

Civil Affairs Branch

1. Unique features of the Civil Affairs Branch

a. Unique purpose of the Civil Affairs Branch. Civil Affairs (CA) is a non-accession operations functional category branch. The mission of CA forces is to mitigate or defeat threats to civil society and conduct responsibilities normally performed by civil governments across the range of military operations by engaging and influencing the civil populace and authorities through the planning and conduct of Civil Affairs Operations (CAO), or to enable Civil Military Operations, to shape the civil environment and set the conditions for military operations. CA forces plan, prepare for, execute, assess, and transition CAO at all levels of war. CA forces support unified land operations in every environment across the range of military operations that are nested within the overall mission and commander's intent. CAO are a cornerstone to the successful execution of stability tasks. CA forces support commanders by engaging the civil component of the operational environment to achieve civil-military operations or other stated U.S. objectives and by ensuring the sustained legitimacy of the mission and the transparency and credibility of the military force before, during, or after other military operations. CA forces interface with indigenous populations and institutions, intergovernmental organizations, nongovernmental organizations, other civilian and government organizations, and military forces to assist the supported commander to accomplish the mission. Army CA forces are organized to support conventional forces and Special Operations Forces (SOF), the Services, U.S. Government agencies, allied forces, agencies of other countries, various intergovernmental organizations, associated nongovernmental organizations, and other unified action partners. CA forces are the supported commander's primary asset in the planning, execution, and assessment of stability and transitional military authority operations by virtue of their area and linguistic orientation, cultural awareness, training in military to host nation advisory activities, and civilian professional skills that parallel common government functions.

b. Unique functions performed by the CA Branch. The primary function of all Army CA units is to support the commander by engaging the civil component of the operational environment. CA forces interface with indigenous populations and institutions, intergovernmental organizations, nongovernmental organizations, other civilian and government organizations, and military forces to assist the supported commander to accomplish the mission. CA forces enhance stability through the mitigation or defeat of immediate threats to the civil society and develop indigenous capacity to deter or defeat future civil threats. To meet this broad requirement, Army CA units are organized to support conventional forces and SOF, the Services, USG agencies, allied forces, agencies of other countries, various intergovernmental organizations, and their associated nongovernmental organizations. Mission guidance and priorities- including prioritized regional engagement activities and language requirements-from respective combatant commanders (CCDRs) provide regional focus.

(1) The mission of the Active Army component (AC) CA brigade is to rapidly deploy regionally focused, language capable, initial entry Civil Affairs Teams, Civil Military Affairs Operation Center, CA battalions, and CA companies to plan, enable, shape, manage, and execute CAO in support of a geographic combatant command, Joint Task Force, Theater Special Operations Command (TSOC), joint forces special operations component, interagency, corps, division, or Brigade Combat Team (BCT). The brigade can serve as the core of a joint civil-military operations task force and can provide mission command system capabilities for assigned forces. The CA brigade headquarters provides mission command and staff supervision of the operations of the brigade and assigned CA battalions or attached units. This headquarters is rapidly deployable, providing U.S. Army Special Operations Command (USASOC) with a responsive, flexible, and modular CA force package.

(2) The mission of the AC CA battalion is providing supported commanders with an initial entry capable, responsive, flexible, and modular CA force package. The brigade can rapidly deploy expeditionary forces, Civil Military Affairs Operation Center, and CA companies, that are regionally focused, language capable, and possess the ability to plan, enable, shape, manage, and execute CAO in support of a geographic combatant commands, Army Service Component Command (ASCC), joint forces special operations component, Joint Task Forces, interagency, corps, division, or BCT.

(3) U.S. Army Reserve component (RC) CA units can be mobilized to provide support to conventional forces and the theater security cooperation activities of the geographic combatant command under

FORSCOM, as part of ongoing shaping operations in each theater; for engagement or exercises. The Civil Affairs Command's (CACOM's) primary mission is to provide theater- level CAO planning, coordination, policies, and programs in support of the geographic combatant command's regional civil-military operations strategy and stabilization, reconstruction, and development efforts. The CACOM may deploy a theater-level Civil Military Affairs Operation Center to coordinate, analyze, and enable policies, programs, and civil- military operations capabilities in support of the geographic combatant command or a Joint Forces Land Combatant Command (JFLCC), and to develop and manage the strategic level civil inputs to the common operating picture. The CA brigade functions as the regionally focused, expeditionary, operational-level CA capability that supports the Army corps and the Joint Task Force headquarters. The RC CA brigade supports the corps and possesses a CA functional specialist (38G MOS) cell not present within the AC CA brigades. The 38G applies to civilian-acquired core competencies found within the six, CA functional specialty areas – Governance, Rule of Law, Public Health and Welfare, Infrastructure, Economic Stability, and Public Education and Information – provide CA the capability to conduct responsibilities normally performed by civil governments and emergency services organizations. Functional specialists are unique within CA forces because they provide special or unique civilian core competency skills which are enhanced through advanced military education programs. These programs are designed to operationalize their skills within a cultural context for the application in foreign lands. The CA brigade focus is development, reconstruction, and stabilization. The CA brigade enables support to civil administration, and is the operational mission command system structure to form a joint civil-military operations task force. The brigade headquarters provides mission command and staff supervision of the operations of the CA brigade and assigned CA battalions or attached units. Its focus is on tactical and operational employment of CA forces and attached civil-military operations forces. The CA brigade plans, enables, shapes, and manages CAO by and with indigenous populations and institutions, intergovernmental organizations, nongovernmental organizations, and other governmental agencies through its Civil Liaison Team. The brigade has a functional specialty cell with limited capabilities in four of the six functional specialty areas (Rule of Law, Governance, Public Health and Welfare, and Infrastructure). The brigade provides operational-level support to the corps or an equivalent-level Army Command (ACOM) or Joint Task Force during stability tasks.

(4) CA elements in all capacities enable the force to assess, advise, monitor, establish, train, and transition political, economic, social, and cultural indigenous institutions and capabilities to achieve U.S. national goals and objectives at the strategic, operational, and tactical levels of operation.

2. Active Component Civil Affairs officer

a. Officer characteristics required.

(1) *Unique skills.* The core competencies for AC CA officers: cross-cultural communications, regional expertise, language ability, and interpersonal skills, make them ideally suitable to operate in the civil domain. The CA officer is an expert in the command and employment of CA forces. Foreign-language skills are acquired through institutional training, maintained and enhanced through unit funded training, operational employment, and self-study. They must have the ability to analyze complex political-military problems and to develop and employ conventional and unconventional solutions. They also must be able to devise and execute nonstandard and non-doctrinal methods and techniques, when applicable, to remedy unforeseen circumstances.

(2) *Unique knowledge.* The CA officer applies his or her knowledge of the civil domain and cultural expertise to support or enhance military operations, and advance U.S. political objectives. The CA officer understands how to interact effectively with civilian representatives of foreign and indigenous populations and institutions located in the operational area. They are trained to assess how civil areas, structures, capabilities, organizations, people, and events will help, hinder, or effect U.S. and coalition military operations.

(3) Unique attributes.

(a) The civil dimension is the differentiating factor that separates CA forces from all other military organizations. CA forces are civil component oriented and culturally attuned. Though fully comfortable and capable in highly technological combat operations, their unique strength is their ability to accomplish the goals and objectives of the United States by operating with or through host nation populations and institutions.

(b) CA officers must be able to act independently. CA officers must be warfighters able to work

in remote, austere, and often hostile environments. They must be able to make important decisions with little or no immediate supervision. They must be self-reliant team players that can function as leaders in small units.

Because of the nature of their work, CA officers must be mature professionals. Even at junior grades, the U.S. Army requires CA officers to work at the highest levels of command organizations on sensitive issues, often briefing and advising general officers, senior U.S. officials, and foreign government officials.

(c) CA officers must be adaptable, flexible, and capable of independent operations in unstructured environments. They must be able to thrive in complex and ambiguous situations, and work in and understand the complexities of Joint Interagency, Intergovernmental and Multinational (JIIM) environments and joint operations.

(d) CA officers must be diplomatic, influential, and persuasive in their interactions with persons from all cultures, including their own. They must possess good interpersonal skills and display political awareness and cultural sensitivity.

(e) CA officers must possess unquestioned character and integrity.

(f) CA officers must demonstrate mental, intellectual, and physical aptitude.

b. Branch Transfer.

(1) *Recruitment.* The CA Branch recruits officers from all other branches and facets of military service through the Special Operations Recruiting Battalion (SORB) at <http://sorbrecruiting.com/CA.htm>. The CA branch is open to both males and females. CA officers are expected to have served a successful initial tour as a small-unit leader in one of the other branches as a company grade officer to gain a working knowledge of Army operations and tactics. Promotable first lieutenants in specific target year groups are allowed to apply for branch transfer into CA. Limited exceptions to policy are considered and approved through the CA Proponent's Personnel Division.

(2) *Application procedures.* *Active Duty Commissioned officers in the target year group that desire a branch transfer to the CA Branch must submit an application for consideration to the annual Army Special Operations (ARSOF) Officer Selection Panel. Applications are submitted through the U.S. Army Special Operations Recruiting Battalion, Bldg. 2-1120, Fort Bragg, NC 28310, Fax: (910) 396-4994, between his/her second and third year of commissioned service. Panel dates and application requirements are released annually via MILPER Message. Each cohort year group has only one window in which to apply. Officers desiring to branch transfer beyond their third year of commissioned service must request an exception to policy per paragraph 2b(5) below.*

(3) *Branch transfer acceptance.* Upon selection by the ARSOF Panel, officers are transferred to CA Branch for management as untrained CA personnel. The AC CA Branch Future Readiness Officer (US Army Human Resources Command (HRC)) will schedule the ARSOF board selected officers for CA Assessment and Selection, airborne (if needed), SOF Officers Common Core, and the Civil Affairs Team Leader Pathway before assigning them to a CA unit. The CA Branch is awarded once all of the requirements of paragraph (4) are met.

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

(a) Complete a resident BOLC.

(b) Complete an initial tour as a small-unit leader.

(c) Possess a valid secret security clearance and eligible to obtain a top secret clearance in accordance with AR 380-67.

(d) Possess a bachelor's degree or be enrolled in a degree completion program with projected degree award no later than the start date of the CA Team Leader Pathway.

(e) Attain a minimum score of 85 on the Defense Language Aptitude Battery or a Defense Language Proficiency Test score of 1/1/1 or higher.

(f) Meet medical standards per AR 40-501 and U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS) policy or have been granted a waiver by the SWCS Surgeon.

(g) Be airborne qualified, or medically and physically capable and willing to volunteer for airborne training. Officers will not start the CA Pathway until they successfully complete airborne training.

(e) Attend and successfully complete the CA Assessment and Selection Course.

(f) Initiate top secret clearance with losing unit.

(g) PCS to Fort Bragg to attend the SOFCC or complete equivalent Captain Career Course.

(h) Complete the CA Team Leader Pathway, including language training and meet language

requirements in accordance with AR 11–6 and USAJFKSWCS Regulations and Policy.

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

c. Officer management.

(1) *Career life-cycle development overview.* CA officers command CA units at levels of increasing responsibility. Captains lead teams. Majors command companies. Lieutenant colonels command battalions. Colonels command brigades. CA officer development continues throughout an officer's career life-cycle with progressive assignments across both special operations and conventional organizations in troop unit, staff, interagency and institutional training assignments. In addition, officers complete their PME requirements to remain competitive for HQDA selection boards and professional growth. Self-development is essential for all CA officers. The uniqueness of the branch requires officers to sustain and enhance regional expertise and foreign-language capability through self-development. The development goal is to assess CA officers at the tactical level and grow them into CA joint planners and advisors at the strategic level in support of combatant commanders and interagency partners.

(d) Education and Assignments.

(a) Captain.

(1) PME—completion of SOFCC or CCC and the CA Team Leader Pathway.

(2) Assignments—

(a) *Key developmental (KD) assignments.* CA captains must successfully serve as a Team Leader for at least 18 months - optimally for 24 months. This is the KD position for all CA captains. This duty equates to company, battery, or troop command in the other operations branches. Only after serving as a CA Team Leader will AC CA captains be considered for broadening opportunities as a pre-ILE assignment.

(b) *Additional assignments.* The following are considered additional assignments that the best-qualified captains will hold after leading a CA team:

- Instructor at USAJFKSWCS
- HHC Commander at a CA BN or BDE
- Chief, Civil Information Management Section at a CA battalion
- S–9, 38A primary staff captain positions (BCT, SF battalion)

(c) *Other preferred developmental assignments.* Positions coded with 38A in CA operational units, USAJFKSWCS, Combined Training Centers, SF groups, and other Army and Joint Headquarters which include but are not limited to:

- Assistant battalion operations officer (A/S3)
- Deputy Civil Military Operation Center officer
- CA Officer on a Civil Affairs Planning Team (CAPT) (CA battalion)
- Interagency Operations Officer
- Battalion- or brigade-level staff or assistant staff officer. *Note. Staff officer responsibilities are similar to other U.S. Army branches.*

(d) *Broadening assignments:*

- JRTC observer/controller trainers
- HRC assignment officer/future readiness officer
- CA Proponent at USAJFKSWCS
- Training With Industry
- Army Fellowships
- Other assignments: operational, institutional, JIIM, and Academia

(3) *Self-development goals.* In addition to professional development through operational assignments, CA captains should begin an intensive military self-development program. Their efforts should focus on gaining an in-depth understanding of combined arms, JIIM operations, improving and maintaining regional and linguistic expertise achieving a 2/2 or better in their assigned language.

(4) *Suggested captains' development courses.* Ranger, Jumpmaster, Sapper, Pathfinder, Air Assault, SOF courses at the Joint Special Operations University, Civil Military Cooperation NATO

courses, Reconstruction, and Stabilization courses through the Foreign Service Institute at the U.S. Department of State, Special Operations Network Development Course, Special Operations Operational Design Course, and Federal Emergency Management Agency (FEMA) courses.

Figure 1. Civil Affairs captain development

| CPT | | | | | | | | | | | MAJ |
|--|---|---|------|--|---|---|---------------|--|-----------|---------------|-----|
| Years | 0 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | |
| PME | ARSOB Board | | CAAS | CA Pathway | | | KD/Broadening | | MAJ Board | Cohort YG ILE | |
| Typical Assignments | | | | <ul style="list-style-type: none"> • Team Leader • S9, BCT/SF BN CA Officer • BN CIM Chief • SWCS Instructor • HHC Co Commander | | <ul style="list-style-type: none"> • JRTC O/C • HRC • CA Proponent • TWI • Fellowships | | <ul style="list-style-type: none"> • NDU • NPS • CGSC • AMSP at SAMS | | | |
| Training Civilian Education Self Development | Air Assault, Airborne, Pathfinder, Ranger, Jumpmaster JSOU Courses, SERE, INTAC, SWNDC, SWODC Master's Degree Program | | | | | | | | | | |

(b) Major.

(1) *Professional military education.* Officers must complete 100 percent of ILE PME requirements. Officers in the primary zone cohort year group will be assigned and expected to attend ILE as directed.

(2) *Assignments.*

(a) *Key developmental assignments.* Majors should successfully serve 18 months, with a goal of 24 months, in any of the positions listed below or a combination of these positions:

- CA company commander
- Company commander, Special Operations Recruiting Battalion
- SF Group (A) S-9
- TSOC Plans Officer
- Interagency Operations Officer

(b) *Additional assignments.* The following are considered additional assignments that the best qualified majors will hold after commanding a CA company:

- Battalion XO or operations officer (S3)
- Positions within USAJFKSWCS and the CA Proponent
- Chief, CA Planning Team at a CA battalion
- Plans Officer on a Theater Civil Affairs Planning Team
- Staff officer/instructor at MCTP, CAC, ARCIC, or CGSS

(c) *Other preferred developmental assignments.*

- Civil Military Operations Cell Chief
- Complementary to key assignments, CA majors can expect to serve in other staff positions.
 - General staff officer. In this position, an officer provides professional development at one of the staff sections at the command, division, corps, ASCC, or joint duty positions.
 - Senior staff. As senior staff members, majors serve as HQDA, DOD, Joint Chiefs of Staff, Special Operations Command, and joint or combined headquarters staff officers or in interagency positions requiring CA experience and expertise.

(d) *Broadening assignments:*

- Interagency fellowships
- Service school staff
- NATO assignments
- Other assignments—operational, institutional, JIIM, and Academia

(3) *Self-development goals.* There is much greater emphasis on self-development at the field

grade level, with the focus on more general areas of knowledge rather than on specific tasks. Officers without a master's degree should consider enrolling in a civilian college or university and earning an advanced degree to remain competitive. AC CA majors should maintain and enhance their language proficiency to 2+/2+ or better, enhance regional and cultural expertise and continue their military self-development reading program and physical fitness.

(4) *Suggested majors' development courses.* SOF courses at the Joint Special Operations University, NATO courses, and JPME I. Additionally, since many major positions are coded with 96 "Master's degree required", it is highly encouraged to obtain a master's degree during the ILE window.

(a) National Defense University. Select CA officers may attend the highly competitive National Defense University, College of International Security Affairs. This education better prepares CA officers for assignments in joint and interagency billets.

(b) Naval Postgraduate School. The Special Operations Master's Degree Program at the Naval Postgraduate School is 18 months of advanced studies for selected officers. It provides a broad education in the art and science of unconventional warfare at the tactical, operational, and strategic levels followed by a tour (normally after serving in a KD position) as an operational planner at USSOCOM, USASOC, a TSOC, or in designated JSOTFs. CA officers who attend the P950, ILE Preparatory Course, and the Naval Command and Staff Distance Education Courses while attending Naval Postgraduate School will receive full ILE/JPME I credit.

(c) The Interagency Studies Program will provide CA officers with an accredited master's degree that prepares officers for post-key and developmental assignments in joint and interagency SOF billets. This is done in conjunction with attendance at ILE while at Fort Leavenworth, Kansas.

(d) Attendance in the Advanced Military Study Program (AMSP) at the School of Advanced Military Studies (SAMS). The AMSP is one year of advanced study for selected officers that have completed ILE. The AMSP provides a broad education in the art and science of war at the tactical, operational, and strategic levels. KD complete CA officers that graduate from SAMS will serve in a CA-coded SAMS assignment. Non-KD complete CA officers will serve in a CA KD assignment prior to fulfilling their SAMS utilization.

Figure 2. Civil Affairs major development

| MAJ | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | LTC |
|---|---|----|--|----|---------|--|----|----|-----|
| Years | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 |
| PME | MAJ Board Cohort YG ILE Master's Degree | | KD Position | | JPME II | LTC Board KD/Broadening | | | |
| Typical Assignments | <ul style="list-style-type: none"> • NDU • NPS • ISP • AMSP at SAMS | | <ul style="list-style-type: none"> • CA Company Commander • Company Commander-SORB • BN XO/S-3 • SFG(A) S-9 • CA BN Planning Team Chief | | | <ul style="list-style-type: none"> • USASOC Staff • Service School Staff • USAJFKSWCS Instructor or Staff • TSOC/TCAPT Plans Officer • Combined Arms Center | | | |
| Training Civilian Education Self Development | <p style="text-align: center;">Air Assault, Airborne, Pathfinder, Ranger, Jumpmaster JSOU Courses, SWDC Joint CMO Course, Joint CMO Campaign Planner's Course, JSOTF ACS/Naval Postgraduate School/ISP</p> | | | | | | | | |

(c) Lieutenant colonel.

(1) *Professional military education.* Officers selected to command battalions will attend the Army Pre Command Course (PCC), the ARSOF PCC, and the Joint Special Operations PCC. Lieutenant colonels may be selected to attend a Senior Service College (SSC). All lieutenant colonels should strive to complete JPME II.

(2) *Assignments.*

(a) *Key developmental assignments.* Battalion command. Command of a CA TOE or TDA battalion or other (CSL) is the most critical assignment for a CA lieutenant colonel. Service as an AC CA battalion commander develops the lieutenant colonel for future responsibilities as a CA brigade

commander.

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

- Primary staff, division CA officer (G9)
- Deputy Commander of a CA brigade or other O6 headquarters
- Primary staff officer at a CA brigade or other O6 headquarters

(c) Other preferred developmental assignments.

- Plans Officer on a Theater Civil Affairs Planning Team
- HQDA, DOD, Joint Chiefs of Staff, ASCC, major command, joint or combined headquarters staff officer or interagency positions requiring CA experience and expertise.

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

(d) Broadening assignments. Other assignments—operational, institutional, JIIM, and Academia

(3) *Self-development goals.* CA lieutenant colonels should maintain and enhance their language expertise and regional knowledge and continue their military self-development professional readings and mastery of branch skills. Officers are encouraged to begin a doctorate degree in one of the CA disciplines, complete continuing education programs in acquired civilian skills, and remain physically fit.

Figure 3. Civil Affairs lieutenant colonel development

| LTC | | | | | COL |
|--|--|-------------|---|-----|-----------|
| Years | 18 | 19 | 20 | 21 | 22 |
| PME | LTC Board | KD Position | | SSC | COL Board |
| Typical Assignments | <ul style="list-style-type: none"> • BN Commander • Division G9 • Deputy Corps G9 | | <ul style="list-style-type: none"> • Army CA Officer • TCAPT Plans Officer • Joint CMO Officer TSOC/ASCC | | |
| Training Civilian Education Self Development | Senior Service College Joint CMO Course, Joint CMO Campaign Planner's Course | | | | |

(d) Colonel.

(1) *Professional military education.* Completion of SSC.

(2) *Assignments.*

(a) *Key developmental assignments.* CA colonels continue to serve the branch, special operations, and the Army through service in any CA-coded colonel position or combination of positions within USSOCOM, USASOC, FORSCOM, U.S. Civil Affairs and Psychological Operations Command (USACAPOC[A]), USAJFKSWCS, HQDA, joint staff, service schools, interagency and other key organizations. Command of a CA TOE or TDA brigade or other (CSL) is the most critical assignment for a CA colonel.

- The commander of a CA brigade
- Primary staff officer as a Corps G9

(b) *Additional key developmental assignments.* The following are considered KD assignments that the best-qualified colonel will hold after commanding a CA Brigade or other CSL assignment:

- CA Commandant, USAJFKSWCS
- Chief, Theater Civil Affairs Planning Team
- The assistant chief of staff for one of the primary staff positions at the GOCOM level
- HQDA, DOD, Joint Chiefs of Staff, joint or combined headquarters staff officer or in interagency positions requiring CA experience and expertise.

(3) *Broadening assignments.* Other assignments—operational, institutional, JIIM, and Academia. *Self-development goals.* Colonels should further enhance their negotiation and military diplomacy techniques language and regional orientation and continue their professional readings and mastery of

branch skills; complete a doctorate degree in one of the CA disciplines; and complete continuing education programs in acquired CA disciplines, if applicable.

Figure 4. Civil Affairs colonel development

| COL | | | | | BG |
|---|-----------|----|--|---|----------|
| Years | 22 | 23 | 24 | 25 | 26 |
| PME | COL Board | | KD Position | KD/Broadening | BG Board |
| Typical Assignments | | | <ul style="list-style-type: none"> • Brigade Commander • TCAPT Chief • Corps G9 | <ul style="list-style-type: none"> • SHAPE CA officer • CA Commandant • MACOM/ASCC Staff Officer | |
| Training Civilian Education Self Development | | | JPME II Senior Service College/ Fellowship Programs | | |

e. Assignment preferences and precedence.

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

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

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

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

f. Duration of developmental officer life-cycle assignments. Officers in the CA branch should ideally serve for a minimum of 18 months with a goal of 24 months in all assigned positions and strive to achieve most-qualified ratings.

Figure 5. AA Civil Affairs life-cycle model

| Years | 0 | 3 | 4 | 7 | 10 | 11 | 13 | 17 | 22 | | | | |
|-------------------------------------|---|---|-----|---|--|-----------------|---------|---|-----------|-------|---|--|--|
| Rank | | ARSOF Board | CPT | | Board | MAJ | | Board | C S L LTC | Board | C S L COL | | |
| Professional Military Education | | CA TL Pathway | | | ILE | Master's degree | JPME II | Begin PhD | SSC | | | | |
| Training | | Air Assault, Airborne, Pathfinder, Ranger, Jumpmaster | | | | | | | | | | | |
| | | JSOU Courses, SERE, INTAC, SWNDC, SWODC | | | | | | | | | | | |
| | | Joint CMO Course, Joint CMO Campaign Planner's Course, JSOTF | | | | | | | | | | | |
| | | Key Developmental and Developmental/Broadening Assignments | | | | | | | | | | | |
| Typical Assignments | | <ul style="list-style-type: none"> • Team Leader* • S9, BCT/SF BN CA Officer • BN CIM Chief • SWCS Instructor • HHC Co Commander | | | <ul style="list-style-type: none"> • Company Commander* • TSOC Plans Officer * • SFG(A) S9 * • BN XO/S3 • CA BN Planning Team Chief | | | <ul style="list-style-type: none"> • BN Commander* • Division G9 • Deputy Corps G9 | | | <ul style="list-style-type: none"> • BDE Commander* • Army CA officer • Corps G9 | | |
| *Denotes KD | | | | | <ul style="list-style-type: none"> • USASOC Staff • Service School Staff • USAJFKSWCS Instructor/Staff • TSOC Staff • Joint Officer • ACE Europe • Combined Arms Center | | | <ul style="list-style-type: none"> • CA BDE Staff Officer • Army CA Officer • Comp CA plans • Joint CMO Officer | | | <ul style="list-style-type: none"> • SHAPE CA officer • CA Commandant • MACOM/ASCC Staff Officer | | |
| Civilian Education Self Development | | Master's Program/ PhD ACS/Naval Postgraduate School/ National Defense University/TWI/ISP | | | | | | | | | | | |

3. USAR Civil Affairs Officers

a. Branch Transfer.

(1) *Recruitment.* The CA Branch is a non-accession branch and draws its officers from all other Army competitive category branches. CA officers serve a successful initial tour as a small-unit leader in one of the other branches as a lieutenant to gain a working knowledge of Army operations and tactics. Promotable first lieutenants and captains are allowed to branch transfer to CA. As a non-accessions branch, USAR CA units do not benefit from the annual accessions mission which provides USAR units with officers. Unit commanders in CA units are responsible for recruiting officers into their unit. Unlike the AC, the RC assigns and then trains personnel; therefore, it is imperative that unit leadership recruit and accept only those officers who meet branch qualification outlined in DA Pam 611-21 (<https://www.milsuite.mil/book/groups/smartbookdapam611-21>).

(2) *Application procedures.* USAR TPU officers who successfully graduate from the Reserve Component Captains Career (RCCCC) will branch transfer to CA. The proponent will request the re-branching action through the Army Reserve Careers Division.

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

(4) *Qualifications.* To ensure officers are eligible for branch transfer, they must meet the requirements in paragraphs (a) through (h) in order to attend the RCCCC. Upon graduation, they are eligible and will have their branch changed to CA. Of the following criteria, requirements paragraphs (a) through (e) will not be waived. Waiver authority is per paragraph (6). Officers desiring to branch transfer must—

- Possess a bachelor's degree.
- Complete a resident BOLC.
- Complete a CCC or receive MEL-F credit through completion of the CACCC.
- Be assigned to a valid entry-level CA 38A position (must be assigned to position prior to enrollment into the RCCCC).
- Possess a valid secret security clearance in accordance with AR 380-67.
- Hold the rank of captain or of first lieutenant selected for promotion to captain.
- Meets medical standards per AR 40-501 and USAJFKSWCS policy or be granted a waiver by

the SWCS Surgeon.

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

(i) Complete the RCCCC.

(5) *Desired qualifications.* Because of the regional orientation of U.S. Army CA units, a foreign-language skill, and regional or cultural expertise is highly desirable. Officers should have an aptitude for learning a foreign language and strive to sustain foreign-language proficiency throughout their careers.

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

b. Officer management.

(1) *Career life-cycle development overview.* CA officers command CA units at levels of increasing responsibility. Captains lead teams. Majors command companies. Lieutenant colonels command battalions. Colonels command brigades. Brigadier generals will command Civil Affairs commands. CA officer development continues throughout their career life-cycle with progressive assignments in troop unit, staff, and interagency and institutional training assignments. In addition, officers complete their PME requirements to remain competitive for HQDA selection boards and professional growth. Self-development is essential for all CA officers. The uniqueness of the branch requires officers to sustain and enhance regional expertise and a foreign-language capability through self-development. The development goal is to assess CA officers at the tactical level, and grow them into CA joint planners and advisors at the strategic level in support of combatant commanders and interagency partners. Officers seeking to become the best qualified should aggressively seek operational assignments of increasing responsibility and complexity. Due to constrained assignment options in the Reserve Component, officers may need to accept assignments throughout the Selected Reserve or voluntarily seek assignments in distant geographic locations.

(c) Education and Assignments.

(a) Captain.

(1) *Professional military education.* Mandatory education during this phase is completion of CCC and receiving MEL-F credit. USAR CA officers receive MEL-F credit after completing the four phase RCCCC.

(2) *Assignments.* CA captains should successfully serve 36 months in any combination of the 38A coded positions listed below, both KD and broadening.

(a) *Key developmental assignments.* CA captains should successfully lead a CA team, optimally for 24 months. This is the KD position for all CA captains. This duty equates to company, battery, or troop command in the other operations branches.

(b) *Additional key developmental assignments.* The following are considered additional KD assignments that the best-qualified captains will hold after serving as a Team Leader:

- Chief, civil information management section at a CA battalion.
- Chief, civil liaison team at a CA battalion.
- Instructor at USAJFKSWCS.

(3) *Other preferred developmental assignments.* These positions continue officer development while assigned to CA units and complement the time spent in key captain's positions:

- CA officer in a CA company Civil Military Affairs Operation Center.
- CA officer on the CA planning team at a CA battalion.
- CA officer in the Operations section at a CA brigade.
- CA officer positions in DCS, G–3/5/7 at the U.S. Army Civil Affairs and Psychological Operations Command (Airborne) (USCAPOC(A)).

(4) *Self-development goals.* In addition to professional development through operational assignments, CA captains should begin an intensive military self-development program. Their efforts should focus on gaining an in-depth understanding of combined arms, JIIM operations; improving and maintaining regional and linguistic expertise; becoming proficient in CA common core and branch tasks, as well as in any civilian-acquired expertise. Suggested captains' development courses are Ranger, Jumpmaster, Airborne, Civil Military Cooperation NATO courses, Reconstruction, and Stabilization courses through the Foreign Service Institute at the U.S. Department of State, or Federal Emergency

Management Agency courses.

(b) Major.

(1) *Professional military education.* Officers must complete ILE Common Core. The completion of the Advanced Operations Course (AOC) – which is Phase IV of ILE – or the Security, Stability, and Development in Complex Operations (SSDCO) course to be considered for battalion command. SSDCO is recommended for all CA officers in addition to Army required PME. CA officers are encouraged to complete ILE Common Core by their 3rd year of service as a major and complete SSDCO/AOC by their 4th year as a major. SSDCO prepares officers for assignments to CACOMs, geographic combatant commands, and interagency positions.

(2) *Key assignments.* Majors should successfully serve 12 months with a goal of 24 months in any of the positions listed below or a combination of these positions:

(a) Key developmental assignments.

- CA company commander.
- HHC commander.
- Battalion XO.

(b) Additional key developmental assignments. The following are considered additional KD assignments that the best-qualified majors will hold after commanding a CA company:

- Chief, Functional Specialty Cell (battalion).
- Chief, CA Planning Team (battalion).
- Chief, Civil Information Management (brigade).

(c) Other preferred developmental assignments. These positions continue officer development while assigned to CA units and complement the time spent in key major's positions. CA positions in RC units are actively sought and highly competitive.

- CA officer in the Operations section at a CA brigade.
- CA officer positions in DCS, G-3/5/7 at the U.S. Army Civil Affairs and Psychological Operations Command (Airborne) (USACAPOC(A)).
- General staff officer. In this position, an officer provides professional development at one of the staff sections at the command, division, corps, ASCC, or joint duty positions.
- Senior staff. As senior staff members, majors serve as HQDA, DOD, Joint Chiefs of Staff, Special Operations Command, and joint or combined headquarters staff officers or in interagency positions requiring CA experience and expertise.

(3) *Self-development goals.* There is much greater emphasis on self-development at the field grade level, with the focus on more general areas of knowledge rather than on specific tasks. Officers without a master's degree should consider enrolling in a civilian college or university and earning an advanced degree. CA majors should maintain and enhance their language, regional and cultural expertise, develop their civilian-acquired expertise, and continue their military self-development reading program. All officers must remain physically fit. Suggested officer development courses are NATO courses and JPME II.

(4) *Suggested majors' development course.* Attendance at AMSP at the SAMS. The AMSP is 1 year of advanced study for selected officers that have completed ILE. The AMSP provides a broad education in the art and science of war at the tactical, operational, and strategic levels. Any CA officer who graduates from SAMS who is key and developmental qualified will serve in a CA-coded SAMS assignment. Any CA officer who is not key and developmental qualified will serve in a CA key and developmental assignment prior to fulfilling their SAMS utilization. Additional professional development education opportunities include: the French Army Reserve Staff Officer Course, RC National Security Course, Defense Strategy Course, and the Canadian Joint Command and Staff Programme.

(c) Lieutenant colonel.

(1) *Professional military education.* Lieutenant colonels who are selected for battalion command will attend the Army Pre-Command Course (PCC). Lieutenant colonels may be selected to attend Senior Service College (SSC). All lieutenant colonels should strive to complete AJPME II.

(2) *Assignments.* KD assignments for lieutenant colonels include:

(a) Battalion command. Command of a CA battalion (CSL) is the most critical assignment for a CA lieutenant colonel. Service as a CA battalion commander develops the lieutenant colonel for future responsibilities as a CA brigade commander.

(b) Battalion command (01A).

(c) Service as the deputy commander of a CA brigade or other O6 headquarters.
(d) Chief; Civil Liaison Team Chief (brigade); Civil Information Management (CACOM); or operations/INTEL (CACOM).

(e) Service as a G9 staff officer in a USAR major command.
(3) *Other developmental positions.*

(a) Service as a CA staff officer in the USASOC support unit.
(b) Operations officer for the CA planning team at brigade and CACOM level.
(4) *Self-development goals.* CA lieutenant colonels should maintain and enhance their language expertise and regional knowledge and continue their military self-development professional readings and mastery of branch skills and civilian-acquired skills. Complete a master's degree in one of the CA disciplines; complete continuing education programs in acquired civilian skills; and remain physically fit. Additional professional development education opportunities include: the French Army Reserve Staff Officer Course, RC National Security Course, Defense Strategy Course, and the Canadian Joint Command and Staff Programme.

(d) *Colonel.*

(1) *Professional military education.* Completion of SSC.

(2) *Assignments.* CA colonels continue to serve the branch and the United States Army Reserve through service in any CA-coded colonel position or combination of positions within U.S. Civil Affairs and Psychological Operations Command (USACAPOC[A]), 322nd CA Brigade, the 361st CA Brigade, and USASOC support unit. KD assignments include:

- (a) Brigade command.
- (b) Brigade command in 01A assignment.
- (c) Service as the chief of staff at USACAPOC(A).
- (d) Service as the headquarters element chief at a CACOM.
- (e) Service as the team chief of a CA Planning Team or Civil Liaison Team.

(3) *Other developmental positions.* General staff officer.

(4) *Self-development goals.* Colonels should further enhance their negotiation and military diplomacy techniques language and regional orientation and continue their professional readings and mastery of branch and civilian skills; especially as they relate to joint, interagency and multinational context; complete a master's degree in one of the CA disciplines; complete continuing education programs in acquired civilian skills. Additional professional development education opportunities include: the RC National Security Course, the Canadian Joint Command and Staff Programme and the Senior Managers Course in National Security.

d. *Assignment preferences and precedence.*

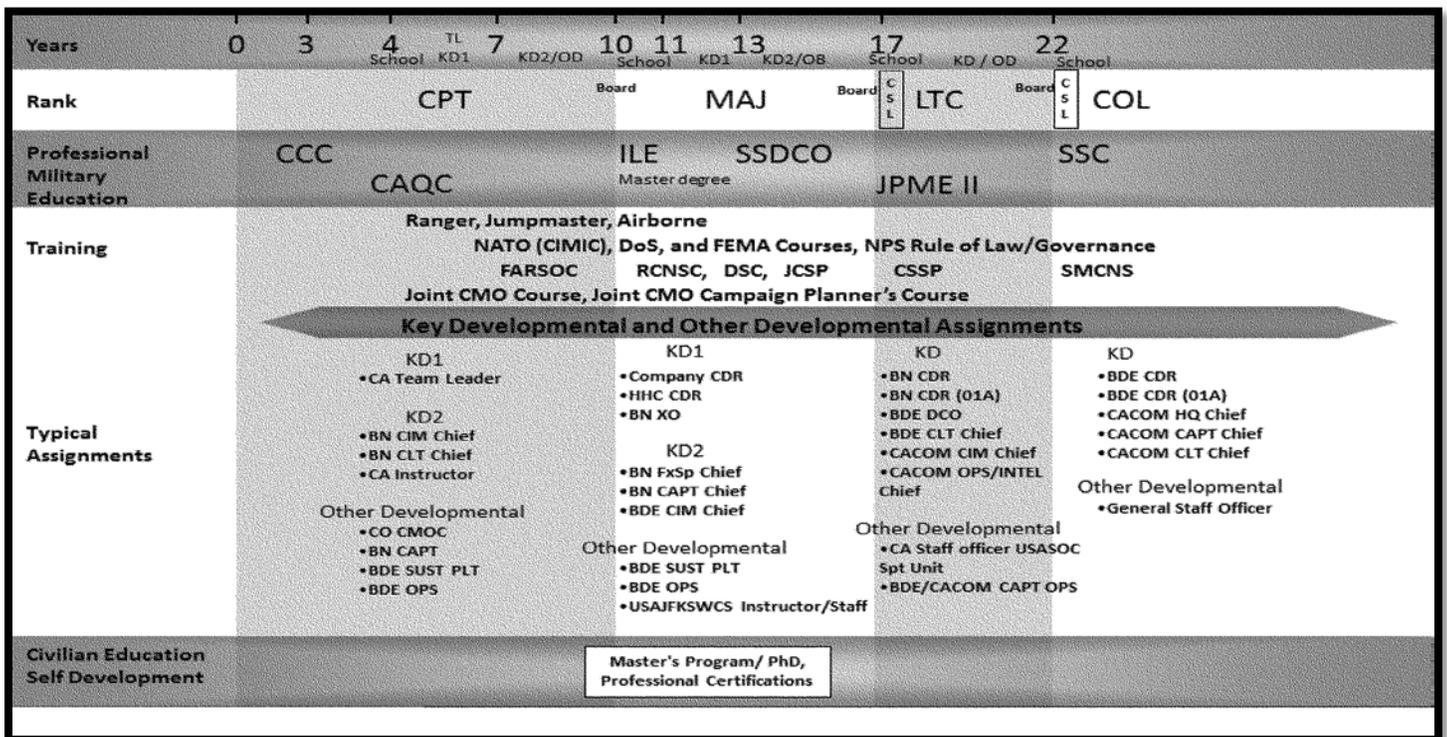
(1) *Preferences.* Assignments in the Army Reserve will be in accordance with AR 140-10.

(2) *Precedence.* Positional assignment occurs at the unit level. Assignment of officers to KD leadership positions has precedence over other assignments; however, there is flexibility on assignment sequence. Ideally, CA branch officers should seek assignments in the following order at each grade plate:

- (a) Completion of required PME.
- (b) Command or other KD billet.
- (c) Nominative, broadening, or developmental billets.
- (d) Service in assignments at joint theater staffs, HQDA, U.S. Army Reserve Command (USARC) Office of the Chief, Army Reserve (OCAR), and Office of the Secretary of Defense (OSD) are important to the Army and essential to individual officer's advancement to senior leadership positions.

e. *Duration of developmental officer life-cycle assignments.* Figure 2 displays the CA branch life-cycle with KD positions.

Figure 6. TPU Civil Affairs life-cycle model



4. Active Guard Reserve Civil Affairs officer

a. *Officer characteristics required.* In accordance with Title 10 USC 101(16), the term “Active Guard and Reserve” means a member of a RC who is on active duty pursuant to Title 10, USC 12310 or Title 32 USC 502(f) and 709(a). These officers are Guard or Reserve members who are ordered to active duty or full-time National Guard duty for the purpose of organizing, administering, recruiting, instructing, or training the RC units. The AGR status is defined as officers serving on active duty who have been accessed into the AGR program performing administrative and training duties in direct support of the USAR. The primary objective of the AGR program is to improve the readiness of the Army Reserve.

b. Branch Transfer.

(1) *Recruitment.* The CA Branch is a non-accessions branch and draws its officers from all other ACC branches. CA officers serve a successful initial tour as a small-unit leader in one of the other branches as a lieutenant to gain a working knowledge of Army operations and tactics. Promotable first lieutenants and captains are allowed to branch transfer to CA. There is no active recruitment of AGR officers. Self-motivated officers with the desire to support the USAR in a full-time status should seek the opportunity through the AGR Program.

(2) *Application procedures.* Commissioned officers who desire to serve as a CA officer as an AGR officer must meet the minimum criteria outlined in paragraphs (4)(a) through (g), and meet basic eligibility criteria for entry in the AGR Program as a commissioned officer per AR 135–18 (qualifications for entry in the AGR Program, waivable disqualifications and non-waivable disqualifications for entry in the AGR Program). Officers will then need to successfully complete and be selected for continued service through attendance at the CA Assessment and Selection Course. Selected officers will then apply for the AGR Program by submitting an AGR application on the HRC Portal at: <http://www.hrcapps.army.mil/portal>.

(3) *Branch transfer acceptance.* Army Human Resources Command (HRC) manages AGR officers as either trained or untrained CA personnel upon accessions into the AGR Program. The CA Branch assignments officer at HRC will assign fully trained officers to CA positions. HRC will schedule untrained officers for all courses not completed. A fully trained CA AGR officer will have successfully completed all four phases of the RCCCC. The CA Branch is awarded once all of the requirements of paragraph (4)

are met.

(4) *Branch Transfer.* Of the following criteria, requirements from paragraph (a) through (d) will not be waived. Waiver authority is per paragraph (6). Officers selected for branch transfer must—

(a) Possess a bachelor's degree.

(b) Complete a resident BOLC.

(c) Complete a CCC or receive MEL-F credit through completion of the four phase CA Team Leader Pathway.

(d) Possess a current Secret security clearance in accordance with AR 380–67.

(e) Hold the rank of captain or of first lieutenant selected for promotion to captain.

(f) Meets medical standards per AR 40–501 and USAJFKSWCS policy.

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

(h) Must be in an AGR status.

(i) Complete all four phases of the RCCCC.

(5) *Desired qualifications.* Because of the regional orientation of U.S. Army CA units, a foreign-language skill, and regional or cultural expertise is highly desirable. Officers should have an aptitude for learning a foreign language and strive to sustain foreign-language proficiency throughout their careers.

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

c. *Officer management.*

(1) *Career life-cycle development overview.* CA officers command CA units at levels of increasing responsibility. Majors command companies. Lieutenant colonels command battalions. Colonels command brigades. CA officer development continues throughout their career life-cycle with progressive assignments in troop unit, staff, and interagency and institutional training assignments. In addition, officers complete their PME requirements to remain competitive for HQDA selection boards and professional growth. Self-development is essential for all CA officers. The uniqueness of the branch requires officers to sustain and enhance regional expertise and a foreign-language capability through self-development. The development goal is to assess CA officers at the tactical level and grow them into CA joint planners and advisors at the strategic level in support of combatant commanders and interagency partners. Officers seeking to become the best qualified should aggressively seek operational assignments of increasing responsibility and complexity. Due to the employment of AGR officers in training and administrative roles, commanders must afford junior AGR officers the opportunity to serve as CA team leaders, either through training exercises or operational deployments.

d. *Education and Assignments.*

(a) *Captain.*

(1) *Professional military education.* Mandatory education during this phase is completion of the four phase CA RCCCC to receive MEL-F credit.

(2) *Assignments.* AGR CA captain positions are extremely limited. Captains should successfully serve 36 months in any combination of the 38A coded positions listed below, both KD and broadening.

(a) *Key developmental assignments.* The best qualified CA captains serve at least 24 months at a CA battalion as either an operations officer (S3) or plans officer. These positions provide the developmental opportunities needed for future success. To better support the CA team, AGR officers should have experience as a CA team leader. Battalion commanders should afford AGR captains opportunities to lead a CA team as part of their development in the branch.

(b) *Additional key developmental assignments.* The following are considered additional developmental assignments that captains may hold after a KD assignment:
Instructor at USAJFKSWCS.

- CA training officer (1st CA/PO Training Brigade).

- CA officer (1st CA/PO Training Brigade).

- CA officer (361st CA Brigade).

- CA officer (USACAPOC(A)).

- CA officer (377th Theater Sustainment Command (TSC)).

(3) *Self-development goals.* In addition to professional development through operational assignments, CA captains should begin an intensive military self-development program. Their efforts should focus on gaining an in-depth understanding of combined arms, JIIM operations; improving and maintaining regional and linguistic expertise; and becoming proficient in CA common core and branch tasks and in any civilian-acquired expertise. Suggested captains' development courses are Ranger, Jumpmaster, Airborne, Civil Military Cooperation NATO courses, Reconstruction, and Stabilization courses through the Foreign Service Institute at the U.S. Department of State, and Federal Emergency Management Agency courses.

(b) *Major.*

(1) *Professional military education.* Officers must complete ILE Common Core. The completion of the Advanced Operations Course (AOC) – which is Phase IV of ILE – or the Security, Stability, and Development in Complex Operations (SSDCO) course to be considered for battalion command SSDCO is recommended for all CA officers in addition to Army required PME. CA officers are encouraged to complete ILE Common Core by their 3rd year of service as a major and complete SSDCO/AOC by their 4th year as a major. SSDCO prepares officers for assignments to CACOMs, geographic combatant commands, and interagency positions.

(2) *Key assignments.* Majors should successfully serve 12 months with a goal of 24 months in any of the positions listed below or a combination of these positions:

(a) Key developmental assignments.

- Chief, Headquarters Element at a battalion.
- CA company commander.
- Plans Officer at a CA Brigade

(b) Additional key developmental assignments. The following are considered additional KD assignments that the best-qualified majors will hold after serving as a battalion Headquarters Chief (3 or CA company commander):

- Generating force assignment at USAJFKSWC.
- Geographic combatant commander assignment.
- 01A assignment at USARC Headquarters or OCAR

(c) Other preferred developmental assignments. These positions continue officer development while assigned to CA units and complement the time spent in key major's positions.

- Assistant operations officer at CACOM.
- CA officer at USACAPOC.
- CA Planner at Army Service Combatant Command

(3) *Self-development goals.* There is much greater emphasis on self-development at the field grade level, with the focus on more general areas of knowledge rather than on specific tasks. Officers without a master's degree should consider enrolling in a civilian college or university and earning an advanced degree. CA majors should maintain and enhance their language, regional and cultural expertise, develop their civilian-acquired expertise, and continue their military self-development reading program. All officers must remain physically fit. Suggested officer development courses are NATO courses, and JPME II.

(4) *Suggested majors' development course.* Attendance at AMSP at the SAMS. The AMSP is 1 year of advanced study for selected officers that have completed ILE. The AMSP provides a broad education in the art and science of war at the tactical, operational, and strategic levels. Any CA officer who graduates from SAMS who is key and developmental qualified will serve in a CA-coded SAMS assignment. Any CA officer who is not key and developmental qualified will serve in a CA key and developmental assignment prior to fulfilling their SAMS utilization. Additional professional development education opportunities include: the French Army Reserve Staff Officer Course, RC National Security Course, Defense Strategy Course, and the Canadian Joint Command and Staff Programme.

(c) *Lieutenant colonel.*

(1) *Professional military education.* Lieutenant colonels who are selected for battalion command will attend the Army Pre-Command Course (PCC). Lieutenant Colonels may be selected to attend Senior Service College (SSC). All lieutenant colonels should strive to complete AJPME II.

(2) *Assignments*. KD assignments for lieutenant colonels include:

(a) Key developmental assignments.

- Battalion command. Command of a CA battalion (CSL). Service as a CA battalion commander develops the lieutenant colonel for future responsibilities as a CA brigade commander.
- Chief, Headquarters Element at a CA brigade
- Deputy G3 at USACAPOC(A)
- Operations officer at a CACOM.
- Operations officer at USACAPOC(A).

(b) Additional key developmental assignments. The following are considered additional KD assignments that the best-qualified lieutenant colonels will hold after serving in a primary KD assignment:

- Generating force assignment at USAJFKSWCS.
- Service at the OCAR.
- Service at the USARC.
- Service on the Joint Staff.
- Service in a geographic combatant commander assignment.

(3) *Self-development goals*. CA lieutenant colonels should maintain and enhance their language expertise and regional knowledge and continue their military self-development professional readings and mastery of branch skills and civilian-acquired skills. Complete a master's degree in one of the CA disciplines; complete continuing education programs in acquired civilian skills; and remain physically fit. Additional professional development education opportunities include: the French Army Reserve Staff Officer Course, RC National Security Course, Defense Strategy Course, and the Canadian Joint Command and Staff Programme.

(d) *Colonel*.

(1) *Professional military education*. Completion of SSC.

(2) *Assignments*. CA colonels continue to serve the branch and the USAR and the Army through service in any CA-coded colonel position or combination of positions within U.S. Civil Affairs and Psychological Operations Command (USACAPOC[A]), USAJFKSWCS, geographic combatant commands, Joint Staff, Secretary of Defense, and US-SOCOM. KD assignments include:

- (a) Brigade command.
- (b) Garrison command (01A).
- (c) Deputy Commander at a CACOM.
- (d) ACoS, G-3/5/7 at USACAPOC(A).
- (e) Deputy Commandant at USAJFKSWCS.
- (f) Service on the Joint Staff.
- (g) Assistant for CA policy (Secretary of Defense).
- (h) Service in a geographic combatant command assignment.
- (i) USAR advisor at USSOCOM.
- (j) 01A Director assignment at USARC, such as G-33

(3) *Self-development goals*. Colonels should further enhance their negotiation and military diplomacy techniques language and regional orientation and continue their professional readings and mastery of branch and civilian skills; especially as they relate to joint, interagency and multinational context; complete a master's degree in one of the CA disciplines; complete continuing education programs in acquired civilian skills. Additional professional development education opportunities include: the RC National Security Course, the Canadian Joint Command and Staff Programme and the Senior Managers Course in National Security.

e. *Assignment preferences and precedence*.

(1) *Preferences*. Assignments in the USAR will be in accordance with AR 140-10.

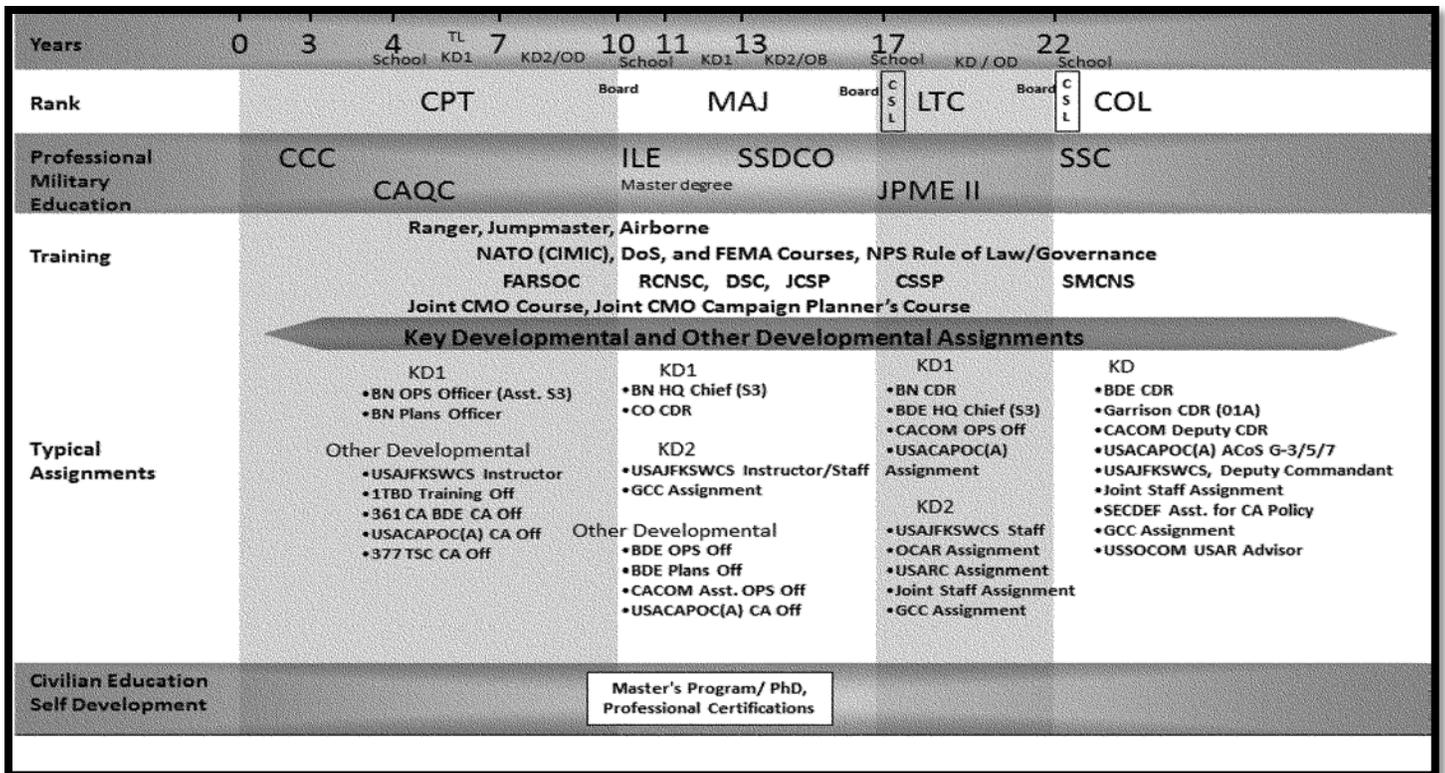
(2) *Precedence*. Positional assignment occurs at the unit level. Assignment of officers to KD leadership positions has precedence over other assignments; however, there is flexibility on assignment sequence. Ideally, CA branch officers should seek assignments in the following order at each grade plate:

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

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

f. Duration of developmental officer life-cycle assignments. Figure 7 displays the CA branch life-cycle with KD positions.

Figure 7. AGR Civil Affairs life-cycle model



5. Reserve Component Military Government (MG) Specialist

a. *Skills and knowledge.* Military Government officers provide the civilian-acquired education, skills, and experience applicable to areas normally found in the departments and agencies of a civilian government. MG officers are assigned in one of six Civil Affairs functional specialty areas—rule of law, economic stability, governance, public health and welfare, infrastructure, and public education and information. Within each functional specialty area, each MG officer is technically qualified and experienced to advise and assist the commander with direct support of military operations and can assist or direct their civilian counterparts with general support of interagency operations.

b. *Functional specialties.* The civilian areas that makeup Military Government are aligned with the Civil Affairs functional specialty skill identifiers located in DA Pam 611-21, table 4-3. These functional specialty skill identifiers are:

- (1) *Economist (SI 6C).*
- (2) *Public Education Officer (6D).*
- (3) *Civil Supply Officer (6E).*
- (4) *Public Transportation Officer (6F).*
- (5) *Public Facilities Officer (6G).*
- (6) *Public Safety Officer (6H).*
- (7) *Public Communication Officer (6R).*
- (8) *Agricultural Officer (6U).*
- (9) *Cultural Affairs Officer (6V).*

c. *Degree of proficiency.* Military Government officers are assigned a degree of proficiency. The criteria for

degree of proficiency are determined by experience, education, and certifications. These levels of proficiency challenge Military Government officers to improve upon their proficiency throughout their careers. There are four levels of proficiency;

- (1) *Basic Functional Skill Practitioner (1L).*
- (2) *Senior Functional Skill Practitioner (1M).*
- (3) *Expert Functional Skill Practitioner (1N).*
- (4) *Master Functional Skill Practitioner (1P).*

d. Branch Transfer.

(1) *Recruitment.* As a non-accessions AOC, the CA Branch recruits for MG officers from all ACC branches. USAR CA unit commanders are responsible for the recruiting of MG officers into their units.

(2) *Desired qualifications.* To ensure officers are eligible for transfer to AOC 38G, the requirements below must be met:

- (a) Possess the minimum educational requirement for the specific skill identifier.
- (b) Possess the minimal civilian work experience for the specific skill identifier.
- (c) Completion of the appropriate level of PME at the current rank.
- (d) Possess a secret security clearance.
- (e) Meets medical standards per AR 40-501 and USAJFKSWCS policy.

(3) *Application procedures.* USAR TPU officers who are interested in branch transfer to AOC 38G must submit an application packet to the CA Personnel Division to ensure they meet the qualifications for the AOC.

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

(5) *Branch-transfer acceptance.* Upon qualification by the CA Proponent Military Government Specialist Qualification Panel, the officer will submit for branch transfer.

e. Officer management.

(1) *Career life-cycle development overview.* MG officer development continues throughout their career life-cycle with progressive assignments in troop units. Officers complete their PME requirements to remain competitive for HQDA selection boards and professional growth. Self-development is essential for all MG officers. The uniqueness of the AOC requires officers to sustain and enhance their civilian education and civilian experience through self-development. Due to constrained assignment options in the RC environment, officers may need to accept assignments throughout the Selected Reserve or voluntarily seek assignments in distant geographic locations.

(2) *Opportunities for female Officers.* All AOC 38G coded positions in the USAR are open to women.

6. Army National Guard Civil Affairs officer management

The vast majority of positions for RC officers exist in USAR TPU. The ARNG possesses CA positions as BCT or SF Group S9. Using these positions as an RC CA officer offers broadening opportunities. The lack of density in these positions precludes a successful career model in just the National Guard. Policies must permit officers to transition between components to provide a feasible career model.

7. Requirements, authorizations, and inventory

The goal is to maintain a healthy, viable career path for CA branch officers. The numbers of CA authorized billets must be created at each pay grade to provide the opportunity for adequate career progression for CA officers. The proponent will work with Army to ensure availability of appropriate authorizations and a healthy number of CSL, KD, and Joint requirements to support the Army and branch developmental goals.

(1) *Acquire.* Annual recruit goals for AC and RC officers will be established to sustain force manning and balance cohort year groups. Priority will be given to accessing officers at the appropriate career point to establish a viable CA career path.

(2) *Distribute.* Under OPMS, CA officers will only serve in CA and branch immaterial positions. Only

CA officers are authorized to fill CA positions and to command CA units. The CA Assignments Branch, Operations Division at HRC and Officer Personnel Management Directorate manage AA and AGR CA officer assignments. USAR CA officer TPU assignments are coordinated with ARCD/USACAPOC(A). Distribution priorities will be per official manning guidance.

(3) *Development.* The USAJFKSWCS CA Team Leader Pathway and RCCCC are the only branch producing courses for Army CA officers. USAJFKSWCS is working to normalize branch qualification standards for CA officers of all components. Active Component officers are required to attain and maintain language proficiency at the 1+/1+ level. Officer development will continue to occur through a methodical sequence of progressive assignments in TOE units with troops, staff/TDA assignments, and institutional training assignments. Self-development will continue to be an essential component of officer development.

(4) *Deployment.* CA officers are warfighters who remain personally and professionally prepared to deploy worldwide on short notice. All CA officers must be deployable to accomplish missions across the full range of military operations. CA officers may deploy with their units. CA officers and enlisted Soldiers may be deployed as individuals to support operations in all environments. CA branch officers must prepare themselves and their families for this most challenging career development function.

(5) *Transition.* The separation process is the same as for all Army officers.