

As the ranking officer of the Staff Observers, Col. R. Mof. Donnell, did much to foster the fine spirit of cooperation which existed at all times among that group of officers, thus enabling them all to work more effectively.

A discussion of the personnel would be incomplete without commenting upon the valuable assistance rendered by Mr. Edward A. Reis, a civilian employee of the Ordnance Department detailed from Harlan Arsenal, to accompany the 8-ton Artillery Tractor carried by the Convoy and to operate it whenever necessary. While this comprised the only duty to which Mr. Reis was assigned and although he was the only civilian officially attached to the Convoy, he gained the highest regard of all the officers and men by his constant willingness to help whenever there was any mechanical difficulty to be overcome. His mature experience as an automotive mechanic was invaluable, and it is doubtful if some of the trucks would have reached San Francisco without the skilled attention which they received from him.

5. DISCIPLINE

During the early weeks of the trip, discipline among the enlisted men of the Motor Transport Corps was conspicuous by its absence. Most of these men were rookies with no conception of military discipline, and although their conduct in general was good they had no idea of military courtesy, and their attitude toward the officers was altogether undesirable. The Company Officers apparently made little or no effort to remedy this condition and it became quite customary for officers and men to address each other by their given names or nick names in the most familiar fashion. Lt. Martin was the only exception and while he was a rather strict disciplinarian, he was held in respect by his men.

After Lt. Col. W. E. Shepherd joined the Convoy at North Platte, Neb., there was a marked improvement in the discipline of the entire outfit, and it steadily improved until the final objective was reached. Although it was very difficult to keep the enlisted men in restraint on an expedition of this character, their behavior when on leave at the various control points was excellent and frequently commented upon favorably by the town's people. The discipline in Co. H of 5th Engineers and Material Detachment was good at all times, setting an excellent example for the enlisted men of the Motor Transport Corps to emulate.

6. EQUIPMENT

The following is a list of the 61 motor vehicles and trailers which constituted the first transcontinental Motor Convoy.