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lner, B. C.

3rd March 1928.

AEmelius Jarvis, Esq.,
B.C. Fishing & Packing Co. Ltd.,
Vancouver, B. C.

Dear Jarvis:-

In the course of our conversation on Tuesday last you asked me if I knew of anyone on the American side I thought would be suitable for the position of General Manager of the B.C. Fishing & Packing Co.

Subsequently I told some personal friends of our conversation. These friends are not associated in any way with the fishing industry but know all the circumstances surrounding my early connection with the company, the reasons that connection was severed, and the subsequent careers of both the company and myself.

They asked me why I had not advanced my own claims to the general managership. I replied that while I felt every sentiment of right and justice entitled me to expect it I had thought the offer should be made me instead of my having to seek it. To this they replied that had you not been incapacitated through illness at the time I left the company you would have known all the circumstances, in which event my resignation would never have been accepted, and that I should now fully explain the situation to you and advance my claim to the position, not only on account of the knowledge and experience I possess, but more particularly because the injustice formerly done me should be rectified and compensated for by the company responsible for these injuries. Acting in accordance with their advice I am herewith stating my position fully. But in doing so I wish to preface my remarks with the statement that I whole-heartedly backed Mr. Whitehead while in the position and would not press my claims had he continued in the management.

When you and I were carrying on the negotiations that resulted in the B.C. Packers Assn., it was distinctly understood that the conditions that made an amalgamation not only possible but imperative could be rectified by the savings effected from closing down unnecessary plants, enlarging others with the machinery and equipment from those to be abandoned, and putting up equal packs with lessened operating costs and reduced overhead charges. As general manager it was my duty to carry this policy into effect. I proceeded to do so, and in this work I had the support and backing of Mr. Ewen, the president, and only practical experienced cannery man on our board of directors. Our other directors, as you are aware, were yourself, (incapacitated through illness), two bankers, Mr. Evans, (chosen for his knowledge of the sale of canned salmon), and Messrs Wilson and Ker, whose only experience was of head office management. An Executive Board consisting of Messrs Evans Wilson and myself attended to the details of management. Unfortunately all three of us were customers of the Bank of Montreal and the narrow-minded jealousy of Mr. Murray caused him to fear his bank was handicapped through its lack of representation on the Executive Board.

While I had a knowledge of the operating end of the business my associates on the Executive did not possess, and also had Mr Ewen's endorsement of my policy, I was very many years younger than these other men and can quite understand they resented one so much their junior being in a position of authority over them. Unfortunately I had not had the foresight to safeguard my position by binding the company to retain me as general manager for a sufficient number of years to enable me to carry into effect the policy the amalgamation had been committed to. Mr. Wilson aspired to my position, Mr. Ker was seeking employment and as his people were customers of the Bank of Commerce Mr. Murray favoured his ambition, and the other directors (excepting Mr. Ewen) believed the representations made them that I was extravagant and impractical in my management.

Perhaps it is not essential that I should outline all of the above since you have personally admitted to me that you knew the measures I had taken were necessary to the carrying out of our undertaking; that so doing entailed an immediate expenditure that would be more than offset by operating savings; and that your own experience with Mr. Murray made you fully aware of his unfair, unreasonable and underhanded methods. I nevertheless had to dwell on them in order that my statement will show its natural sequence.

As a result of the friction that developed I was requested to resign my position of general manager. I did so and Mr. Wilson succeeded me while Mr. Ker became Secretary-Treasurer. I immediately wrote to your Toronto office charging these men with being incapable of conducting the company's affairs since they were without practical knowledge, that Mr. Ewen shared this opinion with me, and I suggested that the Alaska Packers Assn., should be asked to recommend some one to investigate my charges and report on same to the shareholders.

This suggestion being acted upon the Alaska Packers Assn., recommended Mr. Barker. He came to B.C., visited the company's plants, and corroborated my condemnation of Messrs Wilson & Ker. My claims having been upheld and vindicated by Mr. Barker's report I had the right to expect justice would be done by depriving Mr. Wilson of the position he had usurped and restoring it to me. But the enmity of Mr. Murray and Mr. Sweeny's friendship for Messrs Evans and Wilson prevented the two banks from agreeing to what fair play and justice demanded. All I was able to accomplish was to have Mr. Barker made general manager, with the promise that Messrs Wilson and Ker would be dropped from the company altogether within two month's time. This promise was not kept. It was six months before Mr. Wilson turned the management over to Mr. Barker, and a year before you personally removed him from the directorate, while Mr. Ker was permitted to retain his position until shortly before his death many years later.

When the company directors in causing me to resign publicly branded me with the reputation of being extravagant and impractical they inflicted on me a sentence which for more than 25 years has handicapped my efforts and injured my career. No matter how undeserved I may feel this sentence to have been; no matter that Messrs Evans and Sweeny subsequently altered their opinion; no matter what acknowledgement you and others have made of the knowledge I possess of the fishing

industry; so long as the B.C. Fishing & Packing Co, fail to re-establish me in the position they wrongfully deprived me of, the reputation they then inflicted on me remains a stigma I cannot efface, and which will continue to handicap my future advancement. And with no desire to awaken painful memories I must say that of all men you should be the first to realize the load unjust accusations place upon a person, and how the ill effects continue unless the authors of the wrong publically acknowledge their error by restoring the victim to the honours and position he formerly enjoyed.

Of the happenings referred to above I have kept a written record and should you doubt the correctness of my remarks these records are available and can be submitted to you for perusal.

When I severed my connection with the B.C.P.A. I determined to so increase my knowledge that the people of B.C. would be compelled to recognize that in all things relating to the fishing industry I knew more than anyone else. And without being egotistical I think I can safely claim to have accomplished this object. You have told me yourself that I am acknowledged to know the industry better than anyone else. This pre-eminence, I consider, an additional claim to the demands of fair play and justice for the vacant general managership.

Since I left your company it has gone down hill steadily. By your own admissions to me you have realized Mr. Barker's incompetency and its ill effects on the company. To-day your business is dis-organized; your staff demoralized; your plants in bad shape; your cannery managers dissatisfied; your operations needlessly extravagant; and your losses excessive. In the light of recent packing costs and plant expenditure it is an insult to class as "extravagant" such expenditure as anything I committed the B.C.P.A. to, while if the company's management since my time has been "practical" I thank God for my impracticability.

Looking back over the past 25 years I can truthfully claim that in every single instance in which I opposed the aims and assumptions of the other canners I was right and they were wrong, and I possess, and can submit to you, the documentary evidence to substantiate this statement. I do not say this boastfully but only to illustrate the advantage my broader knowledge and greater study gave me of the situation, and how the ultimate results obtained backed up and vindicated my judgement.

What your company lacks, and has always lacked, is someone in the actual management and control of operations who is familiar with the technical side of the business, who has a knowledge of the fishing grounds and fishing conditions, the confidence of the cannery managers, and the ability to handle men. In claiming to possess these qualifications I may appear egotistical but I have kept in touch with the industry all the past years, I know many of your employees and their feelings in the matter, and I think I can truthfully claim to stand higher in their estimation and in the estimation of Government Fishery authorities and the leaders of the Fishermen's Associations than any other canneryman. Under all the circumstances I feel I can fill the position of general manager of your company better, and with more advantage to the company, than anyone else, and that for this reason as well as in the demands of fair play and justice the position should be mine. The formation of the company was my original idea; I had the right to expect compensation through being its general

manager; I was deprived of this right through fraud, trickery, and injustice. I am even more entitled to-day to consideration because of what has been kept from me in the intervening years; while in addition the knowledge and experience I possess are assets the company needs and cannot afford to do without. It is on these grounds I base my claim. You profited jointly with me from my conception of what could be done in the salmon industry. Throughout all these years you have enjoyed the fruits of the enterprise while I, although equally entitled to consideration, have been deprived of the reward. In consideration of what you have been able to gain I feel you owe it to me to rectify past injustice, restore my good name, and give the company the benefit of the knowledge and experience which you admit I am possessed of.

I will be in Vancouver on Tuesday and can be communicated with at the Club about 1 o'clock; otherwise if you write me to Ladner I can get in on a day's notice. I would point out that a decision should be made without delay as the new general manager should be in office before the cannery managers leave for their respective stations, and before plans and preparations for 1928 are too far advanced to be satisfactorily adjusted.

Yours very truly

"Henry Doyle."

HD/P.