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Interview with Mr. Harold A. Moore, senior vice-president, Chicago Title and Trust Co, Chicago, April 28, 1958, by F C Pogue.

I was division quartermaster. Had been in for a short time when Col Marshall came here. General Keehn had been extremely anxious to get a new instructor. Needed someone to succeed Colonel McAdams who was ineffectual as an instructor. He had been sent here when our need to get need equipment. Adams had been in the Bureau in Washington and had experience in getting appropriations. He was qualified for that. He was not a dynamic person and no tactician. He had long since served his maximum usefulness. Keehn was anxious to get a new instructor. He was bedevilling MacArthur for a new instructor. MacArthur said I will get you the best man in the Army (this is what Keehn told me). Give me a little time. (Marshall had to finish up what he was doing. He wasn't keen about coming here). He didn't tell him who it was. He called one day later and said I told you I would get the best man in the Army. It is Colonel George Marshall.

The change in the whole tempo of our program was very pronounced. The effect on the morale of the division was great. He helped the spirit. He put emphasis on training as opposed to equipping. (Regimental instructors were left to themselves in picking up and developing). He got instructors here and mapped out the training program he wanted. Emphasized tactics. He made training more intensive. It was in 1936 that we had our first field maneuvers. They had started in Plattsburg with components of 1st Army. This was the second. This was the largest concentration of troops in the US since WWI----* Illinois and Michigan National Guard and Wisconsin National Guard. Marshall was in charge of the operation with headquarters at Allegan. Was a corps exercise under General McCoy (Marshall lived with McCoy for a time on Pearson street). Important item was Marshall's training. National Guard units constituted the major part of the armed forces. Regulars who came with us saw more vehicles than in the Regular Army. Regular Army consisted of nothing but post organizations. Largest unit was in Hawaii. Regiment about largest unit after that. This was a big operation for most of the regulars. Marshall worked with the citizen soldiers and learned how to deal with them. Army found that the National Guard could go to Congress and get money--this was particularly true of Keehn.

Keehn knew nothing of training, but he put the Illinois Guard on its feet. He set the pattern for building armories. Illinois had a wonderful string of armories as a result. He once outmaneuvered MacArthur to get money put back which MacArthur took out. He put the heat on MacArthur to get a good instructor.

Marshall may have thought he was sidetracked, but he seemed to like life here. I think he indicated to me that he learned many new things. Keehn was not easy to work with. He was no Army man. Sometimes he told Marshall off. Thinks Marshall didn't like it. Opportunity for Marshall to see how important Guard was and way of working with National Guard people. He thinks this was one of the reasons MacArthur had said he wanted Marshall to have experience in a National Guard outfit.

Marshall main contacts here were with civilians. There were top notch people from civilian life in most of the key spots. Keehn brought in good people when he was appointed commander of the Guard. He was general counsel of Hearst papers. The TRIBUNE was very critical. They had good reason to criticize. Keehn earlier was the Judge Advocate of the division. His usefulness

there was political and in public relations. TRIBUNE on solid ground in criticizing him. He was appointed by Governor Small. Keehn got Weymouth Kirkland, general counsel of TRIBUNE, on his staff. Had General Dawes' nephew; son of publisher of JOURNAL OF COMMERCE. Got people of stature. Does not think TRIBUNE critical of Guard while Marshall was here.

Gen Lawton. Was in WW I. Was with Forman and then succeeded him as head of one of the artillery regiments. Later succeeded Gen Hammond. These men were trained by Regulars (Lawton and other Nat'l Guard commanders who were relieved) and then set aside. If they had been graded poorly by Regulars it would have been all right, but they had been rated highly. No question that regular with detailed training has certain qualifications. However commanding officers nowadays have essentially administrative responsibilities. Even in time of war the staffs make the decisions. I saw reserve officers who went from captains to colonels very quickly. Any time you want to find something wrong in a man you can.

Keehn never made an effort to understand the military side of his job. He was very public relations minded. He wanted the public to see the Guard. The public knew about the Guard. On Governors Day every politician in the state was here.

Marshall learned the importance here of not thinking the Army existed in a vacuum. The importance of knowing what people think. He learned how Keehn worked.

Says Davis knew Marshall more intimately than he (Moore) did. I learned a lot from Marshall; worked some with him.

In dealing with regimental commanders, Marshall would suggest only. He was tough with instructors. He was here when we were becoming motorized for the first time. No one had much experience on this. He was applying logic rather than direct experience.