

Army Regulation 10–25

Organization and Functions

U.S. Army Logistics Innovation Agency

**Headquarters
Department of the Army
Washington, DC
5 April 2012**

UNCLASSIFIED

SUMMARY of CHANGE

AR 10-25

U.S. Army Logistics Innovation Agency

This major revision, dated 5 April 2012-

- o Revises the mission of the U.S. Army Logistics Innovation Agency to provide innovative solutions for improved tactical and operational logistics readiness (para 1-5).
- o Revises organizational functions, to include the coordination and integration of efforts in support of the Army's strategic energy goals (para 2-1f).
- o Adds operational sensing sessions to organizational functions to reflect the U.S. Army Logistics Innovation Agency's efforts to gather feedback from the Warfighter (para 2-1h).
- o Revises description of U.S. Army Logistics Innovation Agency's role in shaping logistics processes for the Army (para 2-4).
- o Adds internal control evaluation (app B).
- o Makes administrative changes (throughout).


Organization and Functions

U.S. Army Logistics Innovation Agency

By Order of the Secretary of the Army:

RAYMOND T. ODIERNO
General, United States Army
Chief of Staff

Official:


JOYCE E. MORROW
Administrative Assistant to the
Secretary of the Army

approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

Staff, G–4 (DALO–ZA), 500 Army Pentagon, Washington, DC 20310–0500.

Committee Management. AR 15–1 requires the proponent to justify establishing/continuing committee(s), coordinate draft publications, and coordinate changes in committee status with the U.S. Army Resources and Programs Agency, Department of the Army Committee Management Office (AARP–ZA), 9301 Chapek Road, Building 1458, Fort Belvoir, VA 22060–5527. Further, if it is determined that an established “group” identified within this regulation, later takes on the characteristics of a committee, as found in the AR 15–1, then the proponent will follow all AR 15–1 requirements for establishing and continuing the group as a committee.

History. This publication is a major revision.

Summary. This regulation covers the mission and principal functions of the U.S. Army Logistics Innovation Agency.

Applicability. This regulation applies to the active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated.

Proponent and exception authority. The proponent of this regulation is the Deputy Chief of Staff, G–4. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this

Army internal control process. This regulation contains internal control provisions in accordance with AR 11–2 and identifies key internal controls that must be evaluated (see appendix B).

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Deputy Chief of Staff, G–4 (DALO–ZA), 500 Army Pentagon, Washington, DC 20130–0500.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Headquarters, Department of the Army, Deputy Chief of

Distribution. This regulation is available in electronic media only and is intended for command level D for the active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

Contents (Listed by paragraph and page number)

Chapter 1

Introduction, page 1

Purpose • 1–1, page 1

References • 1–2, page 1

Explanation of abbreviations • 1–3, page 1

Responsibilities • 1–4, page 1

Mission • 1–5, page 1

Organization and concept of operations • 1–6, page 1

Command and staff relationships • 1–7, page 1

*This regulation supersedes AR 10–25, dated 27 June 2007.

Contents—Continued

Chapter 2

Functions, *page 1*

Exploration and discovery • 2-1, *page 1*

Logistics data fusion • 2-2, *page 2*

Logistics assessments and analysis • 2-3, *page 3*

Logistics processes • 2-4, *page 3*

Appendixes

A. References, *page 4*

B. Internal Control Evaluation, *page 4*

Glossary

Chapter 1 Introduction

1–1. Purpose

This regulation prescribes the mission and primary functions, channels of communication, and command and staff relationships for the U.S. Army Logistics Innovation Agency (LIA).

1–2. References

Required and related publications and prescribed and referenced forms 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. Deputy Chief of Staff, G–4. The DCS, G–4 will issue program directives, policies, and guidance to the Director, LIA.

b. Director, U.S. Army Logistics Innovation Agency. The Director, LIA will—

(1) Work with the logistics community to identify and address capability gaps in logistics processes at tactical and operational levels.

(2) Leverage academic, commercial, and governmental science and technology developments and supply chain best practices to formulate solutions that address Warfighter needs and serve to enhance logistics capabilities at tactical and operational levels.

(3) Conduct research on logistics through analyses and demonstrations.

(4) Assess potential logistics solutions and, where appropriate, work in close cooperation with the materiel and combat development communities to achieve rapid integration of new systems into the Army operational force.

(5) Coordinate directly with Army commands (ACOMs), agencies, activities, and other military organizations and non-Department of Defense (DOD) Federal departments in executing assigned missions and functions.

(6) Coordinate with appropriate organizations to accomplish assigned missions.

1–5. Mission

Continued changes to the Army's force structure, systems, and processes to meet the demands of the 21st century require Army operating and generating force organizations to identify and develop capabilities that meet combatant commanders' operational requirements. Capabilities must be affordable and adaptable to lessons learned and changes in technology. It is against this backdrop of modernization, executed during an era of "persistent conflict," that LIA pursues its mission to provide innovative solutions for improved operational and tactical logistics readiness. Under the direction of a senior executive service director, LIA leverages small collaborative teams to improve logistics operations. LIA uses well-defined processes of exploration, discovery, demonstration, and transition to integrate logistics solutions that help prepare the Army for uncertain and complex future operating environments.

1–6. Organization and concept of operations

LIA is the field operating agency for the DCS, G–4. LIA personnel work in groups focused on functional capabilities in order to facilitate collaborative, knowledge-based business processes. Groups are further organized into small matrix-supported teams that execute mission-related projects.

1–7. Command and staff relationships

LIA, under authorization by the DCS, G–4, coordinates directly with ACOMs, agencies, activities, other military organizations, and non-DOD Federal departments to execute its assigned mission and functions. The LIA director may establish and assign liaison officers within Headquarters, Department of the Army organizations and ACOMs to accomplish assignments in support of logistics innovation efforts.

Chapter 2 Functions

2–1. Exploration and discovery

For exploration and discovery, LIA—

a. Identifies technologies with the potential to improve future logistics readiness through focused exploration by—

(1) Leveraging concepts and technologies that provide advancements in how Army units and equipment, operating

as the land component of the Joint force, are moved, employed, sustained, and redeployed, all within the Army Force Generation construct.

(2) Exploring, evaluating, and demonstrating leading-edge technologies and business models which have the greatest potential to satisfy required operational capabilities or address tactical logistics capability gaps and, where appropriate, transition as innovative solutions.

(3) Recommending innovative logistics solutions for fielding based on technical feasibility assessments and analyses of impacts on logistics business processes and doctrine, organization, training, materiel, leadership and education, personnel, and facilities.

(4) Assessing impacts through cost benefit analyses.

b. Examines commercial logistics best practices for application to Army and Joint logistics requirements.

c. Collaborates with the logistics community, applicable combat and materiel developers, and other stakeholders to spiral or integrate a desired capability solution into, or with, fielded products.

d. Provides technical and functional expertise in support of the DCS, G-4 management and assessment of advanced concept technology demonstrations and Joint capability technology demonstrations, as required.

e. Represents the DCS, G-4 in the Army's logistics science and technology process, including the Army Science and Technology Working Group, the Small Business and Innovation Research Program, and other forums in which science and technology plans and programs are reviewed, approved, prioritized, and resourced.

f. Serves as the lead for coordinating and integrating the DCS, G-4 efforts in support of the Army's strategic energy goals. Leads participation in several forums such as the Army's Senior Energy Council, the Army's Tactical Fuel and Energy Implementation Plan Working Group (hosted by the U.S. Army Combined Arms Support Command), and the U.S. Army Research, Development, and Engineering Command's Power and Energy Technology Focus Team. Identifies and leverages opportunities for collaboration to explore possible fuel and energy solutions that may reduce energy consumption, increase use of alternative energy sources, increase energy efficiency, and reduce tactical logistics support requirements.

g. Articulates current and future challenges and potential logistics solutions in Army and Joint documentation and strategic guidance to provide a visualization of the future operating environment.

h. Conducts operational sensing sessions with logistics units to gather feedback about the current and future requirements of Warfighters.

2-2. Logistics data fusion

For logistics data fusion, LIA will—

a. Support the DCS, G-4 staff in developing strategies that contribute to the demonstration, assessment, and transition of innovative solutions to address logistics gaps inherent in current and future tactical and operational standard Army management information systems:

(1) Logistics data visibility, synchronization, and interoperability.

(2) Logistics decision support and knowledge management.

b. Define logistics data requirements and standards for current and new equipment platforms that are self-monitoring and self-reporting and that transmit information to the crew, commanders, and logisticians for a Common Logistics Operating Environment (CLOE) and will—

(1) Document protocols and standards in the Army's Integrated Logistics Architecture to support tactical, operational, and strategic levels in Joint-capable, integrated logistics environments.

(2) Support initiatives that serve to enable movement of timely, accurate logistics information to Warfighters by way of an integrated enterprise logistics system that will operate from the present through the Future Force in a CLOE.

(3) Contribute to the Logistics Information Technology Strategic Plan and the corresponding Implementation Plan to deliver the Single Army Logistics Enterprise by 2015 (calendar year).

c. Support a strategy that results in a networked, seamless, and fully-integrated logistics capability area, which supports the movement and deployment of data across the full spectrum of operations and will—

(1) Exploit the potential of network technology to rapidly elevate data into logistics knowledge with relevant and agile decision support and to optimize event management and situational understanding across the warfighting and business domains.

(2) Optimize the outcome of commanders' mission, program, and policy priorities by improving event management and decisionmaking.

d. Serve as the DCS, G-4 lead for the execution of the CLOE initiative and will—

(1) Implement condition-based maintenance, including the development of implementing guidance.

(2) Establish logistics standards for data migration to transmit information across a CLOE.

(3) Conduct proof of enabler demonstrations for domain technologies to recommend improvements that guide decisions and investments that lead to logistics transformation at the tactical and operational levels.

2-3. Logistics assessments and analysis

For logistics assessments and analysis, LIA will—

- a.* Provide a cost-effective, agile, and responsive capability to assess logistics processes and gain insight into operational costs and benefits of proposed process changes, system enhancements, and technology upgrades.
- b.* Perform assessments and evaluations of logistics processes, automation architectures, concepts and doctrine, leading edge technologies, and emerging system changes by using continuous process improvement techniques, specifically to—
 - (1) Maintain a digitized graphical repository of “factory to foxhole” process maps and flowcharts and executable models of “as is” logistics processes.
 - (2) Maintain tools to rapidly build executable “to-be” models.
- c.* Operate the Logistics Process Center, a logistics process test and demonstration laboratory designed to demonstrate and integrate new logistics enablers in a relevant virtual environment.
- d.* Provide foundation for senior leader decisions in shaping equipping strategies.
- e.* Conduct business case and cost-benefit assessments of “as is” and proposed “to-be” logistics process improvements.
- f.* Explore and demonstrate logistics metrics and decision support tools to improve the monitoring and evaluation of Army logistics support to the Warfighter.

2-4. Logistics processes

For logistics processes, LIA will—

- a.* Support Army innovation goals of reducing deployment times, costs, and the tactical logistics footprint by providing Army logisticians with innovative tools and techniques that serve to enhance capabilities to support the Warfighter and will—
 - (1) Facilitate development of a holistic and future view of logistics operational capabilities by assessing new and emerging technologies for managing Army logistics operational processes.
 - (2) Support promulgation of logistics policies and programs that achieve future requirements by assisting and training staff officers in the use and operation of new logistics policy and business process management capabilities.
 - (3) Facilitate real-time writing and staffing collaboration and propose adjustments to future logistics policies to ensure that the process of logistics innovation is properly documented and implemented.
 - (4) Conduct policy staffing to integrate and synchronize the modernization of doctrine, training, metrics, materiel acquisition, and automated systems to ensure that innovative logistics changes are efficiently, effectively, and systematically applied across the Army.
- b.* Collect and synthesize qualitative and quantitative logistics information to identify actionable issues that impact tactical and operational logistics policies and programs, and—
 - (1) Develop systematic processes to collect and synthesize logistics information generated by the Army.
 - (2) Conduct text reviews of logistics data repositories to facilitate analysis of the full spectrum of logistics information.
 - (3) Conduct analysis to ensure that resource expenditures address the causal relationships that are the source of identified logistics issues.
- c.* Transition concept-based solutions produced and demonstrated in coordination with stakeholders to other organizations.

Appendix A References

Section I

Required Publications

This section contains no entries.

Section II

Related Publications

Logistics Information Technology Strategic Plan

(Available at <https://lia.army.mil>.)

Section III

Prescribed Forms

This section contains no entries.

Section IV

Referenced Forms

Unless otherwise indicated below, DA forms are available on the APD Web site <http://www.apd.army.mil>.

DA Form 11-2

Internal Control Evaluation Certification

DA Form 2028

Recommended Changes to Publications and Blank Forms

Appendix B

Internal Control Evaluation

B-1. Function

The function of this evaluation is to assist in the administration of LIA by LIA's managers and other functional specialists.

B-2. Purpose

The purpose of this checklist is to assist senior LIA personnel in evaluating agency performance.

B-3. Instructions

Answers must be based upon the actual testing of controls (for example, document analysis, direct observation, interviewing, sampling, and/or others). Answers that indicate deficiencies must be explained and the corrective action indicated in the supporting documentation. These internal controls must be evaluated at least once every 5 years and then certified on DA Form 11-2 (Internal Control Evaluation Certification).

B-4. Test questions

a. Exploration and discovery.

- (1) Were technologies identified that have the potential to improve future logistics readiness?
- (a) Were evaluations and demonstrations conducted?
- (b) Were solutions recommended for fielding?
- (2) Was functional and technical expertise provided, as required?
- (3) Did LIA represent the DCS, G-4 in the Army's logistics science and technology process?
- (4) Did LIA serve as the lead for coordination and integration of the DCS, G-4 efforts in support of the Army's strategic energy goals?
- (5) Were current and future challenges to logistics solutions articulated?
- (6) Was operational sensing conducted?

b. Logistics data fusion.

- (1) Were strategies explored or developed for—
 - (a) Logistics data visibility, synchronization, and interoperability?
 - (b) Logistics decision support and knowledge management?

(2) Were logistics data requirements and standards defined for current and new equipment platforms that are self-monitoring and self-reporting?

(3) Did LIA serve as the DCS, G-4 lead for the execution of the CLOE?

c. Logistics assessments and analysis.

(1) Were assessments and evaluations of logistics processes, automation architectures, concepts and doctrine, leading-edge technologies, and emerging system changes performed?

(a) Was a repository of process maps maintained?

(b) Were tools to rapidly build “to-be” models maintained?

(2) Did the LIA operate the Logistics Process Center?

(3) Were logistics metrics and decision support tools explored?

d. Logistics processes.

(1) Was the promulgation of logistics policies and programs supported?

(2) Did the LIA participate in writing future logistics policies?

(3) Was policy staffing conducted?

(4) Were text reviews of logistics data repositories conducted?

B-5. Supersession

Not applicable.

B-6. Comments

Help make this a better tool for evaluating internal controls. Submit comments to Headquarters, Department of the Army, Deputy Chief of Staff, G-4 (DALO-ZA), 500 Army Pentagon, Washington, DC 20310-0500.

Glossary

Section I Abbreviations

ACOM

Army command

CLOE

Common Logistics Operating Environment

DCS, G-4

Deputy Chief of Staff, G-4

DOD

Department of Defense

LIA

U.S. Army Logistics Innovation Agency

Section II

Terms

This section contains no entries.

Section III

Special Abbreviations and Terms

This section contains no entries.

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