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Headquarters United States Army
Training and Doctrine Command
Fort Eustis, Virginia 23604-5706

*TRADOC Regulation 135-6

16 July 2014

Army National Guard of the United States and United States Army Reserve

**THE ARMY NATIONAL GUARD/U. S. ARMY RESERVE
LIAISON NONCOMMISSIONED OFFICER PROGRAM AT
U.S. ARMY TRAINING CENTERS AND TRADOC SCHOOLS**

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History. This publication is a rapid action revision. The portions affected by this rapid action revision are listed in the summary of change.

Summary. This regulation prescribes policies and procedures for the utilization of the Army National Guard (ARNG) and United States Army Reserve (USAR) Liaison Noncommissioned Officer (LNCO) Program attached to Headquarters (HQ) U.S. Army Training and Doctrine Command (TRADOC), Deputy Commanding General (DCG), ARNG and DCG, USAR. This regulation revises policies, procedures, and administrative information.

Applicability. This regulation applies to U.S. Army Training Centers and TRADOC schools.

Proponent and exception authority. The proponents of this regulation are the DCG, ARNG and DCG, USAR. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling laws and regulations

Army management control process. This regulation does not contain management control provisions.

*This regulation supersedes TRADOC Regulation 135-6, dated 23 May 2008.

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from DCG, ARNG (ATDC-G) and/or DCG, USAR (ATDC-M), 950 Jefferson Ave, Rm. 4067, Fort Eustis, VA 23604-5706.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to DCG, ARNG (ATDC-G) and/or DCG, USAR (ATDC-M), 950 Jefferson Ave, Rm. 4067, Fort Eustis, VA 23604-5706. Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program Proposal).

Distribution. This publication is available only on the TRADOC Homepage at <http://www.tradoc.army.mil>.

Summary of Change

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The Army National Guard/United States Army Reserve Liaison Noncommissioned Officer Program at United States Army Training Centers and United States Army Training and Doctrine Schools

This rapid action revision, dated 16 July 2014 -

- o Changes nomenclature throughout regulation to reflect reorganization of the Army.
- o Delineates responsibility of Deputy Commanding General, Army National Guard and Deputy Commanding General, United States Army Reserve, their Chiefs of Staff, and respective program manager positions in support of the Army National Guard/United States Army Reserve Liaison Noncommissioned Officer Program (para 1-4).
- o Adds paragraph clarifying responsibilities of the program manager positions (para 1-4c).
- o Further clarifies the responsibilities of United States Army Training Center and Training and Doctrine School commanders (para 1-4d).
- o Adds and clarifies liaison noncommissioned officer responsibility for the Inter-Service Training Review Organization sites (para 1-4d(1)).
- o Expands and clarifies commander's support and supervision of their liaison noncommissioned officers (para 1-4d(2)).
- o Clarifies reporting procedures and data collection procedures for the United States Army Training Center and Training and Doctrine School Commanders (para 1-4d)
- o Clarifies involvement of liaison noncommissioned officers prior to any release from active

duty or discharge actions of a reserve component Soldier (para 1-4d(4)).

- o Adds responsibility to senior Army National Guard/United States Army Reserve Officer(s) at United States Army Training Centers and Training and Doctrine schools with liaison noncommissioned officers (para 1-4e).

- o Clarifies specific guidance for the rating scheme (para 1-4e(2)).

- o Adds responsibility to senior Army National Guard/United States Army Reserve Officer(s) at United States Army Training Centers and Training and Doctrine schools with liaison noncommissioned officers to perform the duties during the absence of the liaison noncommissioned(s) officer (para 1-4e(3)).

- o Adds responsibility of the Senior Army National Guard/United States Army Reserve Enlisted Advisor(s) at United States Army Training Centers and Training and Doctrine schools with liaison noncommissioned officers (para 1-4f).

- o Adds responsibility of the senior Army National Guard/United States Army Reserve Liaison Noncommissioned Officer(s) at United States Army Training Centers and Training and Doctrine schools with liaison noncommissioned officers (para 1-4g).

- o Clarifies and expands responsibilities of the Army National Guard/United States Army Reserve liaison noncommissioned officer (para 1-4h).

- o Expands and clarifies reporting requirements (para 1-4h(5)).

- o Removes requirement to monitor Recruit Quota System and submit no-show statistics.

- o Adds responsibility to develop and maintain local standing operating procedures (para 1-4g(9)).

- o Clarifies responsibilities in erroneous or fraudulent enlistment incidents (para 1-4g(10)).

- o Clarifies coordination process with regarding reserve component issues (para 1-4g(12)).

- o Clarifies recordkeeping responsibility (para 1-4h(15)).

- o Clarifies liaison noncommissioned officer participation in workshops/seminars (para 1-4g(17)).

- o Clarifies establishment and mission of the liaison noncommissioned officer program (chapter 2).

- o Clarifies liaison noncommissioned officer authorization (para 3-1a).

- o Clarifies liaison noncommissioned officer program design (para 3-2a).

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- o Provides guiding principles in deciding the physical location of liaison noncommissioned officers on the installation (para 3-2b).
- o Removes specific liaison noncommissioned officer functions during mobilization.
- o Clarifies the rating scheme and supervisory responsibilities (para 3-3).
- o Adds education requirement for Soldiers assigned to liaison noncommissioned officer position (para 3-4).
- o Changes Army National Guard requirements for assignments to liaison noncommissioned officer positions (para 3-4a).
- o Clarifies military occupational specialty requirements and assignment consideration for United States Army Reserve Soldiers as a liaison noncommissioned officer (para 3-4b).
- o Adds additional references (app A).

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Chapter 1 Introduction

1-1. Purpose

This regulation prescribes policies and procedures for the utilization of the Army National Guard (ARNG) and United States (U.S.) Army Reserve (USAR) liaison noncommissioned officer (LNCO) and outlines the purpose and design of the ARNG/USAR LNCO Program under Headquarters (HQ) U.S. Army Training and Doctrine Command (TRADOC), Deputy Commanding General (DCG), ARNG and DCG, USAR.

1-2. References

Required and related publications are listed in appendix A.

1-3. Explanation of abbreviations

Abbreviations and special terms used in this regulation are explained in the glossary.

1-4. Responsibilities

a. HQ TRADOC, DCGs, ARNG and USAR will-

(1) Ensure the proper utilization, support, and efficiency of the ARNG/USAR LNCO Program.

(2) Provide chiefs of staff for staff supervision of ARNG/USAR LNCO Program and senior enlisted advisors to serve as ARNG/USAR LNCO Program managers.

b. HQ TRADOC, Chief of Staff, ARNG and USAR, through the ARNG/USAR LNCO Program managers, will-

(1) Provide guidance for utilization of ARNG/USAR LNCOs through regulations, memorandums, standing operating procedures, etc., and oral communications.

(2) Establish an ARNG/USAR LNCO orientation and training program.

(3) Sponsor annual ARNG/USAR LNCO conferences and workshops.

(4) Conduct staff visits to advise and assist U.S. Army Training Center (USATC) and TRADOC School LNCOs.

c. HQ TRADOC, ARNG/USAR LNCO program managers will-

(1) Coordinate all issues covered by this regulation with HQ TRADOC.

(2) Coordinate ARNG/USAR LNCO selection, training, and assignments with the National Guard Bureau (NGB) for ARNG LNCOs and with Commander, Human Resources Command for USAR LNCOs.

(3) Develop, update, and maintain the standard operating procedure (SOP) for the USATC and/or TRADOC School LNCO Program providing guidance and continuity throughout all installations.

d. Commanders, USATC and TRADOC schools will-

(1) Ensure proper employment (according to the scope of duties included in this regulation) of LNCOs within their USATC and TRADOC school. When an Inter-Service Training Review Organization conducts a review (in accordance with Army Regulation (AR) 351-9, dated 29 August 2012), ensure the LNCO aligned with the Army proponent school is available to support, with the exception of those covered under a memorandum of agreement between affected commanders.

(2) Ensure effective command supervision and required administrative, logistical, and funding support for ARNG/USAR LNCOs, to include:

(a) Adequate office space (Health Insurance Portability and Accountability Act) compliant) with appropriate equipment, connectivity, and office supplies to support the mission.

(b) Computer (preferably portable), with access to local area network and capable of accessing and running mission-required systems.

(c) Capability to scan, copy, print, and fax.

(d) Access to a military vehicle, as required for mission.

(e) A wireless communication device (one per LNCO) and service plan to allow for 24-hour emergency accessibility.

(f) Temporary duty funds to accomplish Department of the Army and TRADOC requirements to support the ARNG/USAR LNCO.

(3) Establish procedures to provide information required by the LNCO to ensure the efficient flow of reserve component (RC) Soldiers through the Army reception battalion (RECBN) and to effectively utilize training base capacity. This includes but not limited to data on actions such as: academic failures, disciplinary actions (under the Uniform Code of Military Justice), new starts, absent without leave (AWOL), confinements, medical holds, family emergencies, Army physical fitness test failures, death, arrival without status, dropped from rolls, Convalescent Leave, Line of Duty Investigations, Commander's Serious Incident Reports, and other situations requiring notification to the LNCO (in accordance with TR 350-6 (dated 19 July 2012), chapter 7).

(4) Ensure all subordinate commanders at all levels notify the appropriate ARNG/USAR LNCO prior to initiating any action towards an RC Soldier scheduled for release from active duty, discharge, or any other adverse actions. When the LNCO is not available, coordinate with the senior ARNG/USAR NCO or officer at the USATC and TRADOC.

(5) Provide information on all potential separation actions for any Soldier in training to the ARNG/USAR LNCO in compliance with TRADOC Regulation 350-6, paragraph 4-13.

(6) Have Uniform Code of Military Justice authority over LNCOs assigned to their command.

e. Senior ARNG/USAR officer at USATC and TRADOC school(s) will-

(1) Support the LNCO mission.

(2) Assist in determining the rating scheme for LNCOs assigned at the USATC and TRADOC schools. There is no requirement for the rating scheme to be component specific in accordance with AR 623-3 para 2-2 (dated June 2012).

(3) Perform the duties of the LNCO detailed in this regulation with assistance from ARNG/USAR LNCO Program manager(s) in the absence of any Senior ARNG/USAR enlisted personnel.

f. Senior ARNG/USAR Enlisted Advisor at the USATC and TRADOC school(s) will:

(1) Support the LNCO mission

(2) Assist Senior ARNG/USAR officer at the USATC and TRADOC schools in determining the rating scheme for LNCOs assigned.

(3) Perform the duties of the LNCO detailed in this regulation with assistance from ARNG/USAR LNCO Program manager(s) in the absence of the Senior ARNG/USAR LNCO.

g. Senior ARNG/USAR LNCO or NCOIC will:

(1) Support the LNCO mission

(2) Assist Senior ARNG/USAR officer at the USATC and TRADOC schools in determining the rating scheme for LNCOs assigned.

(3) Perform the duties of the LNCO detailed in this regulation in the absence of the ARNG/USAR LNCO.

(4) Ensure that the orientation briefing at the RECBN is conducted for incoming ARNG and USAR Soldiers in accordance with Section IV of the TRADOC Liaison SOP.

(5) Coordinate with appropriate agencies (NGB, U.S. Army Reserve Command (USARC), HQ TRADOC, installation, and Soldier's unit) for the request, management, training, and care for LNCO augmentation personnel (Soldiers mobilized, on extended active duty, active duty operational support-RC, and/or contracted personnel).

(6) Notify the appropriate ARNG Adjutant General or USARC G-1 of any death, serious injury, or other serious incident report concerning any ARNG/USAR Soldier immediately after the proper authority has notified the next of kin in accordance with AR 600-8-1, chapter 5, local policies, and procedures. Provide notification to the Office of the DCG, ARNG or DCG, USAR (as applicable) with verification that the appropriate Adjutant General or G-1 has been notified in accordance with serious incident report memos.

(7) Conduct periodic checks of reception battalion and brigade training units.

(8) Establish a local SOP for the installation reflective of the TRADOC Liaison SOP within 90 days of reporting.

(9) Participate in TRADOC, NGB, U.S. Army Recruiting Command (USAREC), and USARC workshops/seminars relative to LNCO mission when scheduled dates do not conflict with primary mission.

h. ARNG/USAR LNCO will-

(1) Assist RC Soldiers at USATCs and TRADOC schools from the beginning of training until training is complete by minimizing training distracters until they are returned to ARNG or USAR control.

(2) Advise and train unit commanders and cadre on RC-unique issues that affect Soldiers' status; for example, mandatory release dates, arrivals at the RECBN without equipment or records, release from active duty, etc. Refer routine issues to installation agencies responsible for the particular function involved, such as finance, military personnel office (MILPO), Army Community Service, etc.

(3) Assist Families of RC Soldiers.

(4) Assist RC Soldiers mobilized to the installation with RC-unique issues that may affect their readiness, whenever it does not conflict with the primary mission.

(5) Maintain data and submit component specific monthly reports (format provided by ARNG/USAR LNCO Program managers, as appropriate) that reflects the variance between the active Army and ARNG/USAR enlistment criteria, processing policies, and attrition-related information.

(6) Assist the chain of command, staff and faculty at the Reception Battalion on conducting the in processing briefings to RC Soldiers on personnel and other aspects of Basic Training.

(7) Interview, counsel, and mentor RC Soldiers on areas affecting their scheduled training to include: qualifications, medical, attitude, security clearance, training seat availability, and their potential separation action from training, in accordance with AR 612-201, Chapter 2 and TRADOC Regulation 350-6.

(8) Assist MILPO with ARNG/USAR Soldier actions when changes occur in the Soldier's original training path.

(9) Update and maintain a continuity book for the local LNCO office containing pertinent regulations, SOPs, local policies, etc.

(10) Conduct or assist in preliminary inquiries of recruiting irregularities. The LNCO will take necessary action(s) in accordance with National Guard Regulation 601-1, paragraph 4-15 (for ARNG Soldiers) or USAREC Regulation 600-8, appendix B, (for USAR Soldiers). Counsel the Soldier involved. Notify HQ TRADOC Office of the DCG for ARNG/USAR as appropriate. The appropriate Office of the DCG ARNG/USAR will forward the Commander's inquiry to NGB or USAREC.

(11) Coordinate with installation agencies and units to obtain information essential to the performance of LNCO duties. Principal agencies to coordinate with include: the student branch of the installation MILPO, training agencies and units that maintain Soldier progress records, and other agencies responsible for personnel security, medical facilities, etc.

(12) Coordinate with ARNG State Initial Active Duty for Training (IADT) Managers, USARC G-1, Initial Military Training Cell, and other appropriate entities regarding RC Soldier issues.

(13) Notify the Senior LNCO of any death, serious injury, or other serious incident report concerning any ARNG/USAR Soldier immediately.

(14) Make periodic visits to RECBN and training units to ensure RC Soldiers are integrated into and through USATC and/or TRADOC schools with minimal training distracters.

(15) Establish and maintain appropriate files, records, and data on RC Soldiers in accordance with AR 25-400-2 and federal requirements (Health Insurance Portability and Accountability Act, personally identifiable information, etc.).

(16) Perform the above duties and responsibilities in support of both ARNG and USAR Soldiers regardless of their component.

(17) Participate in TRADOC, NGB, USAREC, and USARC workshops/seminars relative to LNCO mission when scheduled dates do not conflict with primary mission.

Chapter 2

Establishment and Mission of Liaison Noncommissioned Officer (LNCO) Program

2-1. Establishment of LNCO Program

The ARNG/USAR LNCO Program provides NGB, USARC, TRADOC, and USATCs and TRADOC schools assistance in the reception, processing, counseling, and training management of RC Soldiers on initial active duty for training (IADT) and active duty for training (ADT) orders. The ARNG/USAR LNCOs are the central point of coordination and communications at the USATCs and TRADOC schools for NGB, USARC, State/Territory Joint Forces Headquarters, USAREC, and the ARNG/USAR Soldier's parent unit on matters pertaining to ARNG/USAR Soldiers in initial military training or on ADT orders.

2-2. Mission of LNCO Program

The mission of the ARNG/USAR LNCO Program is to retain quality RC Soldiers in training to a successful completion of IADT/ADT. The ARNG/USAR LNCO will assist in the reception and processing of RC Soldiers into, through, and to completion of their training.

a. The ARNG/USAR LNCO will accomplish their mission by assisting RECBN/USATC and TRADOC schools in the reception, orientation, processing, and initial training assignment of RC Soldiers. ARNG/USAR LNCOs will assist the training unit in managing ARNG/USAR Soldiers in accordance with Department of the Army, NGB, USARC, TRADOC, and State policies. The ARNG/USAR LNCO at RECBN/USATC and TRADOC schools will provide information to local commanders for early coordination and resolution of ARNG/USAR specific issues. Services will include, but not be limited to, resolving recruitment issues, military occupational specialty (MOS) reclassification, new start actions, and issues of concern to the individual Soldier.

b. The ARNG/USAR LNCO will support commanders by coordinating and assisting in RC Soldier issue resolution between the USATC and the State ARNG or USARC.

Chapter 3

LNCO Authorization, Program Design, and Supervision

3-1. Authorization

a. The ARNG/USAR LNCOs are part of the Active Guard and Reserve Program in accordance with AR 135-18. HQ, Department of the Army authorizes LNCOs to perform functions and responsibilities directed by this regulation. They are assigned on the table of distribution and allowances of USATC and TRADOC school as a non-add position (as they are not counted against the active Army budgeted end strength). When there is not an ARNG/USAR LNCO or any Senior ARNG/USAR enlisted personnel attached at the USATCs and TRADOC schools, the senior ARNG/USAR officer at the USATC and TRADOC School will perform the duties detailed in this regulation, with the assistance of the ARNG/USAR LNCO Program manager.

b. Current ARNG/USAR LNCO positions are authorized as full-time manning requirements based upon the estimated workload. Commanders will not assign ARNG/USAR LNCOs additional duties (such as installation duty or detail) beyond the scope of this regulation, as they are on call 24-hours a day.

3-2. LNCO Program Design

a. The ARNG/USAR LNCO Program is designed to provide USATC and TRADOC school commanders and training cadre with ARNG/USAR expertise in order to assist them in areas specifically related to RC Soldier progress and status during IADT/ADT. This includes, but is not limited to, Soldier's aptitude, attitude, motivational problems, and associated actions, such as new start, MOS reclassification, release from active duty, and separation. The ARNG/USAR LNCO Program provides a link between HQ TRADOC, training commanders, installation support activities (such as RECBN, MILPO, medical, finance, etc.), the appropriate ARNG/USAR HQ and supporting agencies to ensure the RC Soldier's needs are met.

b. The physical location of the ARNG/USAR LNCO is vital to mission success and must be accessible to RC Soldiers, the training cadre and support personnel. Factors to consider in locating ARNG/USAR LNCOs include: component mix of assigned LNCOs, personnel strength by component, distance between Soldiers in training and the essential support services, and available adequate office space with access to required equipment identified in paragraphs 1-4d(2). For maximum effectiveness, the ARNG/USAR LNCO must have access to the USATC, TRADOC school RECBN, training brigades/battalions, student branch of the installation MILPO, and the initial entry training management office. LNCOs will maintain working relationships with the critical installation staff and support personnel.

3-3. Supervision and Evaluation

a. The ARNG/USAR LNCOs rating schemes will be determined by the unit commander in which they are assigned or attached. It is preferred that the Senior LNCO regardless of component be in the rating scheme of the junior LNCOs.

b. The respective program manager will make periodic staff assistance visits to TRADOC USATC and TRADOC schools.

3-4. LNCO Qualification

The TRADOC Liaison/IADT Manager Course at the ARNG Professional Education Center is required for all ARNG/USAR LNCOs within 1 year of assignment.

a. The ARNG LNCO must be a qualified MOS 79T (Recruiting and Retention NCO). Prior experience with human resource management, such as personnel assignments, career management, etc. is preferred.

b. USAR LNCO may hold any MOS, but are encouraged to hold an MOS related to the USATC and TRADOC School to which they are assigned. Prior experience with human resource management, such as personnel assignments, recruiting, retention, career management, etc. is preferred.

Appendix A References

Section I

Required Publications

ARs, Department of the Army pamphlets, and Department of the Army forms are available at <http://www.apd.army.mil/>. TRADOC publications and forms are available at <http://www.tradoc.army.mil/publications.htm>.

AR 135-200

Active Duty for Missions, Projects, and Training for Reserve Component Soldiers

AR 600-8-1

Army Casualty Program

AR 612-201

Initial Entry/Prior Service Trainee Support (*RAR 001, 08/04/2011)

TRADOC Regulation 350-6

Enlisted Initial Entry Training Policies and Administration

Section II

Related Publications

A related publication is a source of additional information. The user does not have to read a related reference to understand this publication.

AR 25-400-2

The Army Records Information Management System (ARIMS)

AR 135-18

The Active Guard/Reserve (AGR) Program

AR 140-30

Active Duty in Support of the U.S. Army Reserve (USAR) and Active Guard Reserve (AGR) Management Program.

AR 140-158

Enlisted Personnel Classification, Promotion, and Reduction

AR 600-8-4
Line of Duty Policy, Procedures, and Investigations

AR 600-200
Enlisted Personnel Management System

AR 601-210
Regular Army and Army Reserve Enlistment Program

AR 635-200
Active Duty Enlisted Administrative Separations (*RAR 003, 09/06/2011)

National Guard Regulation 601-1
Personnel-Procurement Army National Guard Strength Maintenance Program
(Available at http://www.ngbpdc.ngb.army.mil/pubs/601/ngr601_1.pdf)

TRADOC Regulation 350-70
Army Learning Policy and Systems

USAREC Regulation 600-8
U.S. Army Recruiting Command Liaisons at U.S. Army Reception Battalions (Available at http://www.usarec.army.mil/im/formpub/REC_PUBS/r600_8.pdf)

Glossary

ADT	active duty for training
AR	Army regulation
ARNG	Army National Guard
DCG	deputy commanding general
G-1	Assistant Chief of Staff for Personnel
HQ	headquarters
IADT	initial active duty for training
ITRO	Inter-service Training Organization
LNCO	liaison noncommissioned officer
MILPO	military personnel office
MOS	military occupational specialty
NGB	National Guard Bureau
RC	reserve component
RECBN	reception battalion
SOP	standard operating procedure
TRADOC	U.S. Army Training and Doctrine Command
U.S.	United States
USAR	U.S. Army Reserve
USARC	U.S. Army Reserve Command
USAREC	U.S. Army Recruiting Command
USATC	U.S. Army Training Center