

SUMMARY of CHANGE

DA PAM 600-25 Noncommissioned Officer Professional Development Guide
Career Management Field 38 Civil Affairs Chapter

This revision for FY24—

1. Revises all Military Occupational Specialties duty descriptions (Pages 7 through 29). Aligned descriptions with FM 3-0 and clearly laid out how each MOS complements operations across the competition continuum.
2. Adds the description for the unique features of the Civil Affairs branch that highlights core competencies, unique capabilities performed by the CA branch, and units of action at echelon (Page 3).
3. Replaces previous required attributes with the ARSOF attributes. (Page 5).
4. Adds a National Defense University (NDU) description process with more detail for applicants (Page 7).
5. Changes the proponent guidance from SSG through SGM to create more diversity between the Most Qualified (MQ) through the Not Fully Qualified (NFQ) NCOs through the evaluation board process. (Pages 13 through 29)
6. Adds the 38W Uniformed Services University (USU) College of Allied Health Sciences Associates of Science in Health Sciences (ASHS) degree upon successful completion of degree requirements in accordance with USU policy (Page 7).
7. Conducts a resource management assessment with a resourcing solution on the required courses based on the proponent guidance.
8. Updates all relevant AR 11-6 guidance for language currency (Language waivers and currency).
9. Adds key courses for the 38W, Civil Affairs Medical Sergeant (SSG) to the Institutional Domain Training (Fundamentals of Global Health Engagement I, Fundamentals of Global Health Engagement II, Military Medical Humanitarian Assistance Course (MMHAC), Joint Special Operations Medical Orientation Course (JSOMOC) (SOC 3627)) (Pages 14 and 17).
10. Removes the 24-month requirement for 38Z5Ms to serve in a tactical First Sergeant assignment to provide flexibility to the talent management process in the Active Component First Sergeant Selection Panel based on merit. (Page 19)
11. Removes the 12-month critical leadership development time for a Battalion Operations Sergeant Major to provide flexibility for CSL selection. (Page 21)
12. Adds recommended Nominative Billets for active-duty NCOs across all grades to assist leaders in the talent management process.
13. Updates the ACFT proponent guidance for the most qualified NCOs in the active component.
14. Changes the critical leadership developmental time between most qualified and fully qualified from 24-months to 18-months across all grades for the active component to create a larger Fully Qualified (FQ) demographic.

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Civil Affairs (CMF 38) Career Progression Plan

Chapter 1. Duties

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

Chapter 2. Transformation

1. The Civil Affairs CMF is transforming to meet emerging requirements identified by the 2021 Civil Affairs Force Modernization Assessment, TRADOC Analysis Center (TRAC), through the Special Operations Center of Excellence and U.S. Army Futures Command. The proposed solutions represent a significant evolution to meeting Civil Affairs requirements for the Army and the Joint force. The FMA requires changes to the CMF 38 to transform it into a multi-domain force that achieves full operational capability (FOC) by 2035. This modernization effort aligns with the Army's future modernization for Army 2030 and 2040 objectives. These changes encompass assigned mission requirements, the operational environment, adversarial capabilities, and emerging technologies. Regardless of component or unit of assignment, the transformation links all Civil Affairs Soldiers through the four Civil Affairs core competencies of Transitional Governance, Civil Network Development and Engagement, Civil Knowledge Integration, and Civil-Military Integration.
2. Based on the USAJFKSWCS 2030 Strategy, Inter-state strategic competition continues to challenge the approaches that Civil Affairs forces have employed over the past two decades to advance U.S. national interests. These challenges will continue to accelerate, further shifting the strategic environment, which will be characterized by a range of selective cooperation, aggressive competition short of armed conflict, and the potential for high intensity war amongst global stakeholders. The Joint Force requires CA Soldiers to enable campaigns of competing below the level of armed conflict while setting conditions to dominate in war. Near peer competitors are closing in on technological parity to go along with their superiority in numbers. To that end, CA must provide modernized training and education to current and future CA Soldiers who will contribute their expertise in irregular warfare to achieve effects in all domains and dimensions. Crucial to this training is ensuring that CA graduates are culturally astute, regionally oriented, and ready to operate forward with partners.
3. Proponent Note: The Civil Affairs CMF consists of the following military occupational specialties (MOSs) for the active Component: Civil Reconnaissance Sergeant (38R), Civil Affairs Medical Sergeant (38W), and Civil Affairs Senior Sergeant (38Z). The U.S. Army Reserve (USAR) includes the MOS Civil Affairs Specialist (38B). Training, education, career development, and mission support differ between components.
4. Active Component. Civil Affairs recruits from in-Service volunteers. Volunteers are awarded the MOS after successful completion of Civil Affairs Assessment and Selection and graduation from all courses within the Civil Affairs training pathway.
5. Reserve Component.
 - a. Civil Affairs recruits both from non-prior service and in-service volunteers. Initial entry Soldiers are awarded the MOS after completion of Basic Combat Training (BCT) and Advanced Individual Training (AIT). In-service volunteers are awarded the MOS after completion of reclassification training through one of The Total Army School System Reserve Component Training Commands.

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1. Unique features of the Civil Affairs branch

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

b. CA Core Competencies. CA forces execute their core competencies throughout the 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 interorganizational cooperation and to achieve unified action.

c. Unique capabilities performed by the CA branch. CA forces execute Civil Affairs 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. CA forces are trained, organized, and equipped to plan, execute, and assess Civil Affairs 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 interorganizational partners.

(1) A Civil Affairs Task Force 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 (BCT). When operating during consolidation of gains, CA units establish the core of a Civil Affairs Task Force with the commander, staff, and their respective subordinate units.

(2) The Civil Affairs 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 and theater army at the strategic level. When tasked to form a one-star Civil Affairs Task Force, the Civil Affairs 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 Civil Affairs Task Force led by a colonel, the CA brigade provides command and control for assigned or attached military capabilities.

(4) The CA battalion provides direct support CA capabilities to missions in geographic combatant command areas of operation with emphasis on theater persistent engagement activities that build and employ local, regional, and

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trans-regional networks; anticipate and exploit changing conditions in human geography; implement conflict prevention strategies; and set conditions for successful Civil Affairs Operations in support of the requirements for geographic combatant command, Army Service component command, 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 Civil Affairs Teams and operating a civil-military operations center. CA companies plan, assess, and manage Civil Affairs Operations to achieve strategic-, operational-, and tactical-level civil-military objectives. It supports the BCT, Joint Task Force, Chief of Mission, Special Forces battalion, and regional Civil-Military Support Element at the tactical level.

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

(7) Active Component – The Civil Affairs Special Operations Forces 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. CA Teams deploys to support the immediate consolidation of gains in crisis and conflict through interagency and host nation cooperation. During Large Scale Combat Operations, 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.

(8) Reserve Component – The reserve CA Team is optimally employed to support the consolidation of gains by conventional maneuver formations during Large Scale Combat Operations. 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

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

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

2. Physical Fitness. The ability to conduct Civil Affairs operations across the competition continuum requires Civil Affairs Soldiers to be physically capable of operating in the most rigorous environments. All personnel must maintain a high state of readiness. Physical fitness contributes to a NCOs overall wellness and ability to set the example for others. A holistic health and fitness (H2F) approach is essential to readiness when assessing a Soldier's physical and mental status. Additionally, it assists to design programs to sustain or improve that Soldier's ability to meet the demands of their MOSs, duty assignments, and combat-specific tasks. While it is a command responsibility to establish physical training policies and allocate sufficient resources for Soldiers to meet Army and unit standards and goals, it is an individual responsibility to meet those goals. Soldiers must keep themselves in a high state of physical readiness. All Soldiers are encouraged to use existing resources to assist them in making a healthy lifestyle, good dietary choices, and developing an individual goal-oriented physical training regimen. Civil Affairs Soldiers will meet all standards for their respective grades as specified in DA PAM 611-21. NCOs assigned

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to the Active Component must meet all physical fitness requirements as directed by the command to ensure maximum mission readiness to fulfill global requirements with Joint special operations forces (SOF) partners.

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

a. Active-duty Civil Affairs NCOs are required to maintain control language proficiency in accordance with AR 11-6 Army Foreign Language Program, AR 614-200 Enlisted Assignments and Utilization Management, USASOC Regulation 350-1, and applicable unit policies. Soldiers scoring under the L3/R3 DLPT level or S3 OPI level. 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.

b. 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.

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

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

5. Required attributes. Active-duty Soldiers desiring to become a member of the ARSOF Civil Affairs Branch (38Z, 38R, and 38W) must demonstrate and internalize the same attributes as those who currently serve. All Soldiers will demonstrate the ARSOF Core Attributes:

a. Integrity – Being trustworthy and honest; acting with honor and unwavering adherence to ethical standards.

b. Courage – Acting on own convictions despite consequences; is willing to sacrifice for a larger cause; not paralyzed by fear of failure.

c. Perseverance – Working toward an end; has commitment; physical or mental resolve; motivated; gives effort to the cause; does not quit.

d. Personal Responsibility – Being self-motivated and an autonomous self-starter; anticipates tasks and acts accordingly; takes accountability for his/her actions.

e. Professionalism – Behaving as a standard-bearer for the corps; has a professional image, to include 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.

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f. Adaptability – Possessing the ability to maintain composure while responding to or adjusting one's own 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.

g. 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.

h. Capability – Maintaining physical fitness, to include strength and agility; has operational knowledge; able to plan and communicate effectively.

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

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

b. USAR Civil Affairs Forces support the conventional force. Its force structure includes two Airborne BDEs and subordinate BNs and other Airborne coded positions at Civil Affairs Commands and Command level. Individuals in these assignments must attend the Basic Airborne Course and maintain current jump status to be fully qualified for the position. Prior to assignment in a paid parachute position, non-airborne qualified TPU and AGR Soldiers should complete an Airborne Training Volunteer Statement. All NCOs in an airborne assignment should attend the Static Line Jump Master Course at the earliest opportunity. 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). USAR Soldiers do not have a SERE-C requirement.

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

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

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

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

d. Sergeant First Class. Active Component and AGR Sergeant First Class serving in a SOF unit should strive to complete the Joint Special Operations University Enterprise Management Course (CEP 2) and the JKO Senior Enlisted Joint Professional Military Education Course (SEJPME II). Completion of DLC 4 is an eligibility requirement for promotion to Master Sergeant.

e. Master Sergeant/First Sergeant. Master Sergeants and First Sergeants should strive to complete the JKO Senior Enlisted Joint Professional Military Education Course (SEJPME II) if not already complete. Completion of

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DLC 5 is an eligibility requirement to attend the U.S. Army Sergeants Major Course or Joint Special Operations Forces Senior Enlisted Academy.

8. Broadening billets and assignments. NCOs are encouraged to have a diverse career assignment profile. This covers a wide range of positions and duties outside of one's MOS. For any position to be considered broadening, it must either be an operational or institutional position in an organization at the operational or strategic levels providing an experience above and beyond the tactical level or an MOS-immaterial position that increases skill in Army policy and programs outside of their CMF. Assignments and billets include, but are not limited to, assignments at a Theater Special Operations Command; GCC; USASOC; 1st SFC (A); Division or CORP G-9; SFG S-9; OSC or positions such as Observer Controller/Trainer (JRTC/NTC); Drill Sergeant; Recruiter (including SORB); Inspector General (IG) NCO; Brigade level Sexual Assault Response Coordinator or Sexual Harassment/Assault Response and Prevention Coordinator; and EOA assignments.

9. Competitive Boards. Soldiers at every rank are encouraged to demonstrate their ability to exceed standards in presence, intellect, leadership, development, and achievement by setting the example for their peers and subordinates through personal courage, confidence, competence, military bearing, general military knowledge, and warrior skills. Soldiers interested in challenging themselves and setting themselves ahead of their peer group should compete in competitions such as the Active Component Best Civil Affairs Competition, U.S. Army Best Medic Competition, U.S. Army Best Ranger Competition, U.S. Army Best Sapper Competition, U.S. Army Best Warrior/ Best Squad Competition, Soldier and NCO Officer of the Month, Quarter, and Year boards. NCOs at every rank are encouraged to compete for acceptance into Sergeant Audie Murphy or Sergeant Morales Club boards.

10. Credentials/Certifications. Must maintain a current, valid, unrestricted National Registry Emergency Medical Technician Certification and Advanced Tactical Paramedic Certification to retain MOS 38W.

11. Civilian Education. Civilian (academic) education is a critical piece of the self-development program for Civil Affairs Soldiers. Early career management accelerates professional development and allows for flexibility in operational requirements and tempo. A college degree is not required for promotion, but it will look favorable, and it can be a deciding factor in identifying the most qualified NCOs. Soldiers are encouraged to pursue a degree program that relates to their MOS to receive maximum credit for previous military training. Soldiers should seek more information on this topic by utilizing the Service-member Opportunity Colleges Army Degree (SOCAD) website <https://www.education.army.mil/socad.aspx>. See paragraph 10 for more information on how to obtain college credits.

a. Staff Sergeants should set their educational goal of completing of an associate degree, or at a minimum complete 60 semester hours. Staff Sergeants that have already completed a bachelor's degree is 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 Special Operations Combat Medical Course, a medic is awarded the Associates of Science (AS) in Health Science from the Uniformed Services University (USU). The primary location of training within USASOC is the Joint Special Operations Medical Training Center. 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.

b. 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).

Note: National Defense University (NDU). Selected NCOs 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 NCOs for assignments in Army Educational Requirements System (AERS) coded "98" billets. 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 one to two ratio utilization duration tour per AR 621-1.

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NCOs who want to attend Must have completed appropriate Noncommissioned Officer educational programs for grade and years of service. NCO's normally must have no less than 6 years-time in service or no more than 13 years-time in service (TIS) as of the report date to the academic institution. NCOs with more than 13-year TIS (waiver possible) will be considered on a case-by-case basis. Must be indefinite or have sufficient enlistment remaining equal to or greater than the three times the length of requested schooling. Must be in the grade of E6 or above.

c. 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.

d. 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.

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

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

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

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

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

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

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

g. Advanced Civil Schooling. Advanced Civil Schooling opportunities are available for active component Civil Affairs NCOs. The National Defense University (NDU) Joint Special Operations Master of Arts Strategic Security Studies degree program is conducted under the auspices of the U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS) provides a Master of Science. 38Zs, 38Ws and 38Rs with a minimum of six years' Time in Service (TIS) and no more than 13 years TIS are eligible. Application requirements are published annually.

Note: NCOs who graduate from NDU, NPS or similar programs will incur a one to two ratio utilization duration tour per AR 621-1.

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

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

15. Guided Self-development by rank

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

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

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

b. Sergeant (USAR only).

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

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

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c. Staff Sergeant.

(1) Staff Sergeants should be well versed with these additional military publications: FM 3-57 (Civil Affairs Operations); ADP 1 (The Army); ADP 3-07 (Stability); AR 623-3 (Evaluation Reporting System); ADP 6-22 (Army Leadership and the Profession); STP 21-24 (Soldier's Manual of Common Task, SL 2-4); AR 600-9 (The Army Body Composition Program); the base document and Civil Affairs Chapter of DA Pam 600-25 (U.S. Army Noncommissioned Officer Professional Development Guide); all -10 level technical manuals associated with their equipment; and battle drills associated with their current assignment. Staff Sergeants should be familiar with JP 3-57 (Civil-Military Operations); FM 1-02.2 (Military Symbols); FM 1-02.1 (Operational Terms) ; ADP 3-0 (Operations); ADP 3-05 (Army Special Operations); ADP 3-28 (Defense Support of Civil Authorities); ADP 3-37 (Protection); ADP 7-0 (Training); ATP 3-57.X series of publications; ATP 5-0.6 (Network Engagement); FM 3-98 (Reconnaissance and Security Operations); FM 3-90-2 (Reconnaissance, Security, and Tactical Enabling Tasks Volume 2); ADP 5-0 (The Operations Process); STP 41-38B14-SM-TG (Soldiers Manual and Trainer's Guide, MOS 38B, Civil Affairs Soldier, Skill Levels 1 through 4); ATP 6-22.01 (The Counseling Process); ATP 3-50.3 (Multiservice Techniques, Tactics, and Procedures for Survival, Evasion, and Recovery) and ATP 3-50.20 (SERE Planning and Preparation).

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

d. Sergeant First Class.

(1) As a Senior Noncommissioned Officer, a Sergeant First Class should be well versed in the additional military publications: FM 3-57 (Civil Affairs Operations); ATP 3-57.X series of publications; FM 6-0 (Commander and Staff Organization and Operations) or ADP 6-0 (Mission Command); FM 3-0 (Operations); ADP 5-0 (The Operations Process); ATP 5-19 (Risk Management); ATP 3-60 (Targeting); ADP 3-37 (Protection); FM7-22.7 (The Noncommissioned Officer Guide); TC 3-57.51 (Civil Preparation of the Battlefield); FM 7-0 (Training); FM 7-22 (Holistic, Health, and Fitness); FM 6-22 (Developing Leaders); FM 3-98 (Reconnaissance and Security Operations); FM 3-13 (Information Operations); FM 3-55 (Information Collection); ATP 2-01.3 (Intelligence Preparation of the Battlefield); AR 25-50 (Preparing and Managing Correspondence); AR and DA PAM 623-3 (Evaluation Reporting System); ADP 1-01 (Doctrine Primer); ADP 2-0 (Intelligence); ADP 3-90 (Offense and Defense); ADP 4-0 (Sustainment).

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

e. Master Sergeant and First Sergeant.

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

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

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f. Sergeant Major and Command Sergeant Major.

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

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

Chapter 4. Military Occupational Specialties Civil Reconnaissance Sergeant (38R), Civil Affairs Medical Sergeant (38W)

Proponent Note: Proponent guidance should not be construed as a simplified checklist for the evaluation process, nor does it guarantee selection for PME. No school or assignment is a deciding factor in the merit-based evaluation-based system. Those NCOs that have completed assignments in their Critical Leadership Developmental positions and consistently outperformed their peers; receiving exceptional rater and senior rater evaluations will be viewed favorably by board members.

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

1. Major Duties.

a. **MOS 38R- Civil Reconnaissance Sergeant.** The Civil Reconnaissance Sergeant serves as the technical civil reconnaissance expert of a 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 with a focus on accessing, engaging, and influencing the civil component in hostile, contested, denied, or politically sensitive environments.

b. **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 with a focus on accessing, engaging, and influencing the civil component in hostile, contested, denied, or politically sensitive environments.

c. A Civil Affairs NCO acquires valuable warfighting and Civil Affairs skills through realistic training, NCO Professional Development System, functional training courses, and successful service in Critical Leadership Developmental assignments. Critical Leadership time within the operational force improves tactical and technical proficiencies through practical application of warfighting and Civil Affairs skills, which are primary importance to the Civil Affairs CMF. However, excellence in a Civil Affairs NCO's career is demonstrated by exceptional performance in Critical Leadership Developmental positions, coupled with generating or broadening assignments. The CMF 38 talent development model, commonly known as the Career Map in Army Career Tracker (ACT), lists the Critical Leadership Developmental positions necessary to become MOS proficient. These positions include Civil Reconnaissance Sergeant and Civil Affairs Medical Sergeant. Successful performance in both Special

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Operations and Conventional Force assignments and in the operational force and the generating force develop Civil Affairs NCOs into well-rounded and experienced leaders. However, back-to-back, or prolonged generating or special assignments that exceed the 36 consecutive months of a Year Month Available to Move (YMAV) that aligns with the current ASK-EM market should be avoided due to continuous changes in the operational force.

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

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

4. Sergeant (SGT).

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

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

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

5. MOS 38R30, Civil Reconnaissance Sergeant (SSG).

a. Operational Assignments: A Staff Sergeant's Critical Leadership Developmental position is Civil Reconnaissance 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.

b. 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.

c. 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.

d. 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.

e. 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.

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

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

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

h. Self-Development Domain: See Chapter 3.

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

l. Credentials/Certifications: See Chapter 3.

j. Proponent guidance:

(1) Most Qualified (MQ).

(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.

(2) Fully Qualified (FQ).

(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.

(3) Not Fully Qualified (NFQ).

(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.

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

(a) 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.

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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.

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

a. 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.

b. 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.

c. 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.

d. 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.

e. 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.

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

g. Institutional Domain Training: SERE-C (High Risk); Static Line Jumpmaster Course; Ranger; Sapper Leader Course; Reconnaissance and Surveillance Leaders Course; Critical Infrastructure Course; Fundamentals of Global Health Engagement I, Fundamentals of Global Health Engagement II, Military Medical Humanitarian Assistance Course, Joint Special Operations Medical Orientation Course (SOC 3627).

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

h. Self-Development Domain: See Chapter 3.

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

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j. Proponent Guidance.

(1) Most Qualified (MQ).

- (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.

(2) Fully Qualified (FQ).

- (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.

(3) Not Fully Qualified (NFQ).

- (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.

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

- (a) 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.

Chapter 5. Military Occupational Specialty 38Z, Civil Affairs Senior Sergeant

Proponent Note: Proponent guidance should not be construed as a simplified checklist for the evaluation process, nor does it guarantee selection for PME. No school or assignment is a deciding factor in the merit-based evaluation-based system. Those NCOs that have completed assignments in their Critical Leadership Developmental positions and consistently outperformed their peers; receiving exceptional rater and senior rater evaluations will be viewed favorably by board members.

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1. Major duties. The Civil Affairs Senior Sergeant supervises, leads, and trains as a member of Civil Affairs forces that executes 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:

a. MOS 38Z40

The Civil Affairs Team Sergeant is the master trainer of a SOF Civil Affairs team 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.

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

b. MOS 38Z50 and 38Z5M

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

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

(2) 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; NCO Common Core Competencies. Provides tactical and technical guidance to subordinates and professional support to both subordinates and superiors in accomplishment of their duties. Plans, coordinates, and supervises activities pertaining to administration, training, and logistics for the company. Supervises implementation of operations and training programs.

c. MOS 38Z60

(1) SGM: Serves as principal noncommissioned officer 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 to subordinates and professional support to both subordinates and superiors in accomplishment of their duties. Plans, coordinates, and supervises activities pertaining to organization, training, and operations. Develops and reviews tactical plans and training materials at the battalion and higher level. Coordinates implementation of operations and training programs. The SGM is a subject matter expert in their field,

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primary advisor on policy development, analytical reviewer of regulatory guidance and often fulfills the duties of the CSM in the incumbent's absence.

(2) 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 the implementation of 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 issues related to training, education, and professional development. Responsible for the unit's individual skills training program for all CMFs. (battalion and higher-level unit).

2. Sergeant First Class (38Z40)

a. 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 successful service as a Team Sergeant on a Civil Affairs team, opportunity for promotion to Master Sergeant will be limited.

Note: A Staff Sergeant may gain experience serving in a Team Sergeant position but will not receive Critical Leadership Developmental credit until after the effective date of promotion to Sergeant First Class.

b. 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.

c. 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).

d. 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.

e. 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.

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

g. Institutional Domain Training: SERE-C (High Risk); Static Line Jumpmaster Course; Ranger; Sapper; Reconnaissance and Surveillance Leaders Course (RSLC); Special Warfare Network Development Course; Joint Special Operations University Planners Course.

Note: 38ZW4s Institutional Domain Training: Fundamentals of Global Health Engagement I, Fundamentals of Global Health Engagement II, Military Medical Humanitarian Assistance Course (MMHAC), Joint Special Operations Medical Orientation Course (SOC 3627).

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h. Self-Development Domain: See Chapter 3.

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

j. Credentials/Certifications: See Chapter 3.

k. Proponent guidance:

(1) Most Qualified (MQ).

(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.

(2) Fully Qualified (FQ).

(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.

(e) (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.

(3) Not Fully Qualified (NFQ).

(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.

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

(a) 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.

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

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a. 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, opportunity for promotion to Sergeant Major will be limited.

Note: The most competitive First Sergeants will be selected for a subsequent First Sergeant position through the Active Component First Sergeant Selection Panel based on merit. First Sergeants selected for a subsequent position will be selected for either battalion/brigade HHCs, SWCS, NCOA, SWMG (A).

b. 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.

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

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

d. 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).

e. 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).

f. Professional Military Education: Joint Special Operations Forces Senior Enlisted Academy (JSOFSEA) or the United States Sergeant Major Academy (USASMA); DLC 5. Effective 1 May 2020, completion of DLC 5 is mandatory and must be accomplished before the Master Sergeant is eligible to attend JSOFSEA or USASMA. 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.

g. Institutional Domain Training: How the Army Runs Course; Active Component Leaders Orientation Course or Pre-Command Course equivalent; Special Operations Campaign Artistry Program.

h. Self-Development Domain: See Chapter 3.

i. Operational Domain: See Chapter 3.

j. Credentials/Certifications: See Chapter 3.

k. Proponent guidance:

(1) Most Qualified (MQ).

(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.

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- (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.

(2) Fully Qualified (FQ).

- (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.

(3) Not Fully Qualified (NFQ).

- (a) 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.
- (b) 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.
- (c) Not SERE-C (High Risk) qualified.
- (d) Not Static Line Jumpmaster.

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

- (a) 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.

4. Sergeant Major (MOS 38Z60)

- a. The Critical Leadership Developmental position for a Sergeant Major is Operations Sergeant Major in a battalion or higher echelon. Without serving as an Operations Sergeant Major in a battalion or higher echelon, opportunity for selection to serve as Command Sergeant Major will be limited. Sergeants Major serving in competitive broadening assignments at time of promotion to Sergeant Major will receive Critical Leadership time credit.
- b. Operational Assignments: 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).
- c. Generating/Institutional/Training 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

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Professional Development Proficiency Code (7S); JSOFSEA Military Instructor Professional Development Proficiency Code (7S).

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

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

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

g. Operational Domain: See Chapter 3.

h. Credentials/Certifications: See Chapter 3.

i. Proponent guidance:

(1) Most Qualified (MQ).

(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.

(2) Fully Qualified (FQ).

(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.

(3) Not Fully Qualified (NFQ).

(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.

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

(a) 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. 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.

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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.

Chapter 6. Military Occupational Specialty 38B Civil Affairs Specialist

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

1. Major Duties: 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.

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

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

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

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

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

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

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

The Civil Affairs Team Sergeant is the master trainer of a Civil Affairs team, 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 in their assigned environment by utilizing proven tactics, techniques, and procedures to conduct civil affairs operations in support of consolidating gains across the competition continuum.

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

(1) MSG: Supervises the planning, preparing, executing, and assessing CAO in a Civil Affairs company or higher-level unit. Provides tactical and technical guidance to subordinates and professional support to both 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.

(2) 1SG: Serves as the Command Senior Enlisted Leader 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 unit's health, welfare, and morale and their families. Provides tactical and technical guidance to subordinates and professional support to both subordinates and superiors in accomplishing their duties. Plans, coordinates, and supervises administration, training, and logistics activities for the company. Leads the implementation of operations and training programs.

f. MOS 38B60-Sergeant Major and Command Sergeant Major.

(1) SGM: Serves as the principal noncommissioned officer 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 to subordinates and professional support to both subordinates and superiors to accomplish their duties. Plans, coordinates, and supervises organization, training, and operations activities. Develops and reviews tactical plans and training materials at the battalion and higher level. Coordinates implementation of operations and training programs. The SGM is a subject matter expert in their field, primary advisor on policy development, analytical reviewer of regulatory guidance, and often fulfills the duties of the CSM in the incumbent's absence.

(2) CSM: Serves as the Command Senior Enlisted Leader (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 CMF's. (Battalion and higher-level unit).

1. Sergeant (38B20).

a. Operational Assignments:

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

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

b. Generating Force Assignments: BDE HHC Civil Affairs Sergeants.

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Note: Sergeants should serve in Operational Force at their current grade for at least 24-months before being assigned to the Generating/Institutional/Training Force.

- c. Professional Military Education: Advanced Leader Course; DLC 2. Effective 1 May 2020, completion of DLC 2 is mandatory and must be accomplished before the Sergeant is eligible for promotion to Staff Sergeant in the primary zone, otherwise they will be subject to a HQDA bar to continued service.
- d. Functional Training: 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).
- e. Lifelong Learning: Army Continuing Education System; Army Correspondence Course Program; Army eLearning; Army University; Defense Activity for Non-Traditional Education Support; Army IgnitED; Joint Service Transcript; working toward an associate degree.
- f. Self-Development: See Chapter 3.
- g. Credentials/Certifications: See Chapter 3.
- h. Proponent guidance: Selection for promotion is based on a Soldier's potential to serve at levels of increasing responsibility, stemming from a leader's assessment of a Soldier in his or her current rank.

2. Staff Sergeant (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)).

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

e. Functional Training: 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).

f. Lifelong Learning: Army Continuing Education System; Army Correspondence Course Program; Army eLearning; Army University; Defense Activity for Non-Traditional Education Support; Army IgnitED; Joint Service Transcript; working toward associate degree. Training at the Center for Excellence in Disaster Management and Humanitarian Assistance is also encouraged. These courses include but are not limited to: Humanitarian Assistance Response Training; Health Emergencies in Large Populations; Health and Humanitarian Action in Emergencies.

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g. Self-Development: See Chapter 3.

h. Credentials/Certifications: See Chapter 3.

i. Proponent guidance:

(1) Most Qualified (MQ).

(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.

(2) Fully Qualified (FQ).

(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.

(3) Not Fully Qualified (NFQ).

(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 or has not passed the ACFT with a total score of 360 or better.

3. Sergeant First Class (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

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(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.

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.

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

e. Functional Training: 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).

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

g. Self-Development: See Chapter 3.

h. Credentials/Certifications: See Chapter 3.

i. Proponent guidance:

(1) Most Qualified (MQ).

(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.

(2) Fully Qualified (FQ).

(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.

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(3) Not Fully Qualified (NFQ).

(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 or has not passed the ACFT with a total 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.

4. Master Sergeant (38B50).

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.

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

e. Functional Training: 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).

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

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g. Self-Development: See Chapter 3.

h. Credentials/Certifications: See Chapter 3.

i. Proponent guidance:

(1) Most Qualified (MQ).

(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.

(2) Fully Qualified (FQ).

(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.

(3) Not Fully Qualified (NFQ).

(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 or has not passed the ACFT with a total 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.

5. Sergeant Major (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).

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

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f. Functional Training: Battalion and Brigade Pre-Command Course (BBPCC) and How the Army Runs Course (HTARC).

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

g. Self-Development: See Chapter 3.

h. Credentials/Certifications: See Chapter 3.

i. Proponent guidance:

(1) Most Qualified (MQ).

(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.

(2) Fully Qualified (FQ).

(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.

(3) Not Fully Qualified (NFQ).

(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 or has not passed the ACFT with a total 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.