

ajw 8/14/12  
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<b>TRANSMITTAL, ACTION AND CONTROL</b> For use of this form, see TRADOC Reg 1-11; the proponent agency is the CGAO.	1. CATS CONTROL NUMBER <b>ES122262</b>	2. TODAY'S DATE (YYYYMMDD) <b>20120517</b>	3. SUSPENSE DATE (YYYYMMDD)
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4. OFFICE SYMBOL <b>ATZL-CTG</b>	5. SUBJECT <b>TRADOC Policy Letter 21, Acquisition of Training Aids, Devices, Simulators and Simulations (TADSS) and Gaming for Training</b>
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6. ROUTING: (CGAO USE ONLY) Initial Date	TRADOC CGAO <b>Kathy Hessmer, 501-5201</b> (Name and Phone)
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7	CG	MM	AUG 14 2012
6	CG XO	CD	8-14-12
5	DCG/CoS	DC	8-14-12
4	DCG/CoS XO	DA	8-14-12
3	DCoS	MM	13 Aug 2012
2	ACoS	DM	8-13-12
1	DCoS XO	MM	8-13-12
	CPG		
	CSM		
	CGAO	RC	8-13-12
	SACO	MM	13 Aug

COMMAND GROUP COMMENTS:

★★★★★  
KIS 16 Aug 12

**7. EXECUTIVE SUMMARY**

- Key Points
- Over the past decade, some TRADOC schools and COEs have not been sending their requirements or clearing their acquisition of TADSS, especially gaming, through the appropriate TRADOC capability manager.
  - Because these TADSS are not Army programs of record (PORs), schools and CoEs must divert funds to pay for and sustain these non-PORs.
  - As OCO disappears and funding is reduced, schools and CoEs must vet their requirements and use PORs to reduce costs, ensure funds are not diverted from higher priority programs, and ensure TADSS interoperability.

Ref:

- Encl: **TAB A:** Policy Letter 21 for CG Signature  
**TAB B:** ASA, AL&T Memo, U.S. Army Policy for the Acquisition of System Training Devices, dtd 11 Dec 06  
**TAB C:** VCSA Memo, Policy for the Acquisition of (TADSS) and Gaming for Training, dtd 30 Jun 08

- 1. Purpose:**  
 Obtain CG signature on memo (TAB A) establishing policy for the acquisition of TADSS and gaming for training.
- 2. Discussion:**
- a. OCO funding and the recent introduction of games for training into training and education have generated a proliferation of singular solutions to school requirements, rather than recognized and POM-funded Army-wide solutions.
  - b. Because the solutions are not recognized as PORs, they are not funded in the POM, resulting in leaders using their OMA funding to procure, license, and sustain the non-PORs.
  - c. VCSA's memo was published in 2008, but, given cuts, his directives are even more relevant today.
  - d. The attached policy, if followed by the schools and COEs, will help ensure that they acquire only funded PORs that: meet their requirements, can be sustained and centrally licensed, are interoperable, and are common between home station and the schools.

**3. Recommendation:**  
 CG sign memo (TAB A) establishing policy for the acquisition of TADSS and gaming for training.

APPROVED MM    DISAPPROVED \_\_\_\_\_    NOTED \_\_\_\_\_    SEE ME \_\_\_\_\_    COMMENT \_\_\_\_\_

8. LEAD AGENCY STAFF COORDINATION			CATS CONTROL NUMBER: ES122262	
TITLE	INITIAL	TYPE OR PRINT NAME	DATE (YYYYMMDD)	
PRINCIPAL	<input checked="" type="checkbox"/> DP	David G. Perkins, CAC, Commanding	20120703	
ACTION OFFICER <i>(Name/Title/Phone Number/E-mail)</i>		Dennis Tighe/DEP,CAC-T/913-684-8022/8005/dennis.w.tighe@us.army.mil	20120518	
FILE LOCATION: N/A				
SACO's NAME <i>(Name/Phone Number/E-mail)</i>				
RECOMMENDATION FOR COORDINATING STAFF:				

9. STAFF COORDINATION						
CONCUR	NON-CONCUR	AGENCY	NAME (TITLE, LAST NAME)	PHONE	DATE (YYYYMMDD)	REMARKS
<input type="checkbox"/>	<input type="checkbox"/>	TRADOC SJA	COL Donahoe	757-501-5762	20120731	No legal objection
<input checked="" type="checkbox"/>	<input type="checkbox"/>	ARCIC	COL Riley	757-501-6280	20120306	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	TRADOC G-8	Mr. Scully	757-501-6674	20120807	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	DCG-ARNG	COL Tutko	757-501-6277	20120810	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	G-3/5/7	Mr. Krawiec	757-5015847	20120731	

10. REMARKS BY TRADOC CGAO:		RETURNED REQUESTING ADDITIONAL INFORMATION/CLARIFICATION

**TAB A**



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND  
950 JEFFERSON AVENUE  
FORT EUSTIS, VIRGINIA 23604-5700

ATZL-CT

1 4 AUG 2012

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: TRADOC Policy Letter 21, Acquisition of Training Aids, Devices, Simulators and Simulations (TADSS) and Gaming for Training

1. References:

- a. AR 350-38, Training Device Policies and Management, 15 Oct 93.
- b. Memorandum, HQDA, SAAL-SSI, 11 Dec 06, subject: U.S. Army Policy for the Acquisition of System Training Devices.
- c. Memorandum, VCSA, 30 Jun 08, subject: Policy for the Acquisition of Training Aids, Devices, Simulators and Simulations (TADSS) and Gaming for Training.
- d. Army Training Strategy (ATS), 4 Apr 11.
- e. AR 70-1, Army Acquisition Policy, 22 Jul 11.

2. To eliminate redundancy, reduce costs, and comply with Army policy for the acquisition of TADSS and gaming for training (reference 1c) and be consistent with the Army Training Strategy (reference 1d), all TRADOC organizations will coordinate with the appropriate Combined Arms Center-Training (CAC-T) TRADOC capability managers (TCMs) before acquiring or developing any TADSS - including gaming.

3. While the Centers of Excellence (CoEs) and schools understandably want to provide the most current and effective training and education aids available, the Army cannot afford TADSS that provide singular solutions or cannot be integrated with other TADSS in the integrated training environment (ITE). We also cannot afford to have money diverted from other programs to support procurement of non-program of record, school-unique TADSS, and high-cost licensing fees. Buying unique capabilities defeats the ITE acquisition objective of having common tools in the institutions and at home station so that a graduate will not have to learn a new system after he or she arrives in the unit and will be motivated to learn how to use the tool while in school.

4. CoEs will vet all TADSS requirements with the appropriate CAC-T TCM. TCMs will validate the requirements in accordance with doctrine and approved training strategies, and ensure interoperability with existing and planned TADSS. This pre-acquisition

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coordination will ensure standardized Army training environments, eliminate duplication, and facilitate sustainment and integration planning.

5. In coordination with the TCMs, the Training Support System Enterprise governs the acquisition of system and non-system TADSS and games for training. The Training Support System Review (TSS-R) and the TSS Program Management Review identify, assess, and validate resource requirements. The gaming requirements control board facilitates the rapid inclusion of current and future requirements, applies those to emerging technologies, relevant spin-offs from other applications, and consideration of both government and commercial off-the-shelf technologies.

6. This policy letter is effective until superseded or rescinded.



ROBERT W. CONE  
General, U.S. Army  
Commanding

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U.S. Army Combined Arms Support Command  
U.S. Army Cadet Command  
U.S. Army Recruiting Command  
Centers of Excellence  
U.S. Army Soldier Support Institute  
Asymmetric Warfare Group

DCG, Initial Military Training

Commandants, TRADOC Schools

Director  
Army Capabilities Integration Center  
U.S. Army TRADOC Analysis Center  
(CONT)

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SUBJECT: TRADOC Policy Letter 21, Acquisition of Training Aids, Devices, Simulators and Simulations (TADSS) and Gaming for Training

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U.S. Army Aeronautical Services Agency

Deputy Chiefs of General and Chiefs of Special Staff Offices,  
HQ TRADOC

**TAB B**



DEPARTMENT OF THE ARMY  
OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY  
ACQUISITION LOGISTICS AND TECHNOLOGY  
103 ARMY PENTAGON  
WASHINGTON DC 20310

DEC 11 2006

SAAL-SSI

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: U.S. Army Policy for the Acquisition of System Training Devices

This policy directs Army Program Executive Officers (PEOs) and Program Managers (PMs) to establish a continuing relationship with the Program Executive Office for Simulation, Training and Instrumentation (PEO STRI) throughout the acquisition life-cycle of system Training Aids, Devices, Simulators and Simulations (TADSS). Achieving Department of Defense Training Transformation requires that TADSS are developed for interoperability across the live, virtual and constructive (LVC) training environments, and support operational and institutional, home station, Combat Training Center, and deployed training. As the U.S. Army's acquisition center of excellence for training and testing enablers, I expect PEO STRI to work with all PEOs and PMs as they ensure effective and cost efficient execution of TADSS acquisition programs.

In order for units to employ the systems we develop, they must have effective TADSS to enable training. With the assistance of the U.S. Army Training & Doctrine Command (TRADOC), the Army G-3 establishes training strategies. PEOs and PMs must execute the development and fielding of TADSS as part of the weapons system--they are a critical combat multiplier in our support of current operations. It is crucial to understand the demands of software-intensive and network-enabled weapon systems and to meet the challenges of training as part of a network. We must also support the U.S. Army's business transformation processes and continuously pursue efficiencies in executing TADSS programs.

An update to Army Regulation 350-38, Training Device Policies and Management is reaching completion. This regulation will provide the regulatory foundation for this policy. My objective is to achieve greater efficiencies across the entire Army TADSS investments, from both the Equipping Program Executive Group (PEG) and the Training PEG, and to ensure we are enabling U.S. Army training strategies that meet the needs of existing systems and emerging network-enabled systems. Each system PEO and PM will work the concept formulation of all future system TADSS with PEO STRI, on a reimbursable basis, unless released of the requirement by the AAE. Exceptions to this policy will be granted only when supported by a business case analysis that illustrates a significant cost savings/avoidance over the projected life cycle of the system considering all performance, interoperability, operations, and sustainment requirements.

System PEOs and PMs retain authority and responsibility for the procurement and life-cycle management of their system TADSS. System PEOs and PMs will coordinate their system TADSS acquisition strategy with PEO STRI to ensure compliance with established joint LVC training architectures and network environments. The following are some guidelines for developing TADSS development and procurement strategies:

a. System PEOs/PMs and PEO STRI will work with the Army G-3 and TRADOC to ensure all System and Non-System TADSS acquisition supports U.S. Army training strategies.

b. PEO STRI will support the system PEO/PM and the Army Materiel Command (AMC) Life Cycle management command (LCMC), on a reimbursable basis, in the concept formulation of all required TADSS. This includes, but is not limited to, the development of the TADSS acquisition strategy and program cost estimate for the life-cycle of the TADSS, considering common/reuse components, LVC integration, interoperability requirements and post fielding activities upon transfer of the TADSS into sustainment.

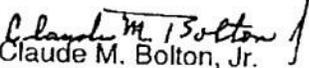
c. All current TADSS development and procurement options remain available. One option is for PEO STRI to manage the TADSS development and procurement for the system PEO/PM. Other alternatives are using the system prime contractor, or using a separate contract awarded and managed by the system PEO/PM. I expect the system PEO/PM, AMC LCMC, and PEO STRI to work together on the most effective and efficient manner for executing the TADSS acquisition and sustainment for each specific system.

d. If acquisition management of the TADSS stays with the system PEO/PM, I expect PEO STRI to remain in close consultation with the responsible PEO/PM and the AMC LCMC to ensure interoperability and life-cycle cost efficiency objectives are achieved.

e. Under each alternative, the system PEO/PM determines funding required for all efforts for the TADSS acquisition.

With the implementation of this policy, I direct PEO STRI to begin working with the System PEOs and direct reporting PMs on defining the way ahead for this critical process ensuring we maximize on-going activities and set the conditions for future TADSS acquisitions. I want this process in place by November 2007 in order to support the next Weapon Systems Review. I recognize that this policy represents a paradigm

shift from how we have done business in the past, but I believe it is essential in leveraging both current and future Army investments.

  
Claude M. Bolton, Jr.  
Assistant Secretary of the Army  
(Acquisition, Logistics and Technology)

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ASSISTANT SECRETARY OF THE ARMY (ACQUISITION, LOGISTICS AND  
TECHNOLOGY), ATTN: SAAL-ZI/SAAL-ZP/SAAL-ZR/SAAL-ZS

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CHIEF, ARMY RESERVE  
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U.S. ARMY MATERIEL COMMAND  
U.S. ARMY TRAINING AND DOCTRINE COMMAND

**TAB C**



DEPARTMENT OF THE ARMY  
OFFICE OF THE VICE CHIEF OF STAFF  
201 ARMY PENTAGON  
WASHINGTON DC 20310-0201

REPLY TO  
ATTENTION OF

JUN 30 2008

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Policy for the Acquisition of Training Aids, Devices, Simulators and Simulations (TADSS) and Gaming for Training

1. References.

- a. Memorandum, subject: U.S. Army Policy for the Acquisition of System Training Devices, dated 11 December 2006 (SAAL-SSI).
- b. Memorandum, subject: G-3/5/7 Directed Requirements for Gaming Technology, dated 5 November 2007 (DAMO-TRS).
- c. Memorandum, subject: Directed Requirement for Gaming Technology, dated 20 December, 2007 (SAAL-SSI).
- d. Memorandum, subject: Army Training Strategies for Live-Virtual-Constructive (LVC) Gaming Training Environments, dated 11 April 2008.
- e. AR 350-38, Training Device Policies and Management, October 1993.
- f. AR 70-1, Army Acquisition Policy, 31 December 2003.

2. Purpose. This memorandum directs all Army Commands (ACOMs), Army Service Component Commands (ASCCs), and Direct Reporting Units (DRUs) to synchronize and coordinate development and fielding of Training Aids, Devices, Simulators and Simulations (TADSS) requirements / capabilities with the HQDA G-3/5/7 (DAMO-TR), HQDA G-8 (DAPR-FD), Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA(ALT)) (SAAL-SSI), and U.S. Army Training and Doctrine Command (TRADOC) proponents to ensure support to, and consistency with, Army training strategies. This includes both system and non-system TADSS and other training device technologies, including gaming technologies. Achieving Department of Defense training transformation requires the development of TADSS that are interoperable across the Live, Virtual and Constructive (LVC) training environments, can operate on DoD networks and support requirements in the operational, institutional, home station, Combat Training Center, and deployed training domains. This policy does not apply to distributed learning management software.

SUBJECT: Policy for the Acquisition of Training Aids, Devices, Simulators and Simulations (TADSS) and Gaming for Training

3. Summary. In order for units to achieve and sustain readiness, they must have effective TADSS to enable training. Choosing which TADSS become standard Army solutions, merit sustainment, and integrate into Live-Virtual-Constructive capabilities and the integrated training environment is challenging because HQDA lacks adequate governance. For example, operational commands and research agencies are currently funding, developing, and fielding TADSS and gaming technologies independently. With the assistance of TRADOC, HQDA G-3/5/7 establishes training strategies. Program Executive Officers (PEOs) and Project Managers (PMs) develop and field TADSS based on command training needs.

4. Policy. The objective is to achieve greater efficiencies across the Army TADSS investments, whether supported by the Equipping or Training Program Evaluation Groups. While efficiency is the goal, the Army must ensure we are effective in supporting Army training strategies and meeting the needs of commanders, to include emerging and short-term requirements.

a. HQDA G-3/5/7, in conjunction with TRADOC, will coordinate with ACOMs, ASCCs, DRUs, HQDA G-8, ASA(ALT), system PEOs and PEO Simulation, Training, and Instrumentation, to synchronize all TADSS acquisitions, including both system and non-system TADSS and other training device technologies, including gaming technologies, with Army training strategies, complete the requirements determination and documentation process and follow established acquisition procedures in accordance with reference 1(e). The Army National Guard (ARNG) acquisitions may continue under the guidelines and provisions afforded the National Guard Bureau under the National Guard and Reserve Equipment Appropriation (NGREA) Account. However, the ARNG is encouraged to inform and work with HQDA G-3/5/7 and TRADOC regarding their independent actions to acquire and field TADSS.

b. HQDA G-3/5/7 and TRADOC will use the Training Support System Program Management Review (TSS PMR) process to oversee the synchronization of TADSS management. This review will regularly identify, assess and validate resource requirements. HQDA G-3/5/7 will establish and lead a gaming specific PMR within the TSS community in order to facilitate the inclusion of rapid innovation, the timely use of relevant spin-offs from other applications, and adequate consideration of both government and commercial off-the-shelf technologies.

c. Commanders will not procure TADSS solutions or gaming technologies for training without prior coordination with TRADOC, who will ensure synchronization with validated Army doctrine, training strategies and interoperability with existing and planned TADSS. Coordination is necessary to ensure standardized training environments exist across the Army, eliminate unnecessary duplication and allow for logical sustainment and integration planning. TRADOC is directed to evaluate training

SUBJECT: Policy for the Acquisition of Training Aids, Devices, Simulators and Simulations (TADSS) and Gaming for Training

solutions currently in the field and, to the maximum extent possible and appropriate, migrate these to formal acquisition programs.

d. ASA (ALT) is currently developing concepts to create a rapid acquisition process for TADSS, including gaming technologies for my approval. This process would leverage the rapid innovation and technological advancements associated with readily available commercial sector products. Leveraging commercial sector dominance in key technological area is essential to providing beneficial, low cost solutions which meet critical and emerging requirements from commands in a timely manner.

5. Point of Contact. HQDA ODCS G-3/5/7 (DAMO-TR) point of contact is Mr. Macia, Chief of Training Support Division, DSN 552-6417, or email [thomas mac a@us arm .mi.](mailto:thomas_macia@us.army.mil)



Vice Chief of Staff

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