

were consolidated, Douglas was induced to remain in the new service, and when McLoughlin was transferred west of the Rocky Mountains to take charge of New Caledonia, Douglas was sent with him. A warm friendship existed between the Chief Factor and his young subordinate, and Douglas accordingly did not lack such advice and assistance as it was possible to give him. In such circumstances as he was thrown, however, native ability and inherent force of character were the essentials of success, and without them favor from a superior was of little avail in pushing a man to the front. From the time Douglas arrived on the Pacific coast, in 1824 he was practically at the head of the company's business, and while McLoughlin was nominally his superior, Douglas was not only the mind which conceived but the hand which carried into effect all the enterprises of the company. He was thoroughly familiar with all the branches of the business and as an accountant had no superior in the service. On his arrival in New Caledonia he set himself without delay to study the conditions of the country, its geography and hydrography, and the languages and characteristics of the various tribes of natives with whom he would have business dealings. He spent four years in the interior of New Caledonia, a portion of the time on Stewart lake, and during this period he founded several forts and had a number of encounters with the savages in which his prudence, address and courage made him feared and respected by the natives. During this time also, he was married to the daughter of John Connolly, who was stationed at Fort St. James. When Douglas went to headquarters at Fort Vancouver, in 1828, he took the position of accountant in the office and was made a chief trader. He improved and simplified the system of accounts employed, and placed the clerical work on a clear and understandable basis. In 1830 he was made chief factor and from that time he took personal charge of all important expeditions, made annual visits of inspection to the various posts, and selected sites and superintended the establishing of new stations. In this work he continued till 1845, when the retirement of McLoughlin placed him in name, as well as in fact, at the head of the company's business on the Pacific coast. As he was a shrewd observer and close student, these expeditions gave him opportunity for enlarging and perfecting his knowledge of the country and its inhabitants, and it was not long till he was regarded as having an