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three highlifts which cost \$190,000 to \$300,000 apiece, a major ramp for use in roll-off operations, and large hoppers to discharge bulk cargo. The expansion efforts have brought in more business from established clients like Matson, Sause Brothers Ocean Towing Co. and Nippon Yusen Kaisha of Japan, and boosted revenues by more than 50 percent over the past four years. In October, JBG consolidated operations at new headquarters in the Nimitz Business Center at 1130 North Nimitz. Prior to that, the company's administrative office was at Pier 11 and the operations office at Pier 24, resulting in a communications gap that Guard wanted to overcome. His new headquarters, in close proximity to all of the piers along Honolulu Harbor, will also be home base for further company expansion and planned acquisitions.

On the waterfront. Although he spent many of his teen-age years working Hawaii's docks, Guard's college education and military career took him off island. He graduated from the University of Southern California with a degree in international relations in 1962. After a brief stint in the personnel department at Dillingham Corp., he spent several years in Vietnam as a river boat commander with the U.S. Navy.

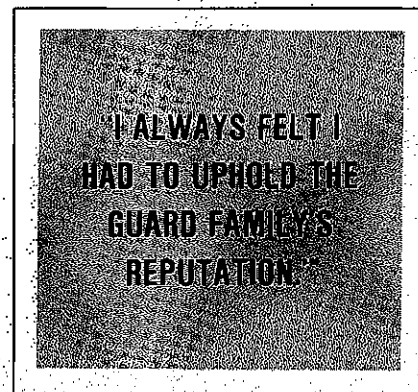
But the desire to return to family and friends in Hawaii pulled Guard back to the Islands. In 1970, he rejoined Dillingham as a personnel administrator, where he set up a college recruiting program, handled the administration of salaries, and worked on special projects. "It was a very exciting time," says Guard. "Dillingham had acquired a number of mainland companies, construction was booming, and the company was very progressive."

But, by the late 1970s, Guard sensed that times were changing. As Dillingham's commitment to Hawaii weakened, Guard foresaw a day when it would divest or move its headquarters to the mainland. At about the same time, friends were encouraging him to give up his job as manager of corporate public relations, and to strike out on his own. "They said I could do well for myself by going into the executive search business," he says. "So I decided to test myself."

Although it was tough starting from scratch, with no accounts and no knowledge of the headhunting profession, Guard used his wide range of

contacts. The business took off quickly, and soon Guard had cultivated an extensive client list. He placed executives including Kim Scoggins, now senior vice president of Ralston Enterprises, and Doug Carlson, manager of corporate communications at Hawaiian Electric Co.

A new career. It was at the peak of Guard's executive search business, when he was grossing about \$350,000 a year in finder's fees, that he got the assignment and offer from MH&R. Despite his familiarity with the operation as a longshoreman, he struggled to learn the role of CEO. "There's no textbook about how to run a stevedoring business," he says. "So for the first few months, I kept my eyes and ears open, and my mouth shut, while I absorbed everything going on around me." Guard also relied on the experience and advice of industry veterans like Alex Bolton, a vice president at



Matson Navigation; former Dillingham executive George Hansen, who heads Hawaii-Pacific Maritime; John Robertson, vice president of Sause Brothers Ocean Towing Co.; and John Shaw, MH&R's vice president of operations.

On most workdays, the company can supply as many as 200 stevedores to load and unload ships operating in Honolulu Harbor, Nawiliwili Harbor on Kauai, and Kahului Harbor on Maui. JBG's biggest client is Alexander & Baldwin's Matson Terminals and Matson Navigation, which together supply more than 60 percent of its revenues. They purchase manpower on a loan basis, utilizing Guard's workforce to staff their stevedoring operations but retaining management and supervisory control.

MH&R also operates Honolulu Terminals, an affiliate that provides wharf clerks to handle administrative paperwork required for cargo documentation and customs clearing.