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***Cannon Manufacturing***



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Acting  
Assistant Secretary  
of the Army  
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**Vincent P. Huggard**

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Fred Kornet, Jr.**

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## ABOUT THE COVER

Modern tactics have altered the nature of warfare but cannon remain essential to success in battle. The U.S. center for cannon technology is Watervliet Arsenal. The story on page 18 tells of the modern techniques used in producing cannon.

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The mission of ARMY LOGISTICIAN is to provide timely and authoritative information on Army and Defense logistics plans, policies, doctrine, procedures, operations, and developments to the Active Army, Army National Guard, U.S. Army Reserve, civilian employees of the Army, and the public. ARMY LOGISTICIAN is published to increase knowledge and understanding of logistics and assists in accomplishing the information objectives of the Department of the Army.

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# The Paper Manager

*It is almost axiomatic that bureaucracy feeds on paper. I have often wondered how Caesar was able to cross the Rubicon, or Hannibal the Alps, without tons of paper in the form of documents to outline the campaign, to secure authority, and to set things in motion. (Even more amazing is the fact that these commanders managed without typewriters.) Yet, it seems to me that, while we must be ever wary of generating unnecessary papers and documents, there is a word or two that should be said in favor of the proper use of paper.*

*A paper (letter, memo, note, etc.) should be a challenge to the manager. It serves as a call to action. The action may be to give some form of information or redress to the writer. It can set in motion a host of machinery to accomplish major tasks. When a paper sits silently in the manager's "in basket", it can be a mute reminder of a failure to act.*

*As managers, or potential managers, we should accept every paper in our "in basket" as a challenge to overcome inertia. Inertia is overcome by movement. A paper then must be moved, but it must be properly moved. It can only be properly moved when a reply or action occurs. If it is moved merely to pass the buck, this improper movement is readily discernible to all by the written evidence. If the paper is not moved at all, its aging process is a signal to the properly motivated manager for a call to movement. If it is moved properly, it becomes a beautiful record to show the world how efficient, how courteous, how responsive, and how prompt we are, and are, therefore, earning our pay as managers.*

*A paper is a permanent record of our thought processes. It helps us to be exact and precise in our thinking. It is a visible target for all to take potshots at our grammar and syntax, as well as our conclusions. It is something by which we can be measured. It is something that forces us to stand up and be counted. It is something that shows us at our best or at our worst.*

*A paper has a perfect memory. Memories vary from total recall to complete lapses. Most of us fall somewhere in between. A paper never forgets. It never misquotes what is once inscribed thereon.*

*The next time you hear someone railing about too much paper in bureaucracy, don't be too quick to agree. Often those who complain the most are those who "hate to put things in writing" because of a lack of skill in expressing themselves or because of a fear of having to be precise. This is regrettable because words are among the most valuable tools the manager uses. While the spoken word is important and not intended to be slighted in its importance, spoken words often become garbled and fade with the passage of time. On the other hand, the written word remains visible and its message doesn't change.*

*As we have learned to be managers of people, let us also learn to be managers of paper.*

Mr. Lewis Marshall, Office of Procurement and Production Policy, Defense Personnel Support Center at Philadelphia contributed this article.

