of Global Health Engagement I & II; Military Medical Humanitarian Assistance Course; and Joint Special Operations Medical orientation Course (SOC 3627)	38Z/SFC- Special Warfare Network Development Course and Joint Special Operations University Planners Course. 38ZW4/SFC- Fundamentals of Global Health Engagement I & II; Military Medical Humanitarian Assistance Course; and Joint Special Operations Medical orientation Course (SOC 3627)	38Z/MSG- How the Army Runs Course (HTARC); Active Component Leaders Orientation Course or Pre-Command Course equivalent; Special Operations Campaign Artistry Program	38Z/SGM-The Battalion and Brigade Pre-Command Course (BBPCC); Command Sergeant Major Development Course; How the Army Runs Course (HTARC)
Min Qualifications Maintained	Language Proficiency (DLPT/ OPI) 1+/1+ 38Ws must maintain a current, valid, unrestricted National Registry Emergency Medical Technician Certification and Advanced Tactical Paramedic Certification to retain MOS 38W PME: BLC-ALC -SLC -MLC-JSOFSEA/USASMA ACFT Standards: Minimum score of 60 in each event to pass ACFT based on age and gender			



# *(RA) MOS 38R, 38W, 38Z Major Duties*



**MOS 38R-Civil Reconnaissance Sergeant.** The Civil Reconnaissance Sergeant serves as the technical civil reconnaissance expert of a SOF Civil Affairs team. The Civil Reconnaissance Sergeant conducts targeted assessments of civil networks and critical infrastructure. The civil knowledge gained from these assessments enhances a commander's common operating picture through Civil Knowledge Integration and provides options to shape the environment utilizing civil networks through Civil Network Development and Engagement. The Civil Reconnaissance Sergeant is trained to conduct civil reconnaissance utilizing a variety of means, from physical to virtual to the employment of unmanned systems. The Civil Reconnaissance Sergeant is trained to operate in an Irregular Warfare environment, focusing on accessing, engaging, and influencing the civil component in hostile, contested, denied, or politically sensitive environments.

**MOS 38W-Civil Affairs Medical Sergeant.** The Civil Affairs Medical Sergeant enhances the survivability of a SOF Civil Affairs team by performing primary medical care ranging from trauma care in an austere environment to prolonged field care. The Civil Affairs Medical Sergeant provides expertise in understanding and evaluating the public health systems of an indigenous population while assisting in the development and employment of health service civil networks. The Civil Affairs Medical Sergeant builds civil resiliency by enhancing indigenous public health systems through partnerships and exchanges in areas such as combat casualty care, veterinary care, and preventative medicine. The Civil Affairs Medical Sergeant is trained to operate in an Irregular Warfare environment, focusing on accessing, engaging, and influencing the civil component in hostile, contested, denied, or politically sensitive environments.

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

**MOS 38Z40-Civil Affairs Senior Sergeant** The Civil Affairs Team Sergeant is the master trainer of a SOF Civil Affairs team and is responsible for ensuring the team is proficient in individual and collective critical tasks. The Civil Affairs Team Sergeant is overall responsible for providing tactical and technical guidance and professional support to subordinates in accomplishing their duties. The Civil Affairs Team Sergeant is the principal advisor to the leadership in the tactical employment of the Civil Affairs team through the utilization of specialized tactics, techniques, and procedures to conduct civil reconnaissance and Civil Network Development and Engagement to operate in an Irregular Warfare environment with a focus on accessing, engaging, and influencing the civil component in hostile, contested, denied, or politically sensitive environments.



# **(RA) MOS 38R, 38W, 38Z Major Duties**



**MOS 38Z40-Civil Affairs Senior Sergeant:** The Civil Affairs Team Sergeant is the master trainer of a SOF Civil Affairs team and is responsible for ensuring the team is proficient in individual and collective critical tasks. The Civil Affairs Team Sergeant is overall responsible for providing tactical and technical guidance and professional support to subordinates in accomplishing their duties. The Civil Affairs Team Sergeant is the principal advisor to the leadership in the tactical employment of the Civil Affairs team through the utilization of specialized tactics, techniques, and procedures to conduct civil reconnaissance and Civil Network Development and Engagement to operate in an Irregular Warfare environment with a focus on accessing, engaging, and influencing the civil component in hostile, contested, denied, or politically sensitive environments.

**MOS 38Z50-Civil Affairs Senior Sergeant (MSG):** Supervises operations and civil knowledge processing in a Civil Affairs company or higher-level unit. Provides tactical and technical guidance and professional support to subordinates and superiors in accomplishing their duties. Plans, coordinates, and supervises organization, training, and operations activities. Develops and reviews tactical plans and training material. Coordinates implementation of operations and training programs.

**MOS 38Z5M-First Sergeant (1SG):** Serves as Senior Enlisted Advisor to the Company Commander and company master trainer. 1SGs are responsible for maintaining and enforcing standards, ensuring training objectives are met, developing the Soldiers in the unit, all administrative functions, and ensuring the health, welfare, and morale of the unit and their families. Responsible for Enlisted manning and talent management, Leader professional development, and NCO Common Core Competencies. Provides tactical and technical guidance and professional support to subordinates and superiors in accomplishing their duties. Plans, coordinates, and supervises activities pertaining to administration, training, and logistics for the company. Supervises implementation of operations and training programs.

**MOS 38Z60-Sergeant Major (SGM):** Serves as principal NCO in a Civil Affairs battalion or higher to the staff and Operations Officer. Leverages experience to supervise the processing of operations. Provides tactical and technical guidance and professional support to subordinates and superiors in accomplishing their duties. Plans, coordinates, and supervises organization, training, and operations activities. Develops and reviews tactical plans and training materials at the battalion and higher levels. Coordinates implementation of operations and training programs. The SGM is a subject matter expert in their field, primary advisor on policy development, and analytical reviewer of regulatory guidance, and often fulfills the duties of the CSM in the incumbent's absence.

**MOS 38Z60-Command Sergeant Major (CSM):** Serves as Command Senior Enlisted Advisor to the Commander (battalion and higher-level unit) on all enlisted issues and is primarily focused on the training, maintaining, caring, and leading of the unit's Soldiers, facilities, and equipment. Assists the Commander in implementing command policies and establishes and enforces standards related to the appearance and conduct of all Soldiers within the command. Develops and executes NCO Professional Development Programs within the command and advises/counsels Soldiers on training, education, and professional development issues. Responsible for the unit's individual skills training program for all CMFs. (Battalion and higher-level unit).



# (RA) MOS 38R, 38W, 38Z Leadership Positions



## Most Qualified (MQ) looks like:

### **SSG/38R- Civil Reconnaissance Sergeant and SSG /38W-Civil Affairs Medical Sergeant :**

- (a) Displayed superior performance while serving a minimum of 24-months rated time on a Civil Affairs team.
- (b) Physical Fitness: Must meet Height and Weight IAW AR 600-9 and pass the ACFT with a total score of 540 or better.
- (c) Meet language proficiency standard (per AR 11-6, 1-15 m and USASOC Reg 350-1, 4-5 a) by scoring 1+ on Oral Proficiency Interview (16 in Speak) or 1+/1+ on the Defense Language Proficiency Test (16 in Read and Listen) within 12-months as reflected on the Soldier Talent Profile.
- (d) Must be SERE-C (High Risk) qualified.
- (e) Complete one of the following courses: Static Line Jumpmaster Course; Ranger; Sapper Leader Course; Reconnaissance and Surveillance Leaders Course.
- (f) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes only a top few display the superior potential to serve at the next higher grade.

### **SFC/38Z40-Civil Affairs Senior Sergeant:**

- (a) Displayed superior performance while serving a minimum of 24-months rated time as a Team Sergeant on a Civil Affairs team.
- (b) Physical Fitness: Must meet Height and Weight IAW AR 600-9 and pass the ACFT with a total score of 540 or better
- (c) Meet language proficiency standard (per AR 11-6, 1-15 m and USASOC Reg 350-1, 4-5 a) by scoring 1+ on Oral Proficiency Interview (16 in Speak) or 1+/1+ on the Defense Language Proficiency Test (16 in Read and Listen) within 12-months as reflected on the Soldier Talent Profile.
- (d) Must be SERE-C (High Risk) qualified.
- (e) Complete two of the following courses: Static Line Jumpmaster Course; Ranger; Sapper Leader Course; Reconnaissance and Surveillance Leaders Course.
- (f) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes only a top few display the superior potential to serve at the next higher grade.

### **MSG/38Z50 and 1SG/38Z5M:**

- (a) Displayed superior performance while serving a minimum of 24-months rated time as a First Sergeant. The Most Qualified Master Sergeants must have served as a First Sergeant in both a tactical Civil Affairs company and an HHC, NCOA, or SWCS.
- (b) Physical Fitness: Must meet Height and Weight IAW AR 600-9 and pass the ACFT with a total score of 540 or better
- (c) Meet language proficiency standard (per AR 11-6, 1-15 m and USASOC Reg 350-1, 4-5 a) by scoring 1+ on Oral Proficiency Interview (16 in Speak) or 1+/1+ on the Defense Language Proficiency Test (16 in Read and Listen) within 12-months as reflected on the Soldier Talent Profile.
- (d) Must be Static Line Jumpmaster and SERE-C (High Risk) qualified.
- (e) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes only a top few display the superior potential to serve at the next higher grade.



# (RA) MOS 38R, 38W, 38Z Leadership Positions



## Most Qualified (MQ) looks like: (cont.)

### CSM/38Z60 and SGM/38Z60:

- (a) Displayed superior performance while serving or has served as an Operations Sergeant Major in a Battalion or higher echelon or has served in a competitive broadening assignment.
- (b) Physical Fitness: Must meet Height and Weight IAW AR 600-9 and pass the ACFT with a total score of 540 or better.
- (c) Meet language proficiency standard (per AR 11-6, 1-15 m and USASOC Reg 350-1, 4-5 a) by scoring 1+ on Oral Proficiency Interview (16 in Speak) or 1+/1+ on the Defense Language Proficiency Test (16 in Read and Listen) within 12-months as reflected on the Soldier Talent Profile.
- (d) Must be Jumpmaster and SERE-C (High Risk) qualified.
- (e) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes only a top few display the superior potential to serve at the next higher grade.

## Fully Qualified (FQ) looks like:

### SSG/38R-Civil Reconnaissance Sergeant/38W-Civil Affairs Medical Sergeant:

- (a) Displayed outstanding performance while serving a minimum of 18-months rated time on a Civil Affairs team.
- (b) Physical Fitness: Must meet Height and Weight IAW AR 600-9 and pass the ACFT with a total score of 360 or better.
- (c) Meet language proficiency standard (per AR 11-6, 1-15 m and USASOC Reg 350-1, 4-5 a) by scoring 1+ on Oral Proficiency Interview (16 in Speak) or 1+/1+ on the Defense Language Proficiency Test (16 in Read and Listen) within 12-months as reflected on the Soldier Talent Profile.
- (d) Must be SERE-C (High Risk) qualified.
- (e) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes promote ahead of peers and displays outstanding potential to serve at the next higher grade.

### SFC/38Z40-Civil Affairs Senior Sergeant:

- (a) Displayed outstanding performance while serving a minimum of 18-months rated time as a Team Sergeant on a Civil Affairs team.
- (b) Physical Fitness: Must meet Height and Weight IAW AR 600-9 and pass the ACFT with a total score of 360 or better
- (c) Meet language proficiency standard (per AR 11-6, 1-15 m and USASOC Reg 350-1, 4-5 a) by scoring 1+ on Oral Proficiency Interview (16 in Speak) or 1+/1+ on the Defense Language Proficiency Test (16 in Read and Listen) within 12-months as reflected on the Soldier Talent Profile.
- (d) Must be SERE-C (High Risk) qualified.
- (f) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes promote ahead of peers and displays outstanding potential to serve at the next higher grade.



# (RA) MOS 38R, 38W, 38Z Leadership Positions



## Fully Qualified (FQ) looks like: (cont.)

### **MSG/38Z50 and 1SG/38Z5M:**

- (a) Displayed outstanding performance while serving a minimum of 18-months rated time as a First Sergeant.
- (b) Physical Fitness: Must meet Height and Weight IAW AR 600-9 and pass the ACFT with a total score of 360 or better.
- (c) Score 1+ on the Oral Proficiency Interview (16 in Speak) or 1+/1+ on the Defense Language Proficiency Test (16 in Read and Listen) within 12-months as reflected on the Soldier Talent Profile.
- (d) Must be Static Line Jumpmaster and SERE-C (High Risk) qualified.
- (e) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes promote ahead of peers and displays outstanding potential to serve at the next higher grade.

### **CSM/38Z60 and SGM/38Z60:**

- (a) Displayed outstanding performance while serving or has served as an Operations Sergeant Major in a Battalion or higher echelon or has served in a competitive broadening assignment.
- (b) Physical Fitness: Must meet Height and Weight IAW AR 600-9 and pass the ACFT with a total score of 360 or better.
- (c) Score 1+ on the Oral Proficiency Interview (16 in Speak) or 1+/1+ on the Defense Language Proficiency Test (16 in Read and Listen) within 12-months as reflected on the Soldier Talent Profile.
- (d) Must be Jumpmaster and SERE-C (High Risk) qualified.
- (e) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes promote ahead of peers and displays outstanding potential to serve at the next higher grade.





# (RA) MOS 38R, 38W, 38Z Leadership Positions



## Not Fully Qualified (NFQ) looks like:

### **SSG/38R-Civil Reconnaissance Sergeant/38W-Civil Affairs Medical Sergeant:**

- (a) Has not completed a minimum of 18 months rated time on a Civil Affairs team.
- (b) Physical Fitness: Does not meet Height and Weight IAW AR 600-9 and has not passed the ACFT with a minimum score of 360 or better.
- (c) Scored a 1 or less on the Oral Proficiency Interview (Speak) or Defense Language Proficiency Test (Read and Listen) within 12-months as reflected on the Soldier Talent Profile.
- (d) Not SERE-C (High Risk) qualified.

### **SFC/38Z40-Civil Affairs Senior Sergeant:**

- (a) Has not completed a minimum of 18 months rated time as a Team Sergeant on a Civil Affairs team.
- (b) Physical Fitness: Does not meet Height and Weight IAW AR 600-9 and has not passed the ACFT with a minimum score of 360 or better.
- (c) Scored a 1 or less on the Oral Proficiency Interview (Speak) or Defense Language Proficiency Test (Read and Listen) within 12-months as reflected on the Soldier Talent Profile.
- (d) Not SERE-C (High Risk) qualified.

### **MSG/38Z50 and 1SG/38Z5M:**

- (a) Has not completed a minimum of 18 months rated time as a First Sergeant.
- (b) Physical Fitness: Does not meet Height and Weight IAW AR 600-9 and has not passed the ACFT with a minimum score of 360 or better.
- (c) Scored a 1 or less on the Oral Proficiency Interview (Speak) or Defense Language Proficiency Test (Read and Listen) within 12-months as reflected on the Soldier Talent Profile.
- (d) Not SERE-C (High Risk) qualified.
- (e) Not Static Line Jumpmaster.

### **CSM/38Z60 and SGM/38Z60:**

- (a) Has not served as a Battalion Operations Sergeant Major or higher echelon or has not served in a competitive broadening assignment.
- (b) Physical Fitness: Does not meet Height and Weight IAW AR 600-9 and has not passed the ACFT with a minimum score of 360 or better.
- (c) Scored a 1 or less on the Oral Proficiency Interview (Speak) or Defense Language Proficiency Test (Read and Listen) within 12-months as reflected on the Soldier Talent Profile.



# ***(RA) MOS 38R, 38W, 38Z Leadership Positions***



## **Not Fully Qualified for Retention (NFQ-R) looks like:**

### **Not Fully-Qualified for Retention (NFQ-R) at all ranks, SSG through CSM share the same Proponent Guidance:**

Failed to maintain language currency by taking the Oral Proficiency Interview (Speak) or Defense Language Proficiency Test (Read and Listen) within 12-months as reflected on the Soldier Talent Profile (STP). NCOs should write a letter to the board explaining why they failed to maintain language currency if it was due to no fault of their own.

**Note:** Language capable Military Occupational Specialties ARSOF CMF 38 (38Z, 38R, 38W) serving as Drill Sergeants, Recruiters, and Observer Controllers are exempt from the 12-month language currency for 36-months while serving in these positions IAW Exception to Policy Memorandum dated 07 January 2020 signed by HQDA G-2 Language Team.

**Note:** Those who score L3/R3 on the DLPT or S3 on the OPI have a biennial (every 2-years) mandatory recertification requirement. Commanders must adhere to the policies identified in this chapter to re-evaluate their assigned ARSOF Soldiers' proficiency IAW AR 11-6 dated 25 February 2022, Chapter 5-4. Army Special Operations Forces language proficiency testing.



## ***(RA) MOS 38R, 38W, 38Z Physical Fitness***



**Most-Qualified at all ranks, SSG through CSM share the same Proponent Guidance: SSG thru CSM:** Physical Fitness: Must meet Height and Weight IAW AR 600-9 and pass the ACFT with a total score of 540 or better.

### **Fully-Qualified looks like:**

**SSG thru CSM:** Physical Fitness: Must meet Height and Weight IAW AR 600-9 and pass the ACFT with a total score of 360 or better.

### **Not-Fully Qualified looks like:**

**SSG thru CSM:** Physical Fitness: Does not meet Height and Weight IAW AR 600-9 and has not passed the ACFT with a minimum score of 360 or better.



# (RA) MOS 38R, 38W, 38Z Military/Civilian Education



## Most Qualified / Fully Qualified looks like:

**Military/civilian education is not a discriminator as per the DA PAM 600-25 but can be applied based on individual voter philosophy at ones' discretion.**

**SSG Military** –Obtaining recognition as the Distinguished Honor Graduate, Honor Graduate or Commandant's List at Professional Military Education (PME) courses, or any MOS enhancing courses attended should be the goal of all Civil Affairs NCOs.

**Civilian** – Staff Sergeants should set their educational goal of completing of an associate's degree, or at a minimum complete 60 semester hrs. Staff Sergeants that have already completed a bachelor's degree are highly competitive to pursue a master's degree with National Defense University (NDU). Civil Affairs Medical Sergeants (38W) students are enrolled into the Uniformed Services University (USU) College of Allied Health Sciences (CAHS) upon admittance to the Special Operation Medical Sergeants Course. Upon graduation of the Civil Affairs Medical Sergeant Course, a medic is awarded the Associates of Science (AS) in Health Science from the Uniformed Services University (USU). Joint Special Operations Medical Training Center students in the 38W program receive USU credit and are awarded a USU Associates of Science in Health Sciences (ASHS) degree upon successful completion of degree requirements in accordance with USU policy.

**SFC: Military** – See SSG narrative.

**Civilian** – Sergeants First Class should have already completed an associate degree or 90 semester hours by 13 years TIS and should have had the opportunity to work towards or complete their bachelor's degree. Sergeants First Class who have already completed a bachelor degree are highly encouraged to pursue a master's degree with National Defense University (NDU).

**MSG/1SG: Military** – See SSG narrative.

**Civilian** – Master Sergeants and First Sergeants should have at least 120 semester hours of civilian college education towards a bachelor or higher-level degree. There are certain positions or billets that may require a master's degree to apply. At a minimum, Master Sergeants and First Sergeants should complete a bachelor's degree and be willing to work towards a master's degree while serving in the assigned billet.

**CSM/SGM: Military** – See SSG narrative

**Civilian** – Sergeants Major and Command Sergeants Major should have a bachelor's degree and are highly encouraged to obtain a master's degree. Joint Special Operations University courses, especially CEP 4 (Enlisted Academy Summit course) will become available if selected to serve at the nominative level. Due to limited authorizations and fiercely competitive records, civilian education may be considered major factor for selection to Command Sergeant Major (CSM). There are certain positions or billets that may require a master's degree to apply. At a minimum, Sergeants Major must have completed a bachelor degree and be willing to work towards a master's degree while serving in the billet.



# (RA) MOS 38R, 38W, 38Z Assignments



## (Operational/Developmental/Generating/Broadening/Nominative assignments)

After successful completion of critical leadership time, 38R/38W/38Zs should serve in a variety of both Special Operations and Conventional Force broadening assignments. 38R/38W/38Zs that have been selected to fill the nominative billets positions should be considered more favorably than their peers:

### **SSG (38R30): Civil Reconnaissance Sergeant**

**Operational Assignments:** A Staff Sergeant's Critical Leadership Developmental position is Civil Reconnaissance Sergeant on a CA team. Without a minimum of 24-months of successful service on a Civil Affairs team, opportunities for broadening assignments or promotion to Sergeant First Class will be limited.

**Developmental Assignments:** Assistant Operations NCO/Readiness NCO/Collective training NCO at the brigade/battalion/company level; Advanced Combatives Instructor; BN Air Operations NCO; Civil Network Analyst NCO.

**Generating Force Assignments:** Instructor/Writer (Civil Affairs Assessment and Selection Assessor/SERE Instructor/ARSOF BLC Instructor/Brighton Instructor/Touchstone Instructor).

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

**Broadening billets and assignments:** These include, but are not limited to, assignment at a TSOC; USASOC; 1st SFC (A); OSC; or positions such as Observer Controller/Trainer (JRTC/NTC); and Special Operations Recruiting Battalion Recruiter.

**Nominative billets:** These assignments are designated for those high performing NCOs who display a pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes promote ahead of peers and displays outstanding potential to serve at the next higher grade. These positions include SWCS Instructor/Writer.

### **SSG (38W30): Civil Affairs Medical Sergeant**

**Operational Assignments:** A Staff Sergeant's Critical Leadership Developmental position is Civil Affairs Medical Sergeant on a Civil Affairs team. Without a minimum of 24-months of successful service on a Civil Affairs team, opportunities for broadening assignments or promotion to Sergeant First Class will be limited.

**Developmental Assignments:** Civil Affairs Medical Sergeant/Training Development NCO/Taskings NCO/Advanced Combatives Instructor/Readiness NCO at the brigade/battalion/company level. Civil Network Analyst.

**Generating Force Assignments:** Instructor/Writer (Civil Affairs Assessment and Selection Assessor/38W Phase 1 Instructor/SERE Instructor/ARSOF BLC Instructor/Brighton Instructor /Touchstone Instructor).

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

**Broadening billets and assignments:** These include, but are not limited to, assignment at a Theater Special Operations Command; USASOC; 1st SFC (A); Office of Security and Corporation; or positions such as Observer Controller/Trainer (JRTC/NTC); SORB Recruiter.

**Nominative billets:** These assignments are designated for those high performing NCOs who display a pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes promote ahead of peers and displays outstanding potential to serve at the next higher grade. These positions include SWCS Instructor/Writer.



# (RA) MOS 38R, 38W, 38Z Assignments



## (Operational/Developmental/Generating/Broadening/Nominative assignments)

### **38Z: Civil Affairs Senior Sergeant (38Z40)**

**Operational Assignments:** The Critical Leadership Developmental position for a Sergeant First Class is Civil Affairs Team Sergeant on a Civil Affairs Team.

Without 24-months of successful service as a Team Sergeant on a Civil Affairs team, the opportunity for promotion to Master Sergeant will be limited.

**Developmental Assignments:** Career Management NCO; Operations NCO/Operations SGT at battalion/brigade/company; BDE Air Operations NCO/Taskings NCO/Readiness NCO/Taskings NCO/Training NCO; Medical Operations Sergeant at battalion.

**Generating Force Assignments:** SR Instructor/Writer (Civil Affairs Assessment and Selection Senior Assessor), SWCS Senior Instructor/Writer (1st SWTG (A), 2nd SWTG (A), SWMG, NCOA), and Observer Controller/Trainer (JRTC/NTC).

**Broadening billets and assignments:** These include, but are not limited to, assignment at a 1st SFC (A), Theater Special Operations Command, GCC, USASOC, Division or CORP G-9s, SFGs S-9s, and OSC or positions such as Observer Controller/Trainer (JRTC/NTC); SORB Recruiter, SOCOM USAID LNO; Inspector General (IG) NCO, Brigade Sexual Assault Response Coordinator or Sexual Harassment/Assault Response and Prevention Coordinator, and Brigade Equal Opportunity Advisor.

**Nominative billets:** These assignments are designated for those high performing NCOs who display a pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes promote ahead of peers and displays outstanding potential to serve at the next higher grade. These positions include Career Management NCO (HRC PDNCO), SWCS Senior Instructor/Writer, Brigade Sexual Assault Response Coordinator or Sexual Harassment/Assault Response and Prevention Coordinator, Brigade Equal Opportunity Advisor.

### **38Z: Civil Affairs Senior Sergeant (38Z50/38Z5M)**

**Operational Assignments:** The entry-level position for Master Sergeants is Operations Sergeant. The Critical Leadership Developmental position for a Master Sergeant is First Sergeant. There is no substitute for an operational force First Sergeant. Without 24-months successful service as a First Sergeant, the opportunity for promotion to Sergeant Major will be limited.

**Developmental Assignments:** Senior Talent Management NCO; Senior Career management NCO; CA Training Developer/Writer NCO; CA Doctrine Developer/Writer NCO; Plans NCOIC at brigade/battalion; Brigade Civil Information Management NCO; CA Medical Operations Sergeant at brigade.

**Generating Force Assignments:** Civil Affairs Assessment and Selection NCOIC; SWCS First Sergeant; SWCS Chief Instructor/Writer; Chief MLC Instructor.

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

**Nominative billets:** These assignments are designated for those high performing NCOs who display a pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes promote ahead of peers and displays outstanding potential to serve at the next higher grade. These positions include Senior Talent Management NCO (HRC PDNCO), CMF 38 Sr. Career Management NCO (CA Personnel Proponent SWCS), USSOCOM USAID Senior NCO, Civil Affairs Assessment and Selection NCOIC, Chief MLC Instructor, Chief Instructor/Writer (SLC).



# (RA) MOS 38R, 38W, 38Z Assignments



## (Operational/Developmental/Generating/Broadening/Nominative assignments)

### **38Z: Civil Affairs Senior Sergeant (38Z60)**

**Operational Assignments:** The Critical Leadership Developmental position for a Sergeant Major is Operations Sergeant Major in a battalion or higher echelon. Sergeants Major serving in competitive broadening assignments at time of promotion to Sergeant Major will receive Critical Leadership time credit.

**Operational assignments:** for a Sergeant major, Command Sergeant Major at brigade Professional Development Proficiency Code (7C) or battalion level Professional Development Proficiency Code (6C); Senior Operations Sergeant Major at the brigade Professional Development Proficiency Code (7S) or battalion level Professional Development Proficiency Code (6S); Senior Operations Sergeant Major at Theater Civil Affairs Planning Team, CORPS, ASCC Professional Development Proficiency Code (7S).

**Generating/Institutional/Assignments:** Chief Career Management NCO Professional Development Proficiency Code (7S); Special Warfare Training Battalion Command Sergeant Major Professional Development Proficiency Code (6C); Combined Arms Center Special Operations Directorate Senior Enlisted Advisor Professional Development Proficiency Code (7S); JSOFSEA Military Instructor Professional Development Proficiency Code (7S).



# *(RA) MOS 38R, 38W, and 38Z Training*



## Most Qualified (MQ) looks like

### **SSG/38R- Civil Reconnaissance Sergeant and SSG /38W-Civil Affairs Medical Sergeant :**

- (a) Must be SERE-C (High Risk) qualified.
- (b) Complete one of the following courses: Static Line Jumpmaster Course; Ranger; Sapper Leader Course; Reconnaissance and Surveillance Leaders Course.

### **SFC/38Z40-Civil Affairs Senior Sergeant:**

- (a) Must be SERE-C (High Risk) qualified.
- (b) Complete two of the following courses: Static Line Jumpmaster Course; Ranger; Sapper Leader Course; Reconnaissance and Surveillance Leaders Course.

### **MSG/38Z50 and 1SG/38Z5M:**

- (a) Must be Static Line Jumpmaster and SERE-C (High Risk) qualified.

### **CSM/38Z60 and SGM/38Z60:**

- (a) Must be Static Line Jumpmaster and SERE-C (High Risk) qualified.

## Fully Qualified (FQ) looks like

### **SSG/38R- Civil Reconnaissance Sergeant and SSG /38W-Civil Affairs Medical Sergeant :**

- (a) Must be SERE-C (High Risk) qualified.

### **SFC/38Z40-Civil Affairs Senior Sergeant:**

- (a) Must be SERE-C (High Risk) qualified.

### **MSG/38Z50 and 1SG/38Z5M:**

- (a) Must be Static Line Jumpmaster and SERE-C (High Risk) qualified.

### **CSM/38Z60 and SGM/38Z60:**

- (a) Must be Static Line Jumpmaster and SERE-C (High Risk) qualified.





# *(RA) MOS 38R, 38W, and 38Z Training*



## Not Fully Qualified (NFQ) looks like:

### **SSG/38R- Civil Reconnaissance Sergeant and SSG /38W-Civil Affairs Medical Sergeant :**

(a) Not SERE-C (High Risk) qualified.

### **SFC/38Z40-Civil Affairs Senior Sergeant:**

(a) Not SERE-C (High Risk) qualified.

### **MSG/38Z50 and 1SG/38Z5M:**

(a) Not Static Line Jumpmaster and SERE-C (High Risk) qualified.

### **CSM/38Z60 and SGM/38Z60:**

(a) Not Static Line Jumpmaster and SERE-C (High Risk) qualified.



## Reserve Component Professional Development Board Brief



# (USAR AGR) MOS 38 Talent Development Model



## 38B Talent Development Model (AGR)

Time in Service	3-4	4-6	6-12	12-17	18+
Duty Title Position	Civil Affairs Sergeant (BDE) HHC	Civil Affairs NCO (CACOM/BDE HHC/BN HHC) Drill Sergeant	Civil Affairs Team Sergeant	CAPT Team Sergeant First Sergeant	Command Sergeant Major Chief Advisor (SWCS)
Military/Civilian Education	DLC 1 BLC	DLC 2 ALC Associate's Degree	DLC 3 SLC	DLC 4 MLC Bachelor's Degree	DLC 5 SMC DLC 6 NLC Master's Degree
Operational Assignments	Civil Affairs Sergeant (BDE-HHC)	Drill Sergeant Civil Affairs NCO (CACOM/BDE HHC/BN HHC)	Operations NCO J-9 NCO in Charge CA Team Sergeant Intelligence SGT CA Plans NCO/Air Team Leader	Team Sergeant CA Planning Team (CA BN) First Sergeant Civil Affairs SGT (BDE) Civil Affairs NCO (CACOM)	G3/5/7 at USACAPOC Training Management NCO
Developmental Assignments		Civil Affairs Assistant Training NCO Air NCO CA Plans NCO Civil Affairs Planner	CA NCO (TM LDR) Training NCO Air NCO Operations NCO CA Plans NCO Training SGT J9 NCOIC CIV-MIL Integrator	CA/Senior Operations NCO Senior Plans NCO Senior Training NCO MIL-to-MIL Program Manager Joint (J5) Senior Enlisted Reserve Liaison Post-BDE/CACOM	Operations SGM
Generating Force Assignments	BDE HHC Civil Affairs SGT	Drill SGT Instructor	Senior Drill SGT Observer Controller/Trainer Senior Instructor Instructor/Senior Instructor/Writer CA Asst Platoon SGT Training NCO or Operations NCO	First Sergeant CMF 38 Sr. Career Management NCO CA Doctrine Development/Writer NCO CA Training Development /Writer NCO Team Sergeant	Chief Instructor/Writer Chief Advisor Course Facility Non-Resident Sergeant Major (USASMA Instructor)
Military Training	Battle Staff Course, Drill Sergeant Course, Static Line Jump Master (ABN assignments only), Master Fitness Trainer, Master Resilience Trainer/Other ASI/SQJ Producing Courses Training at the Center of Excellence in Disaster Management and Humanitarian Assistance is highly encouraged. Other courses include Humanitarian Assistance Response Training, Health Emergencies in Large Populations and Health and Humanitarian Action in Emergencies course				
MIN QUALIFICATIONS MAINTAINED	PME: BLC-ALC-SLC -MLC- USASMA ACFT Standards: Minimum score of 60 in each event to pass ACFT based on age and gender				



# (USAR TPU) MOS 38 Talent Development Model



## 38B Talent Development Model (TPU)

Time in Service	0-3	3-4	4-6	6-12	12-17	18+
Duty Title Position	Civil Affairs Specialist	Civil Affairs Operations Sergeant (HQ) Civil Affairs Sergeant (CMOC)	Civil Affairs NCO	Civil Affairs Team Sergeant	First Sergeant Public Health NCO	Operations Sergeant Major Command Sergeant Major
Military/Civilian Education	BLC	DLC 1 BLC	DLC 2 ALC	DLC 3 SLC	DLC 4 MLC Bachelor's Degree	DLC 5 SMC DLC 6 NLC Master's Degree
Operational Assignments	Civil Affairs Specialist	CA SGT CA Planning Team Operations SGT Company CA SGT Civil-Military Operations Center (CMOC)	Civil Affairs NCO CA team/Civil Liaison team	Civil Affairs Team Sergeant	First Sergeant OPS Sergeant	Operations SGM (Command/BDE/BN or CSM of CA BN/BDE/CMD)
Broadening Assignments	Civil Affairs Intel SGT Civil Affairs NCO		Civil Affairs Observer Controller Trainer			
Military Training	Airborne, Air Assault, Battle Staff, Drill Sergeant Course, EOA, Instructor Certification Course, JHOC, Jumpmaster, Master Fitness Trainer, Master Resilience Trainer, Pathfinder, SHARP					
MIN QUALIFICATIONS MAINTAINED	PME: BLC - ALC - SLC - MLC-USASMA ACFT Standards: Minimum score of 60 in each event to pass ACFT based on age and gender					



# (USAR) MOS 38B Leadership Positions



The Civil Affairs Specialist serves, leads, or supervises as a member of a Civil Affairs unit at all levels from Civil Affairs team to senior enlisted advisor. The Civil Affairs Specialist leverages the civil component of the operational environment to enhance, enable, or provide governance throughout the competition continuum with a focus on supporting conventional maneuver formations during Large Scale Combat Operations. During competition, the Civil Affairs Specialist executes episodic engagement with partner nations to enhance governance and set conditions for consolidation of gains. In Large Scale Combat Operations, the Civil Affairs Specialist focuses on consolidation of gains to include transitional governance. The Civil Affairs Specialist applies the Civil Affairs core competencies to inform the Army's integrating process and enable commanders to achieve effects within the civil component.

## **LEADERSHIP POSITIONS**

### **Most Qualified looks like:**

#### **SSG:**

(a) TPU Staff Sergeants that displayed superior performance while serving a minimum of 24-months rated time as a Civil Affairs Noncommissioned Officer on a Civil Affairs team or Civil Liaison team. AGR Staff Sergeants that displayed superior performance while serving a minimum of 24-months rated time as a Drill Sergeant, Instructor or as a Civil Affairs NCO at the Civil Affairs Command (CACOM), Brigade HHC, or Battalion HHC.

(b) Physical Fitness: Must meet Height and Weight IAW AR 600-9 and pass the ACFT with a total score of 540 or better.

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

Note: Staff Sergeants should serve in Operational Force at their current grade to gain experience before being assigned to the Generating/Institutional/Training Force. Special consideration should be given to those SSGs serving in the Drill Sergeant Position. Operational experience as a TPU Soldier as a Staff Sergeant can fulfill this recommendation for career progression.

#### **SFC:**

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

(b) Physical Fitness: Must meet Height and Weight IAW AR 600-9 and pass the ACFT with a total score of 540 or better.

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



# (USAR) MOS 38B Leadership Positions



## Most Qualified looks like: (cont.)

### MSG:

- (a) TPU Master Sergeants that displayed superior performance while serving 24-months as a First Sergeant. AGR Master Sergeants that displayed superior performance while serving 24-months as a First Sergeant, CMF 38 Sr. Career Management NCO (CA Personnel Proponent SWCS), or Team Sergeant of a Civil Affairs Planning team in a Civil Affairs BDE/CACOM and Joint (J5) Senior Enlisted Reserve Liaison.
- (b) Physical Fitness: Must meet Height and Weight IAW AR 600-9 and pass the ACFT with a total score of 540 or better.
- (c) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes only a top few display the superior potential to serve at the next higher grade.

### CSM/SGM:

- (a) Must have met or exceeded performance standards while serving 24-months rated time as a Command Sergeant Major.
- (b) Physical Fitness: Must meet Height and Weight IAW AR 600-9 and pass the ACFT with a total score of 540 or better.
- (c) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes only a top few display the superior potential to serve at the next higher position.

## Fully Qualified looks like:

### Ssg:

- (a) TPU Staff Sergeants that met or exceeded performance standards while serving a minimum of 24-months rated time as a Drill Sergeant, Civil Affairs AIT Instructor or a Civil Affairs Noncommissioned Officer on a Civil Affairs team or Civil Liaison team. AGR Staff Sergeants that displayed outstanding performance while serving a minimum of 24-months rated time as a Drill Sergeant, Instructor or Civil Affairs Noncommissioned Officer at CACOM/brigade level.
- (b) Physical Fitness: Must meet Height and Weight IAW AR 600-9 and pass the ACFT with a total score of 360 or better.
- (c) A pattern of clearly stated strong, quantifiable ratings and enumerations by the Senior Rater that denotes promote ahead of peers and displays outstanding potential to serve at the next higher grade.

### SFC:

- (a) TPU Sergeants First Class that met or exceeded performance standards while serving 24-months as a Team Sergeant on a Civil Affairs team. AGR Sergeants First Class that displayed outstanding performance for 24- months as a Senior Drill Sergeant; Senior Instructor/Writer; or Training Noncommissioned Officer.
- (b) Physical Fitness: Must meet Height and Weight IAW AR 600-9 and pass the ACFT with a total score of 360 or better.
- (c) A pattern of strong quantifiable ratings and Senior Rater comments which clearly state strong potential to serve at the next higher grade.



# (USAR) MOS 38B Leadership Positions



## Fully Qualified looks like: (cont.)

### MSG:

(a) TPU Master Sergeants that met or exceeded performance standards while serving 24-months as a First Sergeant. AGR Master Sergeants that displayed outstanding performance while serving 24-months as a First Sergeant, CMF 38 Sr. Career Management NCO (CA Personnel Proponent SWCS), Chief Instructor/Writer, or Team Sergeant of a Civil Affairs Planning team in a Civil Affairs battalion.

(b) Physical Fitness: Must meet Height and Weight IAW AR 600-9 and pass the ACFT with a total score of 360 or better.

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

### CSM/SGM:

(a) Must have displayed outstanding performance while serving 24-months rated time as a Command Sergeant Major or Operations Sergeant Major as the battalion level or higher.

(b) Physical Fitness: Must meet Height and Weight IAW AR 600-9 and pass the ACFT with a total score of 360 or better.

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



# (USAR) MOS 38B Leadership Positions



## Not Fully Qualified (NFQ) looks like:

### SSG:

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

(b) Physical Fitness: Does not meet Height and Weight IAW AR 600-9 and has not passed the ACFT with a minimum score of 360 or better.

### SFC:

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

(b) Physical Fitness: Does not meet Height and Weight IAW AR 600-9 and has not passed the ACFT with a minimum score of 360 or better.

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

### MSG:

(a) TPU Master Sergeants that displayed below average performance while serving 24-months as a First Sergeant. AGR Master Sergeants that displayed average performance while serving 24-months as a First Sergeant, CMF 38 Sr. Career Management NCO (CA Personnel Proponent SWCS), Chief Instructor/Writer, or Team Sergeant of a Civil Affairs Planning team in a Civil Affairs battalion.

(b) Physical Fitness: Does not meet Height and Weight IAW AR 600-9 and has not passed the ACFT with a minimum score of 360 or better.

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

### CSM/SGM:

(a) Must have displayed below average performance while serving 24-months rated time as a Command Sergeant Major or Operations Sergeant Major as the battalion level or higher.

(b) Physical Fitness: Does not meet Height and Weight IAW AR 600-9 and has not passed the ACFT with a minimum score of 360 or better.

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





# *(USAR) MOS 38B Physical Fitness*



**Most-Qualified at all ranks, SSG through CSM share the same Proponent Guidance: SSG thru CSM:** Physical Fitness: Must meet Height and Weight IAW AR 600-9 and pass the ACFT with a total score of 540 or better.

### **Fully-Qualified looks like:**

**SSG thru CSM:** Physical Fitness: Must meet Height and Weight IAW AR 600-9 and pass the ACFT with a total score of 360 or better.

### **Not-Fully Qualified looks like:**

**SSG thru CSM:** Physical Fitness: Does not meet Height and Weight IAW AR 600-9 and has not passed the ACFT with a minimum score of 360 or better.



# *(USAR) MOS 38B Military/Civilian Education*



**Military/civilian education is not a discriminator as per the DA PAM 600-25 but can be applied based on individual voter philosophy at ones' discretion.**

## **SSG:**

**Military** – Consideration and attention should be given to SSGs who have obtained recognition as the Honor Graduate, Distinguished Honor Graduate, Commandant's List or top 40% of their class at Professional Military Education (PME) Courses. Distinguished Honor Graduate, Honor Graduate, and Commandant's List as documented on a DA Form 1059.

**Civilian** – should set their goal of working towards completing an associate's degree.

## **SFC:**

**Military** – See SSG narrative.

**Civilian** – completed an Associate's degree and working towards a bachelors' degree.

## **MSG:**

**Military** – See SSG narrative.

**Civilian** – completed bachelor's degree and working towards a master's degree.

## **CSM/SGM:**

**Military** – See SSG narrative.

**Civilian** – Working towards or have completed a master's degree.



# (USAR) MOS 38B Assignments



## ASSIGNMENTS (Operational/Developmental/Generating)

After successful completion of critical leadership time, CA NCOs should serve in a variety of Operational, Developmental, Generating Force, and broadening assignments.

CA NCOs that have been selected to fill the following Generating Force positions should be considered more favorably than their peers:

### **SSG (38B30):**

#### **(a) Operational Assignments:**

(1) The Critical Leadership Developmental position for a TPU Staff Sergeant is serving as a Civil Affairs Noncommissioned Officer on a Civil Affairs team or Civil Liaison team.

(2) The Critical Leadership Development position for an Active Guard Reserve (AGR) Staff Sergeant is Drill Sergeant or Civil Affairs NCO at the Civil Affairs Command (CACOM), Brigade HHC, or Battalion HHC.

(b) **Developmental Assignments:** CA/Assistant Training NCO, Air NCO, CA Plans NCO, Civil Affairs Planner.

(c) **Generating Force Assignments:** Drill Sergeant; Instructor.

**Note:** Staff Sergeants should serve in Operational Force at their current grade for at least 24-months before being assigned to the Generating/Institutional/Training Force. Special consideration should be given to those SSGs serving in a Drill Sergeant (A Co, 5th BN, 1st SWTG (A)).

### **SFC (38B40):**

#### **(a) Operational Assignments:**

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

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

**Note:** Troop Program Unit Sergeants First Class should serve in Operational Force at their current grade to gain experience before being assigned to the Generating/Institutional/Training Force. Most AGR Sergeant First Class Billets exist in the Generating/Institutional/Training Force and therefore opportunities for Operational Force experience at their current grade is limited. Therefore, operational experience from previous grades is acceptable and should not be a discriminator for positions. Additional attention should be given to AGR individuals considered for such positions including but not limited to: Senior Drill Sergeant or Operations Sergeants, (A Co, 5 BN, 1st SWTG(A)), Instructor/Writer (D Co, 5 BN, 1st SWTG(A)), Intelligence Sergeant (322 CA BDE), Operations NCO (SWCS HHC), CA Plans NCO (PACOM), Air Team Leader (USACAPOC), and J-9 NCOIC (EUCOM).

The most qualified AGR Sergeants First Class should have experience in both operational and generating force assignments.



# (USAR) MOS 38B Assignments



## ASSIGNMENTS (Operational/Developmental/Generating)

(cont.)

### **SFC (38B40):**

(b) **Developmental Assignments:** CA Noncommissioned Officer (TM LDR), Training Noncommissioned Officer, Air Noncommissioned Officer, Operations Noncommissioned Officer, CA Plans Noncommissioned Officer, Training Sergeant, J9 NCOIC CIV-MIL Integrator.

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

### **MSG (38B50 and 38B5M):**

#### **(a) Operational Assignments:**

(1) The Critical Leadership Development position for the Troop Program Unit Master Sergeant is serving as a First Sergeant.

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

(b) **Developmental Assignments:** CA/Senior Operations Noncommissioned Officer, Senior Plans Noncommissioned Officer, Senior Training Noncommissioned Officer, MIL-to-MIL Program Manager, Joint (J5) Senior Enlisted Reserve Liaison. Post BDE/CACOM assignment.

(c) **Generating Force Assignments:** First Sergeant, CMF 38 Sr. Career Management NCO (CA Personnel Proponent SWCS), Chief Instructor/Writer; Course Manager, CA Leader Development Noncommissioned Officer, CA Doctrine Development/Writer Noncommissioned Officer, CA Training Development/Writer Noncommissioned Officer, Senior Career Management Noncommissioned Officer, Team Sergeant.

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

**Note:** Special consideration should be given to Master Sergeants who are assigned as the Civil Affairs CMF 38 Sr. Career Management NCO (CA Personnel Proponent SWCS) and the Training Management NCO billet at USACAPOC(A) HQs.



# (USAR) MOS 38B Assignments



## ASSIGNMENTS (Operational/Developmental/Generating)

(cont.)

### **CSM/SGM (38B60):**

#### **(a) Operational Assignments:**

(1) The Critical Leadership Development position for a TPU Sergeant Major is serving as an Operations Sergeant Major at the command/brigade/battalion level or as a Command Sergeant Major of a CA battalion.

(2) The Critical Leadership Development position for an AGR SGM in the operational force is the Training Management Noncommissioned Officer and Training Management Noncommissioned Officer at USACAPOC.

**(b) Generating Force Assignments:** The Critical Leadership Development positions not in the operational force include but are not limited to BN/BDE/DIV (80th Training Command), Chief Advisor (SWCS), Resident/Non- Resident Course Facilitator Noncommissioned Officer Leadership Center of Excellence, and 1st Training Brigade (USACAPOC).

**(c) Developmental Assignments:** Operations Sergeant Major.

**(d) Generating Force Assignments:** Chief Instructor/Writer, Chief Advisor, Course Facility Non-Resident Sergeant Major (USASMA Instructor).



# (USAR) MOS 38B Training



## Most Qualified looks like:

### The best qualified CA NCOs have completed one or more of the following advanced skills courses:

**SSG:** Battle Staff NCO course, Master Resiliency Trainer Course, Master Fitness trainer Course, Static Line Jumpmaster School (for airborne assignments), and other ASI/SQI producing courses. USAR Soldiers should also pursue job specific and functional courses that enhance professional technical skills and knowledge at various schools including the Army Reserve Readiness Training Center (ARRTC).

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

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

**SGM/CSM:** Battalion and Brigade Pre-Command Course (BBPCC) and How the Army Runs Course (HTARC).