

Civil Affairs (CA) SOF Governance Officer 38S (CPT)



Proponent Vision: At this level, 38Ss focus on gaining an in-depth understanding of combined arms and CA operations with emphasis on how to apply and integrate SOF CA TTPs with other SOF units in support of DOD and DOS priorities. 38S Officers specialize in the application of their core competencies across the competition continuum in hostile, denied, or diplomatically and/or politically sensitive environments. 38Ss must be proficient in assessing capabilities and capacities of friendly and hostile government structures, institutions, and methods as well as capable of assessing resistance governance capability, capacity, and methods.

Developmental/ Experiential Learning

Key Developmental Assignment: CA Team Chief

Developmental and Broadening Opportunities: HHC CDR; CA staff officer positions; Assignments at CA HRC and Proponent; USAJFKSWCS Instructor, Combat Training Center assignments; Civil-Military Operations Center Officer; Advanced Civil Schooling; Fellowships and Scholarships; USMA Instructor/TAC; Training with Industry

Experiences: Lead a team and conduct CA operations at the tactical level to achieve strategic-, operational-, and tactical-level civil-military objectives. Captains must develop an understanding of JIM operations, as well as improve cultural and linguistic expertise (maintaining a 1+/1+ or higher in their assigned language).

Education

College and University: Advanced degrees directly related to the work in CA (D). Desired degrees include Sociology, Anthropology, Political Science, Political Economics, Human Geography, Governance and Government, Public Administration, International Relations, Defense Analysis, or Strategic Studies.

Credentials & Certifications (Continuing Education): Civil-Military Cooperation North Atlantic Treaty Organization Courses (D); USAID's Joint Humanitarian Operations Course (D); Reconstruction and Stabilization Courses through the Foreign Service Institute at the U.S. DOS (D)

Military Schooling: ARSOF CCC (R), Airborne (R), ARSOF Language (R), Jumpmaster (D), Air Assault (D), Ranger (D), Sapper (D), Reconnaissance and Surveillance Leaders Course (D), Pathfinder (D), Special Warfare Operational Design Course (D), Special Warfare Touchstone (D), Special Warfare Brighton (D), SOF courses at the Joint Special Operations University (D), Tactical Information Operations Planner Course (D)

Baseline Talents (ATAF - Tier 2):

Leadership (II); Management (II); Performance Management (II); Cultural Awareness (II); Social Skills (II); Teamwork (II); Multi-Domain Collaboration (I); Tactical/ Technical Competence (II); General Communication (II); Oral Communication (II); Written Communication (II); General Fitness (II); Decision Making (II); Meta-Cognition (II); Reasoning (II); Systems Thinking (I)

Assignment Developed Talents (ATAF – Tier 2):

Leadership (III); Management (III); Performance Management (II); Cultural Awareness (III); Social Skills (III); Teamwork (III); Multi-Domain Collaboration (II); Tactical/ Technical Competence (III); General Communication (III); Oral Communication (III); Written Communication (III); General Fitness (III); Decision Making (III); Meta-Cognition (III); Reasoning (III); Systems Thinking (II)

Tier 3 ATAF KSBs (Baseline):

Consensus Building (II); Leads by Example (II); Task Planning & Management (II); Cross-Culturally Fluent (II); Cultural Awareness (II); Cultural/Interpersonal Adaptability (II); Maintains Relevant Geopolitical Awareness (II); Interpersonal Relationship Building (II); Coordinating Multiple Groups (II); JIM Perspective (I); Working with the Public (II); Knowledge of Combined Arms Operations (I); MOS/Branch-Specific Knowledge and Skill (I); Intercultural Communication (I); Language Learning Ability (I); Oral Communication (II); Written Communication (II); Physically Fit (II); Mental Agility (II); Analyzes and Organizes Information to Create Knowledge (II); Analyzes Data and Information (II); Critical Thinking (II); Strategic Thinking (I)

Tier 3 ATAF KSBs (Assignment Developed):

Consensus Building (III); Leads by Example (III); Task Planning & Management (III); Cross-Culturally Fluent (III); Cultural Awareness (III); Cultural/Interpersonal Adaptability (III); Maintains Relevant Geopolitical Awareness (III); Interpersonal Relationship Building (III); Coordinating Multiple Groups (III); JIM Perspective (II); Working with the Public (III); Knowledge of Combined Arms Operations (II); MOS/Branch-Specific Knowledge and Skill (III); Intercultural Communication (III); Language Learning Ability (II); Oral Communication (III); Written Communication (III); Physically Fit (III); Mental Agility (III); Analyzes and Organizes Information to Create Knowledge (III); Analyzes Data and Information (III); Critical Thinking (III); Strategic Thinking (II)

Civil Affairs (CA) SOF Governance Officer 38S (MAJ)



Proponent Vision: At this level, 38Ss focus on expanding their understanding of combined arms operations and joint operations before, during, and after LSCO, with an emphasis on battalion and brigade or group-level SOF elements, as well as conventional brigades and divisions. 38S Officers specialize in the application of their core competencies across the competition continuum in hostile, denied, or diplomatically and/or politically sensitive environments. 38Ss must be proficient in assessing capabilities and capacities of friendly and hostile government structures, institutions, and methods as well as capable of assessing resistance governance capability, capacity, and methods.

Developmental/ Experiential Learning

Key Developmental Assignments: CA Company Commander; BN or BDE Executive Officer and Operations Officer; Special Forces Group or other BDE-level or higher Primary Staff CA Officer (S9)

Developmental and Broadening Opportunities : Assignments at CA HRC and Proponent; Training Center O/CT and Staff Positions; Assignments at USASOC Force Modernization Center; USAJFKSWCS Course Manager/Instructor Positions; TSOC and T-CAPT Plans/Operations Officer; CMOC Chief; General/Senior staff officer positions; Interagency fellowships; Service school staff; NATO assignments

Experiences: Multiple positions exist to develop and prepare a CA major to lead at successively higher levels of responsibility. While in command of a CA company, 38Ss command and control Civil Affairs Teams and a Civil-Military Operations Center to achieve strategic-, operational-, and tactical-level civil-military objectives.

Education

College and University: Advanced degrees directly related to the work in CA (D). Desired degrees include Sociology, Anthropology, Political Science, Political Economics, Human Geography, Governance and Government, Public Administration, International Relations, Defense Analysis, or Strategic Studies.

Credentials & Certifications (Continuing Education): Civil-Military Cooperation North Atlantic Treaty Organization Courses (D); USAID's Joint Humanitarian Operations Course (D); Reconstruction and Stabilization Courses through the Foreign Service Institute at the U.S. DOS (D)

Military Schooling: Intermediate Level Education (R); Advanced Military Studies Program (D); ARSOF CO CDR Course (D)

Baseline Talents (ATAF – Tier 2):

Leadership (III); Management (III); Performance Management (III); Cultural Awareness (III); Social Skills (III); Teamwork (III); Multi-Domain Collaboration (II); Tactical/ Technical Competence (III); General Communication (III); Oral Communication (III); Written Communication (III); General Fitness (III); Decision Making (III); Meta-Cognition (III); Reasoning (III); Systems Thinking (II)

Assignment Developed Talents (ATAF – Tier 2):

Leadership (IV); Management (IV); Performance Management (III); Cultural Awareness (III); Social Skills (IV); Teamwork (IV); Multi-Domain Collaboration (III); Tactical/ Technical Competence (III); General Communication (IV); Oral Communication (IV); Written Communication (IV); General Fitness (III); Decision Making (IV); Meta-Cognition (III); Reasoning (III); Systems Thinking (III)

Tier 3 ATAF KSBs (Baseline):

Consensus Building (III); Leads by Example (III); Task Planning & Management (III); Cross-Culturally Fluent (III); Cultural Awareness (III); Cultural/Interpersonal Adaptability (III); Maintains Relevant Geopolitical Awareness (III); Interpersonal Relationship Building (III); Coordinating Multiple Groups (III); JIM Perspective (II); Working in Multidisciplinary Contexts (II); Knowledge of Combined Arms Operations (II); MOS/Branch-Specific Knowledge and Skill (III); Intercultural Communication (III); Language Learning Ability (II); Oral Communication (III); Written Communication (III); Physically Fit (III); Mental Agility (III); Analyzes and Organizes Information to Create Knowledge (III); Analyzes Data and Information (III); Critical Thinking (III); Strategic Thinking (II)

Tier 3 ATAF KSBs (Assignment Developed):

Consensus Building (IV); Leads by Example (IV); Task Planning & Management (IV); Cross-Culturally Fluent (III); Cultural Awareness (III); Cultural/Interpersonal Adaptability (III); Maintains Relevant Geopolitical Awareness (III); Interpersonal Relationship Building (III); Coordinating Multiple Groups (IV); JIM Perspective (III); Working in Multidisciplinary Contexts (III); Knowledge of Combined Arms Operations (III); MOS/Branch-Specific Knowledge and Skill (IV); Intercultural Communication (III); Language Learning Ability (II); Oral Communication (IV); Written Communication (IV); Physically Fit (III); Mental Agility (III); Analyzes and Organizes Information to Create Knowledge (IV); Analyzes Data and Information (IV); Critical Thinking (IV); Strategic Thinking (III)

Civil Affairs (CA) SOF Governance Officer 38S (LTC)



Proponent Vision: At this level, 38Ss should expand their understanding of combined arms operations and joint operations before, during, and after LSCO, focusing on brigade or group-level SOF elements and Theater Special Operations Commands (TSOCs), as well as conventional divisions and corps. 38S Officers specialize in the application of their core competencies across the competition continuum in hostile, denied, or diplomatically and/or politically sensitive environments. 38Ss must be proficient in assessing capabilities and capacities of friendly and hostile government structures, institutions, and methods as well as capable of assessing resistance governance capability, capacity, and methods.

Developmental/ Experiential Learning

Key Developmental Positions: CA BN Command or other Centralized Selection List assignment

Developmental and Broadening Opportunities : CA Proponent Manager; Assistant Chief of Staff, CA Operations; BDE Deputy Commander; T-CAPT Operations Officer; HQDA, DOD, JCS, Army Service component command, major command, joint or combined headquarters staff officer, or interagency position; other operational, institutional, JIM, and academia assignments

Experiences: Demonstrate excellence in tactical, operational, and strategic AOs, and the ability to lead, train, motivate, and care for Soldiers in both the staff and command environments.

Education

College and University: Advanced degrees directly related to the work in CA (D). Desired degrees include Sociology, Anthropology, Political Science, Political Economics, Human Geography, Governance and Government, Public Administration, International Relations, Defense Analysis, or Strategic Studies.

Credentials & Certifications (Continuing Education): Continue education in relevant topics such as strategy, policy, and international relations through graduate certificate programs, professional seminars, and research projects.

Military Schooling: Senior Service College (D); Army Pre-Command Course (D); Army Special Operations Forces Pre-Command Course (D); Joint Special Operations Forces Pre-Command Course (D); Battalion Command Assessment (D)

Baseline Talents (ATAF - Tier 2):

Leadership (IV); Management (IV); Performance Management (IV); Cultural Awareness (III); Social Skills (IV); Teamwork (IV); Multi-Domain Collaboration (III); Tactical/ Technical Competence (III); General Communication (IV); Oral Communication (IV); Written Communication (IV); General Fitness (III); Decision Making (IV); Meta-Cognition (III); Reasoning (III); Systems Thinking (III)

Assignment Developed Talents (ATAF – Tier 2):

Leadership (IV); Management (IV); Performance Management (IV); Cultural Awareness (IV); Social Skills (IV); Teamwork (IV); Multi-Domain Collaboration (IV); Tactical/ Technical Competence (IV); General Communication (IV); Oral Communication (IV); Written Communication (IV); General Fitness (III); Decision Making (IV); Meta-Cognition (IV); Reasoning (IV); Systems Thinking (IV)

Tier 3 ATAF KSBs (Baseline):

Consensus Building (IV); Leads by Example (IV); Task Planning & Management (IV); Cross-Culturally Fluent (III); Cultural Awareness (III); Cultural/Interpersonal Adaptability (III); Maintains Relevant Geopolitical Awareness (III); Interpersonal Relationship Building (III); Coordinating Multiple Groups (IV); JIM Perspective (III); Working in Multidisciplinary Contexts (III); Knowledge of Combined Arms Operations (III); MOS/Branch-Specific Knowledge and Skill (IV); Intercultural Communication (III); Language Learning Ability (II); Oral Communication (IV); Written Communication (IV); Physically Fit (III); Mental Agility (III); Analyzes and Organizes Information to Create Knowledge (IV); Analyzes Data and Information (IV); Critical Thinking (IV); Strategic Thinking (III)

Tier 3 ATAF KSBs (Assignment Developed):

Consensus Building (IV); Leads by Example (IV); Task Planning & Management (IV); Cross-Culturally Fluent (IV); Cultural Awareness (IV); Cultural/Interpersonal Adaptability (IV); Maintains Relevant Geopolitical Awareness (IV); Interpersonal Relationship Building (IV); Coordinating Multiple Groups (IV); JIM Perspective (IV); Working in Multidisciplinary Contexts (IV); Knowledge of Combined Arms Operations (IV); MOS/Branch-Specific Knowledge and Skill (IV); Intercultural Communication (IV); Language Learning Ability (II); Oral Communication (IV); Written Communication (IV); Physically Fit (III); Mental Agility (IV); Analyzes and Organizes Information to Create Knowledge (IV); Analyzes Data and Information (IV); Critical Thinking (IV); Strategic Thinking (IV)

Civil Affairs (CA) SOF Governance Officer 38S (COL)



Proponent Vision: At this level, 38Ss should develop a mastery of combined arms operations and joint operations before, during, and after LSCO. 38S Officers specialize in the application of their core competencies across the competition continuum in hostile, denied, or diplomatically and/or politically sensitive environments. 38Ss must be proficient in assessing capabilities and capacities of friendly and hostile government structures, institutions, and methods as well as capable of assessing resistance governance capability, capacity, and methods.

Developmental/ Experiential Learning

Key Developmental Positions : CA BDE Command or other CSL assignment

Developmental and Broadening Opportunities: CoS or DCO at a general officer HQ; Capability Manager; Corp or equivalent primary staff officer; T-CAPT Chief; ACoS for one of the primary staff positions at the general officer command level; HQDA, DOD, JCS, joint or combined headquarters staff officer, or interagency positions; other operational, institutional, JIM, and academia assignments

Experiences: Demonstrate mastery in tactical, operational, and strategic AOs, and the ability to lead, train, motivate, and care for Soldiers in both the staff and command environments.

Education

College and University: Advanced degrees directly related to the work in CA (D). Desired degrees include Sociology, Anthropology, Political Science, Political Economics, Human Geography, Governance and Government, Public Administration, International Relations, Defense Analysis, or Strategic Studies.

Credentials & Certifications (Continuing Education): Continue education in relevant topics such as strategy, policy, and international relations through graduate certificate programs, professional seminars, and research projects.

Military Schooling: Completion of Senior Service College (R)

Baseline Talents (ATAF - Tier 2):

Leadership (IV); Management (IV); Performance Management (IV); Cultural Awareness (IV); Social Skills (IV); Teamwork (IV); Multi-Domain Collaboration (IV); Tactical/ Technical Competence (IV); General Communication (IV); Oral Communication (IV); Written Communication (IV); General Fitness (III); Decision Making (IV); Meta-Cognition (IV); Reasoning (IV); Systems Thinking (IV)

Assignment Developed Talents (ATAF – Tier 2):

Leadership (IV); Management (IV); Performance Management (IV); Cultural Awareness (IV); Social Skills (IV); Teamwork (IV); Multi-Domain Collaboration (IV); Tactical/ Technical Competence (IV); General Communication (IV); Oral Communication (IV); Written Communication (IV); General Fitness (III); Decision Making (IV); Meta-Cognition (IV); Reasoning (IV); Systems Thinking (IV)

Tier 3 ATAF KSBs (Baseline):

Consensus Building (IV); Leads by Example (IV); Task Planning & Management (IV); Cross-Culturally Fluent (IV); Cultural Awareness (IV); Cultural/Interpersonal Adaptability (IV); Maintains Relevant Geopolitical Awareness (IV); Interpersonal Relationship Building (IV); Coordinating Multiple Groups (IV); JIM Perspective (IV); Working in Multidisciplinary Contexts (IV); Knowledge of Combined Arms Operations (IV); MOS/Branch-Specific Knowledge and Skill (IV); Intercultural Communication (IV); Language Learning Ability (II); Oral Communication (IV); Written Communication (IV); Physically Fit (III); Mental Agility (IV); Analyzes and Organizes Information to Create Knowledge (IV); Analyzes Data and Information (IV); Critical Thinking (IV); Strategic Thinking (IV)

Tier 3 ATAF KSBs (Assignment Developed):

Consensus Building (IV); Leads by Example (IV); Task Planning & Management (IV); Cross-Culturally Fluent (IV); Cultural Awareness (IV); Cultural/Interpersonal Adaptability (IV); Maintains Relevant Geopolitical Awareness (IV); Interpersonal Relationship Building (IV); Coordinating Multiple Groups (IV); JIM Perspective (IV); Working in Multidisciplinary Contexts (IV); Knowledge of Combined Arms Operations (IV); MOS/Branch-Specific Knowledge and Skill (IV); Intercultural Communication (IV); Language Learning Ability (II); Oral Communication (IV); Written Communication (IV); Physically Fit (III); Mental Agility (IV); Analyzes and Organizes Information to Create Knowledge (IV); Analyzes Data and Information (IV); Critical Thinking (IV); Strategic Thinking (IV)

Civil Affairs (CA) Officer KSB Storyboard 38A (CPT)



Proponent Vision: CA Officers develop understanding and mastery of combined arms operations and CAO before, during, and after LSCO. CA Officers are tactically and technically proficient in the execution of CAO to consolidate gains across the competition continuum with a specific focus on LSCO. The CA CPT applies interpersonal and cross-cultural communications skills to establish civil networks and influence the attitudes and behaviors of entities within the civil component.

Developmental/Experiential Learning:
Key Developmental Positions: Civil Affairs Team Leader on a Civil Affairs Team or Civil Liaison Team. The Critical Leadership Development position for an Active Guard Reserve (AGR) CPT is CA battalion plans officer (S3/5).
Developmental and Broadening Opportunities: CA Battalion Civil Information Management Section Chief, CA Battalion Civil Liaison Team Chief, USAJFKSWCS Instructor (AGR specific), CA Company Civil-Military Operations Center Officer, CA Battalion CAPT Officer, CA Brigade Operations/Intelligence Section Officer, Brigade Combat Team Civil Affairs Officer in the Fire SPT/Protect -NLOS.
Experiences: Knowledge of the CA core competencies of Transitional Governance, Civil Network Development and Engagement, Civil Knowledge Integration, and Civil-Military Integration.

Education:
College and University: Bachelor's degree or higher-level degree (D) focusing on Anthropology; Behavioral Sciences; Communications; Criminal Justice; Data Analytics; Economics; International Relations; Political Science; Psychology; Strategic Studies or Sociology; Public Administration.
Credentials & Certifications (Continuing Education): Civil-Military Cooperation North Atlantic Treaty Organization Courses (D); Reconstruction and Stabilization Courses through the Foreign Service Institute at the U.S. DOS (D)
Military Schooling: CA Captain Career course (R); Airborne (D); Ranger (D); Jumpmaster (D)

Baseline Developed Talents (ATAF - Tier 2):
Leadership (II); Management (II); Performance Management (II); Cultural Awareness (II); Social Skills (II); Teamwork (II); Multi-Domain Collaboration (I); Tactical/ Technical Competence (II); General Communication (II); Oral Communication (II); Written Communication (II); General Fitness (II); Decision Making (II); Meta-Cognition (II); Reasoning (II); Systems Thinking (I)

Assignment Developed Talents (ATAF - Tier 2):
Leadership (III); Management (III); Performance Management (II); Cultural Awareness (III); Social Skills (III); Teamwork (III); Multi-Domain Collaboration (II); Tactical/ Technical Competence (III); General Communication (III); Oral Communication (III); Written Communication (III); General Fitness (III); Decision Making (III); Meta-Cognition (III); Reasoning (III); Systems Thinking (II)

Specified ATAF KSBs (Baseline Developed):
Consensus Building (II); Leads by Example (II); Task Planning & Management (II); Cross-Culturally Fluent (II); Cultural Awareness (II); Cultural/Interpersonal Adaptability (II); Maintains Relevant Geopolitical Awareness (II); Interpersonal Relationship Building (II); Coordinating Multiple Groups (II); JIM Perspective (I); Working with the Public (II); Knowledge of Combined Arms Operations (I); MOS/Branch-Specific Knowledge and Skill (I); Intercultural Communication (I); Language Learning Ability (I); Oral Communication (II); Written Communication (II); Physically Fit (II); Mental Agility (II); Analyzes and Organizes Information to Create Knowledge (II); Analyzes Data and Information (II); Critical Thinking (II); Strategic Thinking (I)

Specified ATAF KSBs (Assignment Developed):
Consensus Building (III); Leads by Example (III); Task Planning & Management (III); Cross-Culturally Fluent (III); Cultural Awareness (III); Cultural/Interpersonal Adaptability (III); Maintains Relevant Geopolitical Awareness (III); Interpersonal Relationship Building (III); Coordinating Multiple Groups (III); JIM Perspective (II); Working with the Public (III); Knowledge of Combined Arms Operations (II); MOS/Branch-Specific Knowledge and Skill (III); Intercultural Communication (III); Language Learning Ability (II); Oral Communication (III); Written Communication (III); Physically Fit (III); Mental Agility (III); Analyzes and Organizes Information to Create Knowledge (III); Analyzes Data and Information (III); Critical Thinking (III); Strategic Thinking (II)

Civil Affairs (CA) Officer KSB Storyboard 38A (MAJ)



Proponent Vision: CA Officers develop understanding and mastery of combined arms operations and CAO before, during, and after LSCO. CA Officers are tactically and technically proficient in the execution of CAO to consolidate gains across the competition continuum with a specific focus on LSCO. CA majors understand combined arms operations and joint operations before, during, and after LSCO, with an emphasis on the brigade and echelons above brigade.

Developmental/Experiential Learning:
Key Developmental Positions: Company Commander, Battalion Executive Officer, Battalion or Brigade Operations Officer, Battalion Headquarters Element Chief (AGR specific), USAJFKSWCS CA Proponent positions (AGR specific), USAJFKSWCS Instructor (IMA, AGR specific).
Developmental and Broadening Opportunities: Battalion Functional Specialty Cell Chief, Battalion Civil-Military Operations Center Chief, Battalion Civil Affairs Planning Team Chief, Brigade Civil Information Management Chief, Division or Corps Main Command Post-Operational Detachments (MCP-OD) CA Officer, National Guard SFG S9, National Guard Division CA Staff Officer, CACOM Assistant Operations Officer (AGR-specific), USACAPOC (A) CA Officer (AGR-specific), Army Reserve Engagement Cell (AREC) / Army Service Component Command (ASCC) Civil Affairs Officer/Planner (AGR-specific), CA Plans Officer (AGR-specific), CA Brigade Plans Officer (AGR-specific).
Experiences: Knowledge of the CA core competencies of Transitional Governance, Civil Network Development and Engagement, Civil Knowledge Integration, and Civil-Military Integration.

Education:
College and University: Bachelor's degree or higher-level degree (D) focusing on Anthropology; Behavioral Sciences; Communications; Criminal Justice; Data Analytics; Economics; International Relations; Political Science; Psychology; Strategic Studies or Sociology; Public Administration. CA majors are encouraged to complete a master's degree program.
Credentials & Certifications (Continuing Education):
Military Schooling: ILE common core(R), Advanced Operations Course(D)

Baseline Developed Talents (ATAF - Tier 2): Leadership (III); Management (III); Performance Management (III); Cultural Awareness (III); Social Skills (III); Teamwork (III); Multi-Domain Collaboration (II); Tactical/ Technical Competence (III); General Communication (III); Oral Communication (III); Written Communication (III); General Fitness (III); Decision Making (III); Meta-Cognition (III); Reasoning (III); Systems Thinking (II)	Assignment Developed Talents (ATAF – Tier 2): Leadership (IV); Management (IV); Performance Management (III); Cultural Awareness (III); Social Skills (IV); Teamwork (IV); Multi-Domain Collaboration (III); Tactical/ Technical Competence (III); General Communication (IV); Oral Communication (IV); Written Communication (IV); General Fitness (III); Decision Making (IV); Meta-Cognition (III); Reasoning (III); Systems Thinking (III)
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Specified ATAF KSBs (Baseline Developed):
Consensus Building (III); Leads by Example (III); Task Planning & Management (III); Cross-Culturally Fluent (III); Cultural Awareness (III); Cultural/Interpersonal Adaptability (III); Maintains Relevant Geopolitical Awareness (III); Interpersonal Relationship Building (III); Coordinating Multiple Groups (III); JIM Perspective (II); Working in Multidisciplinary Contexts (II); Knowledge of Combined Arms Operations (II); MOS/Branch-Specific Knowledge and Skill (III); Intercultural Communication (III); Language Learning Ability (II); Oral Communication (III); Written Communication (III); Physically Fit (III); Mental Agility (III); Analyzes and Organizes Information to Create Knowledge (II); Analyzes Data and Information (III); Critical Thinking (III); Strategic Thinking (II)

Specified ATAF KSBs (Assignment Developed):
Consensus Building (IV); Leads by Example (IV); Task Planning & Management (IV); Cross-Culturally Fluent (III); Cultural Awareness (III); Cultural/Interpersonal Adaptability (III); Maintains Relevant Geopolitical Awareness (III); Interpersonal Relationship Building (III); Coordinating Multiple Groups (IV); JIM Perspective (III); Working in Multidisciplinary Contexts (III); Knowledge of Combined Arms Operations (III); MOS/Branch-Specific Knowledge and Skill (IV); Intercultural Communication (III); Language Learning Ability (II); Oral Communication (IV); Written Communication (IV); Physically Fit (III); Mental Agility (III); Analyzes and Organizes Information to Create Knowledge (IV); Analyzes Data and Information (IV); Critical Thinking (IV); Strategic Thinking (III)

Civil Affairs (CA) Officer KSB Storyboard 38A (LTC)



Proponent Vision: CA Officers develop understanding and mastery of combined arms operations and CAO before, during, and after LSCO. CA officers are tactically and technically proficient in the execution of CAO to consolidate gains across the competition continuum with a specific focus on LSCO. CA LTCs demonstrate excellence in tactical, operational, and strategic AOs, and the ability to lead, train, motivate, and care for Soldiers in both the staff and command environments.

Developmental/Experiential Learning:

Key Developmental Positions: Command of a CA battalion or other battalion CSL command. Brigade Deputy Commander, Brigade Civil Liaison Team Chief, CACOM Civil Information Management Chief, or CACOM Operations/Intelligence Section Chief, Division G9, CA Brigade Headquarters Element Chief (AGR-specific), CACOM Operations Officer (AGR-specific), USACAPOC (A) Deputy G3 or Operations Officer (AGR specific).

Developmental and Broadening Opportunities: USASOC support unit CA staff officer, CACOM or Brigade CAPT Operations Officer, National Guard SFG S9, National Guard Division G9, OCAR / USARC assignment (AGR-specific), Joint staff assignment (AGR-specific), Staff officer at a geographic combatant command (AGR-specific).

Experiences: Knowledge of the CA core competencies of Transitional Governance, Civil Network Development and Engagement, Civil Knowledge Integration, and Civil-Military Integration.

Education:

College and University: Bachelor's degree or higher-level degree focusing on Anthropology, Behavioral Sciences, Communications, Criminal Justice, Data Analytics, Economics, International Relations, Political Science, Psychology, Strategic Studies or Sociology (D), Public Administration. CA LTCs are encouraged to complete a master's degree program.

Credentials & Certifications (Continuing Education):

Military Schooling: Senior Service College(R); Battalion Pre-Command Course (BBPCC) (D); How the Army Runs Course (HTARC) (D).

Baseline Developed Talents (ATAF - Tier 2):

Leadership (IV); Management (IV); Performance Management (IV); Cultural Awareness (III); Social Skills (IV); Teamwork (IV); Multi-Domain Collaboration (III); Tactical/ Technical Competence (III); General Communication (IV); Oral Communication (IV); Written Communication (IV); General Fitness (III); Decision Making (IV); Meta-Cognition (III); Reasoning (III); Systems Thinking (III)

Assignment Developed Talents (ATAF – Tier 2):

Leadership (IV); Management (IV); Performance Management (IV); Cultural Awareness (IV); Social Skills (IV); Teamwork (IV); Multi-Domain Collaboration (IV); Tactical/ Technical Competence (IV); General Communication (IV); Oral Communication (IV); Written Communication (IV); General Fitness (III); Decision Making (IV); Meta-Cognition (IV); Reasoning (IV); Systems Thinking (IV)

Specified ATAF KSBs (Baseline Developed):

Consensus Building (IV); Leads by Example (IV); Task Planning & Management (IV); Cross-Culturally Fluent (III); Cultural Awareness (III); Cultural/Interpersonal Adaptability (III); Maintains Relevant Geopolitical Awareness (III); Interpersonal Relationship Building (III); Coordinating Multiple Groups (IV); JIM Perspective (III); Working in Multidisciplinary Contexts (III); Knowledge of Combined Arms Operations (III); MOS/Branch-Specific Knowledge and Skill (IV); Intercultural Communication (III); Language Learning Ability (II); Oral Communication (IV); Written Communication (IV); Physically Fit (III); Mental Agility (III); Analyzes and Organizes Information to Create Knowledge (IV); Analyzes Data and Information (IV); Critical Thinking (IV); Strategic Thinking (III)

Specified ATAF KSBs (Assignment Developed):

Consensus Building (IV); Leads by Example (IV); Task Planning & Management (IV); Cross-Culturally Fluent (IV); Cultural Awareness (IV); Cultural/Interpersonal Adaptability (IV); Maintains Relevant Geopolitical Awareness (IV); Interpersonal Relationship Building (IV); Coordinating Multiple Groups (IV); JIM Perspective (IV); Working in Multidisciplinary Contexts (IV); Knowledge of Combined Arms Operations (IV); MOS/Branch-Specific Knowledge and Skill (IV); Intercultural Communication (IV); Language Learning Ability (II); Oral Communication (IV); Written Communication (IV); Physically Fit (III); Mental Agility (IV); Analyzes and Organizes Information to Create Knowledge (IV); Analyzes Data and Information (IV); Critical Thinking (IV); Strategic Thinking (IV)

Civil Affairs (CA) Officer KSB Storyboard 38A (COL)



Proponent Vision: CA Officers develop understanding and mastery of combined arms operations and CAO before, during, and after LSCO. CA Officers are tactically and technically proficient in the execution of CAO to consolidate gains across the competition continuum with a specific focus on LSCO. CA COLs should develop mastery of combined arms operations and joint operations before, during, and after LSCO

Developmental/Experiential Learning:

Key Developmental Positions: Brigade Commander, Chief of Staff, CACOM, HQ Element Chief, Civil Liaison Team or CAPT Chief. CACOM Deputy Command (AGRUSARC, USSOCOM Advisor (AGR-specific), 01A director position, such as G3 (AGR-specific)-specific, 01A Garrison Command (AGR-specific), Joint Command Staff (AGR-specific), Staff Officer at a Geographic Combatant Command (AGR-specific),

Developmental and Broadening Opportunities : General Staff Officer

Experiences: Colonels should develop mastery of combined arms operations and joint operations before, during, and after LSCO..

Education:

College and University: Master's degree or higher-level degree focusing on Anthropology, Behavioral Sciences, Communications, Criminal Justice, Data Analytics, Economics, International Relations, Political Science, Psychology, Strategic Studies or Sociology (D), Public Administration. Colonels are encouraged to continue their education in relevant topics through graduate certificate programs, professional seminars, and research projects

Credentials & Certifications (Continuing Education):

Military Schooling: Nominative Leader Course (R); Brigade Pre-Command Course (BBPCC) (D); How the Army Runs Course (HTARC) (D).

Baseline Developed Talents (ATAF - Tier 2):
Leadership (IV); Management (IV); Performance Management (IV); Cultural Awareness (IV); Social Skills (IV); Teamwork (IV); Multi-Domain Collaboration (IV); Tactical/ Technical Competence (IV); General Communication (IV); Oral Communication (IV); Written Communication (IV); General Fitness (III); Decision Making (IV); Meta-Cognition (IV); Reasoning (IV); Systems Thinking (IV)

Assignment Developed Talents (ATAF – Tier 2):
Leadership (IV); Management (IV); Performance Management (IV); Cultural Awareness (IV); Social Skills (IV); Teamwork (IV); Multi-Domain Collaboration (IV); Tactical/ Technical Competence (IV); General Communication (IV); Oral Communication (IV); Written Communication (IV); General Fitness (III); Decision Making (IV); Meta-Cognition (IV); Reasoning (IV); Systems Thinking (IV)

Specified ATAF KSBs (Baseline Developed):
Consensus Building (IV); Leads by Example (IV); Task Planning & Management (IV); Cross-Culturally Fluent (IV); Cultural Awareness (IV); Cultural/Interpersonal Adaptability (IV); Maintains Relevant Geopolitical Awareness (IV); Interpersonal Relationship Building (IV); Coordinating Multiple Groups (IV); JIM Perspective (IV); Working in Multidisciplinary Contexts (IV); Knowledge of Combined Arms Operations (IV); MOS/Branch-Specific Knowledge and Skill (IV); Intercultural Communication (IV); Language Learning Ability (II); Oral Communication (IV); Written Communication (IV); Physically Fit (III); Mental Agility (IV); Analyzes and Organizes Information to Create Knowledge (IV); Analyzes Data and Information (IV); Critical Thinking (IV); Strategic Thinking (IV)

Specified ATAF KSBs (Assignment Developed):
Consensus Building (IV); Leads by Example (IV); Task Planning & Management (IV); Cross-Culturally Fluent (IV); Cultural Awareness (IV); Cultural/Interpersonal Adaptability (IV); Maintains Relevant Geopolitical Awareness (IV); Interpersonal Relationship Building (IV); Coordinating Multiple Groups (IV); JIM Perspective (IV); Working in Multidisciplinary Contexts (IV); Knowledge of Combined Arms Operations (IV); MOS/Branch-Specific Knowledge and Skill (IV); Intercultural Communication (IV); Language Learning Ability (II); Oral Communication (IV); Written Communication (IV); Physically Fit (III); Mental Agility (IV); Analyzes and Organizes Information to Create Knowledge (IV); Analyzes Data and Information (IV); Critical Thinking (IV); Strategic Thinking (IV)

Military Government KSB Storyboard 38G (CPT)



Proponent Vision: Military Government Officers develop understanding and mastery of combined arms operations and CAO before, during, and after LSCO. Military Government Officers are tactically and technically proficient in the execution of CAO to consolidate gains across the competition continuum with a specific focus on LSCO. The Military Government CPT apply interpersonal and cross-cultural communications skills to establish civil networks and influence the attitudes and behaviors of entities within the civil component.

Developmental/Experiential Learning:

Positions: Any position coded for a 38G CPT. Military Government officers should serve in 38G-coded billets throughout their career

Broadening Experiences: Military Government officers should serve only in 38G-coded billets. Therefore, there are no identified Broadening assignments for a 38G officer

Experiences: Knowledge of the Military Government core competencies of Transitional Governance, Civil Network Development and Engagement, Civil Knowledge Integration, and Civil-Military Integration.

Education:

College and University: Master's degree or higher-level degree focusing on Anthropology, Behavioral Sciences, Communications, Criminal Justice, Data Analytics, Economics, International Relations, Political Science, Psychology, Strategic Studies or Sociology, Public Administration.

Military Schooling: Professional Military Education for all officers(R), CA Captain Career course(R)

Baseline Developed Talents (ATAF - Tier 2):
Leadership (II); Management (II); Performance Management (II); Cultural Awareness (II); Social Skills (II); Teamwork (II); Multi-Domain Collaboration (I); Tactical/ Technical Competence (II); General Communication (II); Oral Communication (II); Written Communication (II); General Fitness (II); Decision Making (II); Meta-Cognition (II); Reasoning (II); Systems Thinking (I)

Assignment Developed Talents (ATAF – Tier 2):
Leadership (III); Management (III); Performance Management (II); Cultural Awareness (III); Social Skills (III); Teamwork (III); Multi-Domain Collaboration (II); Tactical/ Technical Competence (III); General Communication (III); Oral Communication (III); Written Communication (III); General Fitness (III); Decision Making (III); Meta-Cognition (III); Reasoning (III); Systems Thinking (II)

Specified ATAF KSBs (Baseline Developed):
Consensus Building (II); Leads by Example (II); Task Planning & Management (II); Cross-Culturally Fluent (II); Cultural Awareness (II); Cultural/Interpersonal Adaptability (II); Maintains Relevant Geopolitical Awareness (II); Interpersonal Relationship Building (II); Coordinating Multiple Groups (II); JIM Perspective (I); Working with the Public (II); Knowledge of Combined Arms Operations (I); MOS/Branch-Specific Knowledge and Skill (I); Specialized Expertise (III); Intercultural Communication (I); Language Learning Ability (I); Oral Communication (II); Written Communication (II); Physically Fit (II); Mental Agility (II); Analyzes and Organizes Information to Create Knowledge (II); Analyzes Data and Information (II); Critical Thinking (II); Strategic Thinking (I)

Specified ATAF KSBs (Assignment Developed):
Consensus Building (III); Leads by Example (III); Task Planning & Management (III); Cross-Culturally Fluent (III); Cultural Awareness (III); Cultural/Interpersonal Adaptability (III); Maintains Relevant Geopolitical Awareness (III); Interpersonal Relationship Building (III); Coordinating Multiple Groups (III); JIM Perspective (II); Working with the Public (III); Knowledge of Combined Arms Operations (II); MOS/Branch-Specific Knowledge and Skill (III); Specialized Expertise (III); Intercultural Communication (III); Language Learning Ability (II); Oral Communication (III); Written Communication (III); Physically Fit (III); Mental Agility (III); Analyzes and Organizes Information to Create Knowledge (III); Analyzes Data and Information (III); Critical Thinking (III); Strategic Thinking (II)

Military Government KSB Storyboard 38G (MAJ)



Proponent Vision: Military Government Officers develop understanding and mastery of combined arms operations and CAO before, during, and after LSCO. Military Government Officers are tactically and technically proficient in the execution of CAO to consolidate gains across the competition continuum with a specific focus on LSCO. Military Government majors understand combined arms operations and joint operations before, during, and after LSCO, with an emphasis on the brigade and echelons above brigade.

Developmental/Experiential Learning:
Positions: Any position coded for a 38G MAJ. Military Government officers should serve in 38G-coded billets throughout their career
Broadening Experiences: Military Government officers should serve only in 38G-coded billets. Therefore, there are no identified Broadening assignments for a 38G officer
Experiences: Knowledge of the Military Government core competencies of Transitional Governance, Civil Network Development and Engagement, Civil Knowledge Integration, and Civil-Military Integration.

Education:
College and University: Master's degree or higher-level degree focusing on Anthropology, Behavioral Sciences, Communications, Criminal Justice, Data Analytics, Economics, International Relations, Political Science, Psychology, Strategic Studies or Sociology, Public Administration. CA majors are encouraged to complete a master's degree program.
Military Schooling: ILE common core(R), Advanced Operations Course(D)

Baseline Developed Talents (ATAF - Tier 2):
Leadership (III); Management (III); Performance Management (III); Cultural Awareness (III); Social Skills (III); Teamwork (III); Multi-Domain Collaboration (II); Tactical/ Technical Competence (III); General Communication (III); Oral Communication (III); Written Communication (III); General Fitness (III); Decision Making (III); Meta-Cognition (III); Reasoning (III); Systems Thinking (II)

Assignment Developed Talents (ATAF - Tier 2):
Leadership (IV); Management (IV); Performance Management (III); Cultural Awareness (III); Social Skills (IV); Teamwork (IV); Multi-Domain Collaboration (III); Tactical/ Technical Competence (III); General Communication (IV); Oral Communication (IV); Written Communication (IV); General Fitness (III); Decision Making (IV); Meta-Cognition (III); Reasoning (III); Systems Thinking (III)

Specified ATAF KSBs (Baseline Developed):
Consensus Building (III); Leads by Example (III); Task Planning & Management (III); Cross-Culturally Fluent (III); Cultural Awareness (III); Cultural/Interpersonal Adaptability (III); Maintains Relevant Geopolitical Awareness (III); Interpersonal Relationship Building (III); Coordinating Multiple Groups (III); JIM Perspective (II); Working in Multidisciplinary Contexts (II); Knowledge of Combined Arms Operations (II); MOS/Branch-Specific Knowledge and Skill (III); Specialized Expertise (III); Intercultural Communication (III); Language Learning Ability (II); Oral Communication (III); Written Communication (III); Physically Fit (III); Mental Agility (III); Analyzes and Organizes Information to Create Knowledge (III); Analyzes Data and Information (III); Critical Thinking (III); Strategic Thinking (II)

Specified ATAF KSBs (Assignment Developed):
Consensus Building (IV); Leads by Example (IV); Task Planning & Management (IV); Cross-Culturally Fluent (III); Cultural Awareness (III); Cultural/Interpersonal Adaptability (III); Maintains Relevant Geopolitical Awareness (III); Interpersonal Relationship Building (III); Coordinating Multiple Groups (IV); JIM Perspective (III); Working in Multidisciplinary Contexts (III); Knowledge of Combined Arms Operations (III); MOS/Branch-Specific Knowledge and Skill (IV); Specialized Expertise (IV); Intercultural Communication (III); Language Learning Ability (II); Oral Communication (IV); Written Communication (IV); Physically Fit (III); Mental Agility (III); Analyzes and Organizes Information to Create Knowledge (IV); Analyzes Data and Information (IV); Critical Thinking (IV); Strategic Thinking (III)

Military Government KSB Storyboard 38G (LTC)



Proponent Vision: Military Government officers develop understanding and mastery of combined arms operations and CAO before, during, and after LSCO. Military Government LTC are tactically and technically proficient in the execution of CAO to consolidate gains across the competition continuum with a specific focus on LSCO. The Military Government LTC demonstrate excellence in tactical, operational, and strategic AOs, and the ability to lead, train, motivate, and care for Soldiers in both the staff and command environments.

Developmental/Experiential Learning:
Positions: Any position coded for a 38G LTC. Military Government officers should serve in 38G-coded billets throughout their career
Broadening Experiences: Military Government officers should serve only in 38G-coded billets. Therefore, there are no identified Broadening assignments for a 38G officer
Experiences: Knowledge of the Military Government core competencies of Transitional Governance, Civil Network Development and Engagement, Civil Knowledge Integration, and Civil-Military Integration.

Education:
College and University: Master's degree or higher-level degree focusing on Anthropology, Behavioral Sciences, Communications, Criminal Justice, Data Analytics, Economics, International Relations, Political Science, Psychology, Strategic Studies or Sociology (D), Public Administration. CA LTCs are encouraged to complete a master's degree program.
Military Schooling: Senior Service College(R); How the Army Runs Course (HTARC) (D).

Baseline Developed Talents (ATAF - Tier 2):
Leadership (IV); Management (IV); Performance Management (IV); Cultural Awareness (III); Social Skills (IV); Teamwork (IV); Multi-Domain Collaboration (III); Tactical/ Technical Competence (III); General Communication (IV); Oral Communication (IV); Written Communication (IV); General Fitness (III); Decision Making (IV); Meta-Cognition (III); Reasoning (III); Systems Thinking (III)

Assignment Developed Talents (ATAF – Tier 2):
Leadership (IV); Management (IV); Performance Management (IV); Cultural Awareness (IV); Social Skills (IV); Teamwork (IV); Multi-Domain Collaboration (IV); Tactical/ Technical Competence (IV); General Communication (IV); Oral Communication (IV); Written Communication (IV); General Fitness (III); Decision Making (IV); Meta-Cognition (IV); Reasoning (IV); Systems Thinking (IV)

Specified ATAF KSBs (Baseline Developed):
Consensus Building (IV); Leads by Example (IV); Task Planning & Management (IV); Cross-Culturally Fluent (III); Cultural Awareness (III); Cultural/Interpersonal Adaptability (III); Maintains Relevant Geopolitical Awareness (III); Interpersonal Relationship Building (III); Coordinating Multiple Groups (IV); JIM Perspective (III); Working in Multidisciplinary Contexts (III); Knowledge of Combined Arms Operations (III); MOS/Branch-Specific Knowledge and Skill (IV); Specialized Expertise (IV); Intercultural Communication (III); Language Learning Ability (II); Oral Communication (IV); Written Communication (IV); Physically Fit (III); Mental Agility (III); Analyzes and Organizes Information to Create Knowledge (IV); Analyzes Data and Information (IV); Critical Thinking (IV); Strategic Thinking (III)

Specified ATAF KSBs (Assignment Developed):
Consensus Building (IV); Leads by Example (IV); Task Planning & Management (IV); Cross-Culturally Fluent (IV); Cultural Awareness (IV); Cultural/Interpersonal Adaptability (IV); Maintains Relevant Geopolitical Awareness (IV); Interpersonal Relationship Building (IV); Coordinating Multiple Groups (IV); JIM Perspective (IV); Working in Multidisciplinary Contexts (IV); Knowledge of Combined Arms Operations (IV); MOS/Branch-Specific Knowledge and Skill (IV); Specialized Expertise (IV); Intercultural Communication (IV); Language Learning Ability (II); Oral Communication (IV); Written Communication (IV); Physically Fit (III); Mental Agility (IV); Analyzes and Organizes Information to Create Knowledge (IV); Analyzes Data and Information (IV); Critical Thinking (IV); Strategic Thinking (IV)

Military Government KSB Storyboard 38G (COL)



Proponent Vision: Military government officers develop understanding and mastery of combined arms operations and CAO before, during, and after LSCO. Military Government COL are tactically and technically proficient in the execution of CAO to consolidate gains across the competition continuum with a specific focus on LSCO.

Developmental/Experiential Learning:

Positions: Any position coded for a 38G COL. Military Government officers should serve in 38G-coded billets throughout their career

Broadening Experiences: Military Government officers should serve only in 38G-coded billets. Therefore, there are no identified Broadening assignments for a 38G officer

Experiences: Knowledge of the Military Government core competencies of Transitional Governance, Civil Network Development and Engagement, Civil Knowledge Integration, and Civil-Military Integration.

Education:

College and University: Master's degree or higher-level degree focusing on Anthropology, Behavioral Sciences, Communications, Criminal Justice, Data Analytics, Economics, International Relations, Political Science, Psychology, Strategic Studies or Sociology (D), Public Administration.

Military Schooling: Nominative Leader Course (R); How the Army Runs Course (HTARC) (D).

Baseline Developed Talents (ATAF - Tier 2):

Leadership (IV); Management (IV); Performance Management (IV); Cultural Awareness (IV); Social Skills (IV); Teamwork (IV); Multi-Domain Collaboration (IV); Tactical/ Technical Competence (IV); General Communication (IV); Oral Communication (IV); Written Communication (IV); General Fitness (III); Decision Making (IV); Meta-Cognition (IV); Reasoning (IV); Systems Thinking (IV)

Assignment Developed Talents (ATAF – Tier 2):

Leadership (IV); Management (IV); Performance Management (IV); Cultural Awareness (IV); Social Skills (IV); Teamwork (IV); Multi-Domain Collaboration (IV); Tactical/ Technical Competence (IV); General Communication (IV); Oral Communication (IV); Written Communication (IV); General Fitness (III); Decision Making (IV); Meta-Cognition (IV); Reasoning (IV); Systems Thinking (IV)

Specified ATAF KSBs (Baseline Developed):

Consensus Building (IV); Leads by Example (IV); Task Planning & Management (IV); Cross-Culturally Fluent (IV); Cultural Awareness (IV); Cultural/Interpersonal Adaptability (IV); Maintains Relevant Geopolitical Awareness (IV); Interpersonal Relationship Building (IV); Coordinating Multiple Groups (IV); JIM Perspective (IV); Working in Multidisciplinary Contexts (IV); Knowledge of Combined Arms Operations (IV); MOS/Branch-Specific Knowledge and Skill (IV); Specialized Expertise (IV); Intercultural Communication (IV); Language Learning Ability (II); Oral Communication (IV); Written Communication (IV); Physically Fit (III); Mental Agility (IV); Analyzes and Organizes Information to Create Knowledge (IV); Analyzes Data and Information (IV); Critical Thinking (IV); Strategic Thinking (IV)

Specified ATAF KSBs (Assignment Developed):

Consensus Building (IV); Leads by Example (IV); Task Planning & Management (IV); Cross-Culturally Fluent (IV); Cultural Awareness (IV); Cultural/Interpersonal Adaptability (IV); Maintains Relevant Geopolitical Awareness (IV); Interpersonal Relationship Building (IV); Coordinating Multiple Groups (IV); JIM Perspective (IV); Working in Multidisciplinary Contexts (IV); Knowledge of Combined Arms Operations (IV); MOS/Branch-Specific Knowledge and Skill (IV); Specialized Expertise (IV); Intercultural Communication (IV); Language Learning Ability (II); Oral Communication (IV); Written Communication (IV); Physically Fit (III); Mental Agility (IV); Analyzes and Organizes Information to Create Knowledge (IV); Analyzes Data and Information (IV); Critical Thinking (IV); Strategic Thinking (IV)