

**DA PAM 600-3 Officer Talent Management
Branch 38 Civil Affairs Chapter
29 September 2023**

Civil Affairs Branch

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 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 competition continuum.

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

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

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

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

c. *Unique capabilities performed by the Civil Affairs branch.* Civil Affairs forces execute CA operations in support of unified land operations in all theaters, at all echelons, across the competition continuum to achieve unity of effort. A force multiplier for every commander, CA forces are an important resource a commander has to assist in understanding and managing the complex and everchanging civil component of the operational environment. Civil Affairs forces are trained, organized, and equipped to plan, execute, and assess CA operations in support of Army and joint operations. Cultural orientation, regional expertise, linguistic capabilities, advisory skills, civil network development expertise, and civilian-acquired professional experience in common government functions distinguish CA forces from other enablers. This makes CA forces essential to the success of all missions that occur near, among, or with civilian populations, governments, or inter-organizational partners.

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

- Psychological Operations.
- 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 CA Command 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. It supports the geographic combatant command (GCC) and theater army at the strategic level. When tasked to form a one-star CAFT, the CA Command 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, Joint Task Force, and 1st Special Forces Command at the operational level. When tasked to form a CAFT 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 GCC 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 CA operations in support of the requirements for the GCC, ASCC, and the U.S. Government. It supports the division, Joint Task Force, Theater Special Operations Command and Joint Special Operations Task Force 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 Civil Affairs operations.

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

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

(a) Active Component – The Special Operations Forces Civil Affairs (CA SOF) Team is optimally employed as part of a combined arms SOF team and trains to conduct its core competencies in hostile, contested, denied, or politically sensitive environments. In competition, they build civil resiliency and conduct Civil Preparation of the environment through persistent presence. Civil Affairs Teams deploy to support the immediate consolidation of gains in crisis and conflict through interagency and host nation cooperation. During Large Scale Combat Operations (LSCO), CA Teams understand and influence the deep area through civil network engagement. The foundational governance capability built by ARSOF CA in the deep area transitions to Reserve CA during consolidation of gains.

(b) Reserve Component – The Reserve CA Team is optimally employed to support the consolidation of gains by conventional maneuver formations during LSCO. Transitioning governance capability built by ARSOF CA in the deep area and combining with those civil networks they build in the rear area; they focus on consolidating gains for the maneuver commander. During competition, Reserve CA Teams enhance host nation governance capabilities through subject matter expertise and enduring relationships with interagency and international partners.

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d. *CA Branch Areas of Concentration.*

(1) *CA SOF Governance Officer (38S)–Active Component.* The 38S SOF Governance Officer leads Civil Military Integration and is trained to execute the CA core competencies in hostile, contested, denied, or politically sensitive environments. The SOF Governance officer supports the rapid response to crisis and the continual consolidation of gains across the range of military operations through interagency and host nation cooperation. In competition, SOF Governance Officers develop enduring relationships with indigenous civil networks and partners to build civil resiliency and set the conditions for consolidation of gains during LSCO. During LSCO, SOF Governance Officers influence civil networks in the deep area to enable maneuver and coordinate with conventional CA in maneuver formations to facilitate consolidation of gains activities in the rear area. SOF Governance Officers who successfully command at the team level may later command in ARSOF CA and other units, and serve in staff positions at battalions, groups/brigades, divisions, corps, Army Service component commands (ASCC), and throughout the joint force.

(2) *Civil Affairs Officer (38A)–Reserve Component (RC).* The 38A Civil Affairs Officer is a specialist in the application of the CA core competencies in support of conventional maneuver formations. Optimized to execute transitional governance during consolidation of gains as part of LSCO, the CA Officer understands, engages, and employs the civil component to support maneuver formations and enhance their lethality. Civil Affairs Officers ensure that civil data and planning considerations are incorporated into the Army integrating processes and the common operating picture of maneuver commanders to include Intelligence Preparation of the Battlefield and Targeting. In competition, CA Officers shapes the environment through episodic engagement with partner nation governmental, civilian, and military officials, building civil resiliency and setting the conditions for consolidation of gains in the event of LSCO. Civil Affairs Officers who successfully command at the team level may later command and serve on the staffs of Reserve CA units, and serve in other staff positions at battalions, brigades, CA commands, divisions, corps, ASCCs, and throughout the joint force.

(3) *Military Government Officer (38G)–USAR only.* The 38G Military Government Officer applies advanced civilian education, long-term career experience, and an expansive civilian network to enhance the functions of government across the range of military operations. As subject matter experts, Military Government Officers serve in designated governance teams within USAR Civil Affairs formations to support geographic combatant commanders from competition to LSCO and the reconstitution of government during consolidation of gains. During competition, Military Government Officers employ their subject matter expertise to assist CA units and the joint force in strengthening relationships with partner nations across the five stability sectors. During consolidation of gains, Military Government Officers assist in reconstituting the functions of government in the rear area. Military Government Officers, through their world-class education and subject matter expertise, provide a vital link between the military and interagency, international, and civilian organizations.

2. 38S CA SOF Governance Officer

a. *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; combined arms operations before, during, and after LSCO; Irregular Warfare concepts and tactics; the special operations and conventional targeting and mission planning processes; the special operations and conventional support and sustainment processes; and multinational aspects of CA Operations.

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

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b. Required skills. CA SOF Governance Officers will

- (1) Be tactically and technically proficient in the execution of CA operations 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.
- (4) Master the small unit tactics to successfully lead a SOF CAT.
- (5) Apply interpersonal and cross-cultural communication 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 Survival Evasion Resistance and Escape (SERE-C) qualified.

c. Required attributes. Officers desiring to become a member of the CA Branch must demonstrate and internalize the same attributes as those who currently serve. All officers will demonstrate the ARSOF core attributes:

- (1) Integrity – Being trustworthy and honest; acting with honor and unwavering adherence to ethical standards.
- (2) Courage – Acting on own convictions despite consequences; is willing to sacrifice for a larger cause; not paralyzed by fear of failure.
- (3) Perseverance – Working toward an end; has commitment; physical or mental resolve; motivated; gives effort to the cause; does not quit.
- (4) Personal Responsibility – Being self-motivated and an autonomous self-starter; anticipates tasks and acts accordingly; takes accountability for his/her actions.
- (5) Professionalism – Behaving as a standard-bearer for the corps; has a professional image, including a level of maturity and judgment mixed with confidence and humility; forms sound opinions and makes own decisions; stands behind his/her sensible decisions based on his/her experiences.
- (6) Adaptability – Possessing the ability to maintain composure while responding to or adjusting one's thinking and actions to fit a changing environment; the ability to think and solve problems in unconventional ways; the ability to recognize, understand, and navigate within multiple social networks; the ability to proactively shape the environment or circumstances in anticipation of desired outcomes.
- (7) Team Player – Possessing the ability to work on a team for a greater purpose than him/herself; dependable and loyal; works selflessly with a sense of duty; respects others and recognizes diversity.
- (8) Capability – Maintaining physical fitness, including strength, and agility; has operational knowledge; able to plan and communicate effectively.

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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 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 who desire a branch transfer to the CA branch must apply through the Special Operations Recruiting Battalion. Application requirements and target year groups are released via military personnel message. Out-of-target year group officers must request an exception to policy through the CA Future Readiness Officer and approved by CA Proponent.

(3) *Branch transfer acceptance.* Upon acceptance of a class seat for CA Assessment and Selection, officers are transferred to CA branch for management as untrained CA personnel. The HRC CA Future Readiness Officer will schedule officers for CA Assessment and Selection, the Basic Airborne Course (if applicable), 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 of active federal commissioned service by application approval date.

(c) Possess a valid secret security clearance and be eligible to obtain top secret / sensitive compartmented information 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 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 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 CA Assessment and Selection.

(i) Complete ARSOF CCC or an equivalent CCC.

(j) Complete the CA SOF Governance Officer Course.

(5) *Waiver authority.* The CG, USAJFKSWCS, is the CA branch proponent and the final authority for award of the 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 Liberty, NC 28310. Email the personnel division of the CA proponent at swcscapersonnel@socom.mil with 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 an understanding and mastery of combined arms operations and CA operations in hostile, denied, and politically sensitive environments before, during, and after LSCO.

f. *Education and assignments.* Upon award of the AOC, the officer will serve in a key developmental (KD) position, followed by other developmental positions described in the following paragraphs. All officers are encouraged to read the *38S SOF Governance Officer Talent Management Strategy* found on the [Active Component Civil Affairs Branch SharePoint](#) page.

(1) *Captain.*

(a) *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; 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.* The selection of 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 for 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) Officer in Charge, CA Assessment and Selection.

(iv) USAJFKSWCS Instructor.

(v) Combat Training Center Observer, Coach, and Trainer.

iv. *Additional developmental assignments.*

(i) CA Battalion or Brigade Assistant Operations Officer.

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

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

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

(v) Operational, institutional, multinational/joint, and academic assignments.

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

(c) *Self-development goals.* In addition to professional development through operational assignments, 38S CA SOF Governance captains will continue an intensive military self-development program. Their efforts will focus on gaining in-depth understanding of combined arms operations in support of LSCO and Irregular Warfare to include CA operations in hostile, denied, or politically sensitive environments. Emphasis must be placed on how to apply and integrate SOF CA tactics, techniques, and procedures with other SOF units in support of Department of Defense (DOD) and Department of State (DOS) priorities. Captains must also develop an understanding of multinational 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), Irregular Warfare Planning Course (IWPC), 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 DOS.

i. *Advanced Education.* 38S 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, broadening opportunity programs, and training with industry 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 Sociology, Anthropology, Political Science, Political Economics, Human Geography, Governance and Government, Public Administration, International Relations, Defense Analysis, or Strategic Studies.

(2) *Major.*

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

(b) *Assignments.*

i. *KD assignments.* Generally, two distinct paths for KD completion as a major exist, one via the staff route (Primary Staff S9 and BN Civil Affairs Planning Team Chief) and one via command as a CA Company Commander. Both routes provide KD credit and will lead to promotion (provided historical promotion trends are met). Historic Centralized Selection List (CSL) and Battalion Command Assessment Program (BCAP) results show a strong preference for company command, thus officers seeking to command at the O5 grade plate should strive for and preference company command. 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.

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

(v) Battalion CA Planning Team Chief

ii. Following completion of their KD assignment, the best-qualified CA majors will be assigned the following broadening positions and should seek out joint credit:

(i) Career Manager at Human Resources Command.

(ii) Division Chief at CA Proponent.

(iii) Mission Command Training Center, Special Operations Training Detachment, and Combat Training Center Observer, Coach, and Trainer or staff positions.

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

(v) Theater Special Operations Command Plans Officer and other joint assignments.

(vi) Assignments at USASOC Force Modernization Center.

iii. CA majors will also meet the Army's mission requirements and enhance their experience in the following developmental assignments: (Note: the below positions are not necessarily post-KD assignments)

(i) USAJFKSWCS Course Manager.

(ii) USAJFKSWCS Senior/Lead Instructor.

(iii) USAJFKSWCS Instructor.

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

(v) 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, ASCC, or joint duty positions.

(ii) Senior staff. As senior staff members, majors serve as Headquarters, Department of the Army (HQDA); 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) Fellowships.

(iv) Service school staff.

(v) NATO assignments.

(vi) Operational, institutional, multinational/joint, and academic assignments.

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(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 Irregular Warfare, 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 (JPME) 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 JPME I venue for Army majors. CGSOC educates field grade officers through the resident course at Fort Leavenworth, KS, through satellite campuses, or distance learning programs. Schools of Other Nations (Foreign ILE) and Sister 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 Officer Course.* Conducted at Fort Leavenworth, KS, CGSOC 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 on 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 degree or students have the option of pursuing a thesis-based Master of Military Arts and Science degree.

(ii) *National Defense University (NDU).* Selected CA officers attend the highly competitive Joint Special Operations Master of Arts program conducted over ten months at Fort Liberty, 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 30-month (3:1) ADSO IAW AR 350-100.

(iii) *Naval Postgraduate School (NPS).* Conducted at Monterey, CA over 18 months, this venue offers three curriculum choices: DA 699 - Special Operations and Irregular Warfare Curriculum, DA 698 - Joint Information Strategy and Political Warfare Curriculum, and DA 697 - Applied Design for Innovation. Additionally, NPS offers two pathways to earn a SOF Support to Governance (SOF-G) Graduate Certificate in addition to their master's degree. Students can select either the SOF-G track DA 4038 to specialize their studies in governance or any of the DA 699, DA 698, and DA 697 curriculums to earn this Graduate Certificate. NPS focuses more on the graduate degree than it does on preparing ARSOF officers for future assignments 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).* Advanced Military Studies Program 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 degree in Military Operations 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

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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) *PME*. 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 the selected command category as well as the Army Special Operations Forces Pre-Command Course and Joint Special Operations Forces Pre-Command Course. The BCAP has become a requirement for officers competing for battalion command opportunities.

(b) *Assignments*.

i. *KD assignments*. Battalion command or other 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 other brigade Deputy Commander.
- (iv) General officer-level personal staff positions (nominative).

iii. *Other preferred developmental assignments*.

- (i) Theater CA Planning Team Operations Officer.
- (ii) HQDA, DOD, JCS, ASCC, 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, multinational/joint, 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 Irregular Warfare, focusing on brigade or group-level SOF elements and Theater Special Operations Commands, 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) *PME*. Completion of SSC.

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(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 CA Planning Team Chief.

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

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

iii. *Other broadening assignments:* operational, institutional, multinational/joint, and academia.

(c) *Self-development goals.* Colonels should develop a mastery of combined arms operations and joint operations before, during, and after LSCO and Irregular Warfare. 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.*

(6) *Preferences.* The Army assigns CA officers based on 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-who can assimilate into staff and organizations and immediately integrate CA plans and principles into the deliberate planning process.

(5) *Precedence.* The 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, the 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, Theater Special Operations Commands, joint theater staffs, HQDA, and the Office of the Secretary of Defense which are important to the Army and essential to individual officer's advancement to senior leadership positions.

(e) Developmental billets.

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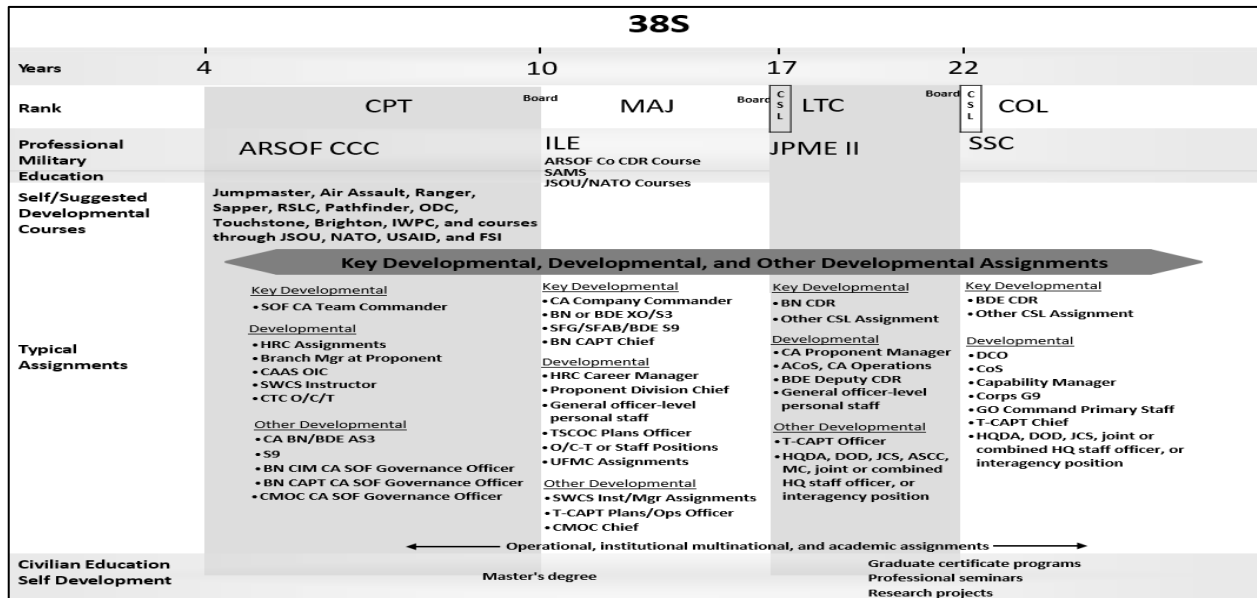


Figure 1. Regular Army CA SOF Governance Officer KD, Developmental, and Broadening Assignments

3. 38A Civil Affairs Officer

a. *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 tactics, techniques, and procedures; combined arms operations throughout competition, conflict, and crisis with a focus on LSCO; stability, civil-military, and security cooperation activities in support of Irregular Warfare; targeting and mission planning processes; support and sustainment processes; and multinational aspects of CA Operations.

b. *Required skills.* CA Officers will:

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

(2) Be proficient in the conduct of CA operations 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 communication skills to establish civil networks and influence the attitudes and behaviors of entities within the civil component.

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

c. *Required attributes (ADP 6-22).*

(1) Interpersonal tact: Being aware of others' perceptions and capacity to understand interactions with others.

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(2) **Mental agility:** Anticipating or adapting to uncertain or changing situations; thinking through outcomes when current decisions or actions are not producing desired effects.

(3) **Discipline:** Decisions and actions consistent with the Army Values; personal integrity, moral courage, and willing obedience to lawful orders.

(4) **Fitness:** Having sound health, strength, and endurance that support one's emotional health and conceptual abilities under prolonged stress.

d. *Branch Transfer.*

(1) *Recruitment.* The CA branch draws its officers from all other Army competitive category branches. CA Officers serves 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, unit leadership must recruit and accept only those officers who meet branch qualifications outlined in DA PAM 611-21.

(2) *Branch Transfer Process.*

(a) USAR Command G1 Personnel Action Guide request for reclassification/branch transfer (non-AMEDD) initiated through IPPS-A.

(3) *Qualifications.* Officers desiring to branch transfer must meet the requirements below. Officers who do not meet requirements must request a waiver. The CA branch is awarded once all training requirements are met.

(a) Complete a resident Basic Officer Leader Course.

(b) Complete CCC. Military Education Level (MEL) 6 qualified officers attend Phases II and III only.

(c) Possess a valid security clearance and eligible for Top Secret security access under the provisions of AR 380-67.

(d) Hold the rank of captain or first lieutenant promotable.

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

(f) Officers assigned to paid parachutist positions are required to be airborne qualified.

(4) *Waiver authority.* The CG, USAJFKSWCS, is the CA branch proponent and the final authority for the award of an AOC, course prerequisites, as well as the 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 Liberty, NC 28310. Email requests to swcscapersonnel@socom.mil.

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

f. *Education and assignments.*

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(1) *Captain.*

(a) *PME.* 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. CA captains may be considered for broadening opportunities only after completing their KD assignment.

ii. *Developmental assignments.* The following are considered assignments that the best-qualified captains will hold after completing a 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 Officer (serving in Battalion CA Planning Team).
- (vi) CA Battalion/Brigade Operations/Intelligence Section Officer.
- (vii) Brigade Combat Team CA Officer in the Fire Support/Protect, Non-Line of Sight.

iii. *Additional developmental assignments.*

- (i) Army Fellowships.
- (ii) Operational, institutional, multinational/joint, 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, Civil-Military Cooperation NATO courses, USAID's Joint Humanitarian Operations Course, and courses through the Foreign Service Institute at the DOS. Strategic broadening seminars to include Dense Urban Studies, National Security and Global Challenges.

(2) *Major.*

(a) *PME.* 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 lieutenant colonel. CA Officers are encouraged to complete ILE Common Core before their third year of service as a major and complete the Advanced Operations Course or SSDCO before their fourth year as a major.

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(b) *Assignments.*

i. 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 assignments.* The best-qualified CA majors serve in the following assignments:

- i. Battalion Functional Specialty Cell Chief.
- ii. Battalion CA Planning Team Chief.
- iii. Brigade Civil Information Management Chief.
- iv. Division or Corps Main Command Post-Operational Detachments CA Officer.
- v. Army National Guard (ARNG) Special Forces BN S9 or other brigade S9.
- vi. Battalion and brigade staff positions.
- vii. CACOM Assistant Operations Officer (AGR-specific).
- viii. Joint Duty Assignment (AGR-specific).
- ix. Army Reserve Engagement Cell / Army SCC CA Officer/Planner (AGR-specific).
- x. CA Brigade Plans Officer (AGR-specific).
- xi. USAJFKSWCS Course Manager (AGR-specific).

(d) *Other developmental assignments.*

- i. CA Brigade Operations/Intelligence Section Officer.
- ii. Training instructor or Observer, Coach, and Trainer.

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- iii. Joint Assignment.
- iv. USACAPOC positions in the G3/5/7.
- v. 01A positions in the Office of the Chief of Army Reserve (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, ASCC, 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 the brigade. CA majors are encouraged to complete a master's degree program.

(f) *Suggested majors' development courses.* AMSP at SAMS. The AMSP is one year of advanced study for selected officers ~~that~~ who 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. Strategic broadening seminars include the United Kingdom Defense Academy, National Security and Global Challenges, Life Cycle Executive Leadership Program, and Dense Urban Studies.

(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) *PME.* Lieutenant colonels who are selected for battalion command will attend the Army Pre-Command Course. Lieutenant colonels may be selected to attend SSC. 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.

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- v. CA Brigade Headquarters Element Chief (AGR-specific).
- vi. CACOM Operations Officer (AGR-specific).
- vii. USACAPOC (A) Deputy G3 or Chief of Operations Officer (AGR specific).
- viii. USAJFKSWCS Generating Force position (AGR specific).
- ix. Chief, USASOC Force Modernization Center (Experiments and Exercise).

(c) *Developmental assignments.*

- i. CA staff officer.
- ii. CACOM or Brigade CAPT Operations Officer.
- iii. ARNG Special Forces Group S9 or other Division S9.
- iv. Joint Assignment.
- v. Office of the Chief of Army Reserve / U. S. Army Reserve Command assignment (AGR-specific).
- vi. Joint staff assignment (AGR-specific).
- vii. Staff officer at a GCC (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.* Operational, institutional, multinational/joint, 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 the echelons above the 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.

(f) Suggested lieutenant colonel strategic broadening seminars include the Senior Management Course in National Security Leadership and the Life Cycle Executive Leadership Program.

(4) *Colonel.*

(a) *PME.* Completion of SSC.

(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.

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- iv. CACOM Civil Liaison Team or CA Planning Team Chief.
- v. CACOM Deputy Commander (AGR-specific).
- vi. CA Brigade Commander (AGR-specific).
- vii. Joint Staff Assignment / GCC (AGR-specific).
- viii. Office of the Chief of Army Reserve / U.S. Army Reserve Command Assignment (AGR- specific).
- ix. Army Staff (AGR-specific).
- x. USACAPOC Staff Officer (AGR-Specific).

(c) *Developmental assignments.*

- i. General Staff Officer.
- ii. Joint Assignment.
- iii. Other CSL Command (AGR-Specific).
- iv. O1A Director Position (G3) (AGR-Specific).
- v. Army Reserve Engagement Cell / 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.

(e) Suggested colonel strategic broadening seminars include the Senior Management Course in National Security Leadership, the National Security Management Course, and the Life Cycle Executive Leadership Program.

g. *Assignment precedence.*

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

- (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; Office of the Chief, Army Reserve; and Office of the Secretary of Defense which are important to the Army and essential to the individual officer's advancement to senior leadership positions.

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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.

38A (TPU/IMA)				
Years	4	10	17	22
Rank	CPT	Board MAJ	Board LTC	Board COL
Professional Military Education	CA CCC	ILE	JPME II	SSC
Self/Suggested Developmental Courses	Airborne, Jumpmaster, Ranger NATO (CIMIC), USAID JHOC, Dense Urban Studies, National Security and Global Challenges, and DoS FSI	SAMS, JSOU/NATO Courses, UK Defense Academy, National Security and Global Challenges, Life Cycle Executive Leadership Program, and Dense Urban Studies	Senior Management Course in National Security Leadership, and Life Cycle Executive Leadership Program	Senior Management Course in National Security Leadership, National Security Management Course, and Life Cycle Executive Leadership Program
Typical Assignments	Key Developmental, Developmental, and Other Developmental Assignments			
	<u>Key Developmental:</u> <ul style="list-style-type: none"> CAT Leader <u>Developmental:</u> <ul style="list-style-type: none"> BN CIM/CLT Chief CO CMOC Officer BN CAPT Officer BN/BDE Ops/Intel Section Officer BCT CA Officer <u>Other Developmental:</u> <ul style="list-style-type: none"> Army Fellowships Other Operational, Institutional, Multinational, and Academic Assignments 	<u>Key Developmental:</u> <ul style="list-style-type: none"> CO CDR BN XO BN/BDE S3 BDE S9 <u>Developmental:</u> <ul style="list-style-type: none"> BN Specialty Cell/CAPT Chief BDE CIM Chief MCP-OD Officer Other BN/BDE Staff Positions NG SF BN S9 <u>Other Developmental:</u> <ul style="list-style-type: none"> BDE Ops/Intel Section Training Instructor or OC/T Joint Assignment USACAPOC G3/5/7 	<u>Key Developmental:</u> <ul style="list-style-type: none"> CSL BN CDR BDE DCO BDE CLT Chief CACOM CIM/O&I Chief Division G9 <u>Developmental:</u> <ul style="list-style-type: none"> CA Staff Officer CACOM/BDE CAPT NG SFG S9 Other DIV S9 Joint Assignment <u>Other Developmental:</u> <ul style="list-style-type: none"> Other operational, institutional, multinational, and Academic Assignments 	<u>Key Developmental:</u> <ul style="list-style-type: none"> BDE CDR CACOM CoS CACOM HQ Element Chief CACOM CLT/CAPT Chief <u>Developmental:</u> <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 LTC	Board COL
Professional Military Education	CA CCC	ILE	JPME II	SSC
Self/Suggested Developmental Courses	Airborne, Jumpmaster, Ranger NATO (CIMIC), USAID JHOC, Dense Urban Studies, National Security and Global Challenges, and DoS FSI	SAMS, JSOU/NATO Courses, UK Defense Academy, National Security and Global Challenges, Life Cycle Executive Leadership Program, and Dense Urban Studies	Senior Management Course in National Security Leadership, and Life Cycle Executive Leadership Program	Senior Management Course in National Security Leadership, National Security Management Course, and Life Cycle Executive Leadership Program
Typical Assignments	Key Developmental, Developmental, and Other Developmental Assignments			
	<u>Key Developmental:</u> <ul style="list-style-type: none"> CA BN Ops Officer CA BN Plans Officer <u>Developmental:</u> <ul style="list-style-type: none"> SWCS Instructor <u>Other Developmental:</u> <ul style="list-style-type: none"> Other Operational, Institutional, Multinational, and Academic Assignments 	<u>Key Developmental:</u> <ul style="list-style-type: none"> BN HQs Element Chief CA Proponent Positions SWCS Instructor <u>Developmental:</u> <ul style="list-style-type: none"> CACOM Assistant Ops Joint Duty Assignment AREC/ASCC Officer CA BDE Plans Officer SWCS Course Manager <u>Other Developmental:</u> <ul style="list-style-type: none"> OCAR 01A Positions ASCC 01A Positions Detail Assignment to IG Cadet CMD USACAPOC CA Officer 	<u>Key Developmental:</u> <ul style="list-style-type: none"> CA BDE HQs Element Chief CACOM Ops Officer USACAPOC Deputy G3/Ops Officer SWCS Generating Force Position <u>Developmental:</u> <ul style="list-style-type: none"> OCAR/USARC Assignment Joint Staff Assignment GCC Staff Officer <u>Other Developmental:</u> <ul style="list-style-type: none"> Other Operational, Institutional, Multinational, or Academic Assignments 	<u>Key Developmental:</u> <ul style="list-style-type: none"> CACOM Deputy CDR CA BDE CDR Joint Staff Assignment / GCC OCAR / USARC Assignment Army Staff USACAPOC Staff Officer <u>Developmental:</u> <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

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4. Reserve Component 38G Military Government

a. *Required knowledge and skills.* 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 (ADP 6-22).*

(1) Expertise: Possessing a high level of domain knowledge and competence in an area, and the ability to draw and apply accurate, logical conclusions.

(2) Interpersonal tact: Being aware of others' perceptions and capacity to understand interactions with others.

(3) Mental agility: Anticipating or adapting to uncertain or changing situations; thinking through outcomes when current decisions or actions are not producing desired effects.

(4) Discipline: Decisions and actions consistent with the Army Values; personal integrity, moral courage, and willing obedience to lawful orders.

(5) Fitness: Having sound health, strength, and endurance that support one's emotional health and conceptual abilities under prolonged stress.

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 aligns 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 associated with one of the five (5) functional specialty areas. (Note: Each functional specialty area has one or more functional specialty focus areas nested within it. There are 16 total focus areas).

(2) Possess at least 48 months of 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 top secret / sensitive compartmented information IAW AR 380-67.

(b) For direct commission, the applicant must be eligible to possess a secret and up to a top secret / sensitive compartmented information 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. The CA branch is awarded once all training requirements are met.

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(6) *Direct commission application procedure.* Professional civilians with exceptional skills and high-level experience may request an application packet by contacting CA Proponent at 38gaccession.shdmbx@socom.mil. All 38G officers must enter the AOC through a selection panel. The CA branch is awarded once all training requirements are met.

(7) *Waiver authority.* All requests for exceptions to policy should be routed through the chain of command and addressed to the Commanding General, USAJFKSWCS (AOJK-CA), Fort Liberty, 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 Professional Military Education 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 USAR 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 Civil Affairs operations while in TPU positions of increasing responsibility.

g. *Education and assignments.*

(1) *General.* All 38Gs must be MEL 6 qualified through completion of the Captains Career Course (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) *PME.* 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 careers.

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; multinational 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, as well as reconstruction and stabilization courses through the Foreign Service Institute (FSI) at the DOS.

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(3) *Major.*

(a) *PME.* 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 careers.

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; multinational 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 DOS.

(4) *Lieutenant colonel.*

(a) *PME.* 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 careers.

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; multinational 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 DOS.

(5) *Colonel.*

(a) *PME.* Completion of SSC.

(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 careers.

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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 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)				
Years	4	10	17	22
Rank	CPT	Board MAJ	Board LTC	Board COL
Professional Military Education	CCC	ILE	JPME II	SSC
Self/Suggested Developmental Courses	RCNSC - Reserve Components National Security Course JCSP - Joint Command and Staff Program SMCNS - Senior Managers Course in National Security Joint CMO Course - joint civil-military operations NATO (CIMIC) – NATO Civil-Military Cooperation			
Typical Assignments				
Typical Assignments	^{KD} • All 38G-coded captain positions	^{KD} • All 38G-coded major positions	^{KD} • All 38G-coded lieutenant colonel positions	^{KD} • All 38G-coded colonel positions
Civilian Education Self Development	Master's degree and higher			

5. Army National Guard CA Officer management

a. The majority of CA officer positions exist in USAR Troop Program Units. The ARNG possesses CA authorizations as a brigade combat team or Special Forces group S9s. These positions offer RC CA Officers 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 swcscapersonnel@socom.mil.

b. Army National Guard Branch Transfer (IAW NGR 600-100, CH 6-2).

(1) Branch transfers will be initiated by or with the consent of the officer concerned (except when required by paragraph 6-7).

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(2) The officer will acknowledge the action, in written form, through channels to their state TAG, enclosing evidence of his or her qualifications for the new Branch.

(3) A Federal Recognition Board (FRB) will be conducted per this regulation. The FRB will require that an officer complete the appropriate specific MILED per DA PAM 600-3 prior to approval of a branch transfer, and if applicable, a proponent approval letter.

(4) AR 614-100 (Officer Assignment Policies, Details and Transfers) specifies branch transfers are accomplished in accordance with NGR 600-100. ARNG-HRH-O is the approval authority for ARNG officer branch transfer requests. ARNG-HRH-O will closely coordinate with the respective branch proponent prior to the approval of branch transfer requests. Officers previously federally recognized in a branch without a change in grade are exempt from obtaining ARNG- HRH-O approval.