

HENRY J. KENNY
1428 Lady Bird Drive
McLean, Virginia 22101

Ross
Interactions
HN

July 27, 1993

The Honorable Walter Mondale
2116 Irving Avenue South
Minneapolis, Minnesota 55405

Dear Mr. Vice President:

Congratulations on your nomination as Ambassador to Japan. I wish you a speedy confirmation and the very best with your new responsibilities.

It was my good fortune, during the Carter Administration, to serve as the Special Assistant for Policy to Ambassador Mike Mansfield in Tokyo. Drawing on that experience, as well as assignments with the staff of the Senate Foreign Relations Committee and the executive branch, I am taking the liberty of passing on to you a few thoughts about Japan, and in particular about the structure and functioning of the American Embassy. I know you must be inundated with briefing books and reading material, so will limit my comments to specific issues not always addressed in policy orientations.

Leadership

The first is leadership. There is a tendency in some Departments of the U.S. Government to view Embassy personnel, including in some cases the Ambassador, as horse handlers and not jockeys. Those responsible for negotiating agreements and joint policies on issues of trade, investment, national security, science and technology, agriculture, etc., answer to Cabinet officials whose concern for U.S.-Japanese relations is generally of secondary importance. They often rely on information flow from their attaches in the Embassy, contacts in Japan, on-line bulletin boards, and non-Governmental experts, in addition to the Country Team which you will head. The problem is that these Washington operators not infrequently stake out negotiating positions and make harmful public statements without full consultation with the Embassy. If allowed to do so, they take the lead not only in their specific areas of expertise, but also in setting the tone and substance of U.S.-Japanese relations for the entire Administration.

Embassy leadership on the issues is the best way to avoid difficulties in this area. By assuring good sources of information, formulating timely positions on specific issues, and proposing solutions to Washington as a normal part of the policy

process, the Embassy can be a major player in any area of significance. This is not as easy as it sounds. Washington cables incessant requests for information. There is a natural bias toward reactive rather than proactive reporting, and the Embassy is not deep in expertise on some of the functional areas. Nevertheless, an Embassy "on top of the issues" can provide valuable input to any negotiation, and in many cases guide its outcome.

Information and Contacts

The information you receive, including its quality, completeness and timeliness, is vital to your performance as Ambassador. Each section of the Embassy has developed useful sources of information, particularly with its counterpart organization. Foreign Service Officers tend to gravitate toward the Foreign Ministry, maintaining a good two-way flow of information and an important network of personal contacts. Senior staff--the DCM, Political and Economic Ministers, and USIS Director--typically develop excellent contacts with key Diet members and party politicians as well, and the economic and commercial officers maintain good MITI contacts. All these complement your own contacts and independent sources of information within the Embassy.

Topping the list of areas that receive less attention than they might deserve is the Ministry of Finance, the most important Ministry in Japan. While your Financial Attache and his assistant maintain contact with this Ministry, it is important that the Economic Section as a whole establishes good contacts there. This is also important because, in some cases, outstanding financial officers have been made six figure offers they couldn't refuse and left the Government to work in Japan on that account. Another vital organization is the Keidanren, the Federation of Economic Organizations. There are those who say that business runs Japan, and that the Keidanren is akin to Japan, Inc. Both statements are exaggerated, but both have more than a kernel of truth. Links to the Keidanren are important for both the Economic Section, Commercial Attaches, and the Political Section. Others include the non-Governmental parties, JETRO, retired politicians and distinguished academics.

Embassy Staff

Regular meetings with top Embassy staff are, of course, a key to effective policy formulation and implementation. A free flow of information at such meetings can be facilitated by "going round the table," in addition to any agenda or special topics you or the DCM care to raise. It is also a good idea to have less frequent (perhaps once a month) large staff meetings, including all Embassy attaches or head representatives, in which a few attaches at each such meeting are given the opportunity to describe their activities and the issues they address to the full staff. The objective here is to build participation by all elements of the Embassy in the Country Team, and to enable yourself and the rest of the staff to understand better the full range of Embassy activity.

Embassy officers often need to read and respond to such a volume of incoming cables that, in addition to their other duties, they have little time to read basic articles of importance in Business Week, the Economist, the Far Eastern Economic Review, and other major American and overseas publications. The Embassy does a great job in translating and bringing attention to the Japanese press, but what Americans are reading about Japan is not its forte. As the perception is often as important as the reality, this is to suggest that key articles about Japan in the U.S. press need to be brought to your attention in a systematic manner. You might delegate this task to USIS.

Cables

The system is designed to give you the latest and best information available, but has its inevitable flaws. One is the proliferation of sensitive cables, in which designations for distribution are not rigorously adhered to. In some cases, this can cause acute embarrassment to individuals or to the Administration. An incorrect designation could result in broadcasting a sensitive cable to hundreds of readers all over the Pacific, with the attendant damage this may cause.

A Brief Comment on National Security

With the end of the Cold War it is commonly asserted that the U.S.-Japan security relationship is no longer of consequence, and that therefore its tempering effect on economic and commercial difficulties will be eliminated, portending an era of trade wars and bilateral political strife. There is an associated tendency not to consult with Japan on regional security issues (e.g.: the "win-hold-win" strategy). In this regard it is important to point out to both the American and Japanese people that the U.S. and Japan share immense common security interests--a non-nuclear and peaceful Korean peninsula, bringing Russia more fully into the family of nations, persuading China to eschew renewed militarization, and arms control throughout the region. It is also important to acknowledge that linkage does exist between different parts of the relationship, and to remind Washington of the imperative for consultations within the context of the increasingly multilateral diplomacy of the 90s.

A Word on Politics

Criticism of corruption in the Japanese political system is certainly justified. However, what is happening now in Japan demonstrates, better than any previous political action, the viability and growing strength of democracy in Japan. It is a great example of peaceful change through the democratic process. Moreover, the economic and political success of Japan as a democratic nation is an example for the rest of Asia.

A Word on Economics

If the current average of 1.5 children per child-bearing woman continues during the next century, the population of Japan will be reduced to half its present level by the end of that century. Already Japanese capital is seeking cheap and efficient labor on a global basis, particularly in East Asia, and for that reason is moving freely into China, Indonesia and now Indochina. As it invests in Asia, Japan also stimulates immense markets for its products. One of the greatest contributions you can make as Ambassador to Japan is to increase U.S. business understanding of the opportunities available not only in Japan, but as demonstrated by Japan, in East Asia as a whole.

I apologize for the length of this letter. I hope some of it will be useful, and once again wish you every success in Japan.

Sincerely,

A handwritten signature in cursive script that reads "Henry J. Kenny". The signature is written in dark ink and is positioned below the word "Sincerely,".

P.S.: A friend and former staffer of yours, Al Eisele, gave me your address and sends his best.

- 1st Floor, Family Room

Long
Mike - Daney
Jeff - 1st and
Members

**PRUDENTIAL MUTUAL FUNDS
MANAGEMENT INC.**

LUNCHEON

in honor of

THE HONORABLE WALTER F. MONDALE

Ambassador-Designate to Japan

Not
Doubled

Waterfront Room
1 Seaport Plaza

August 10, 1993
11:30 AM

ATTENDEES

DIRECTORS OF THE FUNDS

DANIEL S. AHEARN
EDWARD D. BEACH
EUGENE C. DORSEY
HARRY A. JACOBS, JR.
DONALD D. LENNOX
DOUGLAS H. MCCORKINDALE
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JAMES M. WALSH - SENIOR VICE PRESIDENT
REGIONAL DIRECTOR ASIA/ PACIFIC

COUNSEL TO THE FUNDS

PAUL H. DYKSTRA - GARDNER, CARTON & DOUGLAS

WELLINGTON MANAGEMENT CO.

DUNCAN MCFARLAND - PRESIDENT

PROGRAM

INTRODUCTION BY

HARRY A. JACOBS, JR.
INTERIM CHAIRMAN AND CHIEF
EXECUTIVE OFFICER
PRUDENTIAL MUTUAL FUNDS

REMARKS BY

LELAND B. PATON
PRESIDENT
CAPITAL MARKETS GROUP
PRUDENTIAL SECURITIES

EDWARD D. BEACH
DIRECTOR

Note for Walter Mondale

From: Ross Corson
Date: Mon, Apr 18, 1994 7:59 AM
Subject: Position
To: Walter Mondale
Cc: Ed Lincoln; Rust Deming

What follows is my quick-and-dirty description of what I see as a combined executive assistant/"press flak" position (you can still divide it up into 2 positions, if you like):

FUNCTIONS/RESPONSIBILITIES (not in order of priority):

- write major speeches and op-ed pieces for Amb. (routine remarks and isatsus can be delegated to relevant Embassy sections) *- not quite so major*
- oversee Amb's correspondence (Loren Mealey can draft a lot of the routine letters; Jonathan is already doing most correspondence related to scheduling.) ?
- keep "history" for the Amb (this is mostly filing, and Loren can probably do most of it)
- work closely/assertively with Japanese, American and 3rd country news media to 1) monitor news coverage and anticipate new stories, 2) put "spin" on stories-in-progress, 3) arrange responses to negative stories (i.e., damage control and "firefighting"), 4) suggest ("plant") positive stories.
- coordinate with DC ^{USIS} (USTR, NEC, State, Treasury, Commerce, NSC) on managing the economic message to keep it consistent and effective on both sides of the Pacific
- also Mess w. Congress
- cultivate and work with "allies" in Japan (Japanese, American and 3rd country academics, businesspeople, etc.) who can be helpful in communicating the economic message
- work closely with Amb, DCM, Ed Lincoln, USIS, Econ, FinAtt, FCS to mobilize Embassy resources to communicate economic message.

QUALIFICATIONS:

- good Japanese language skills
- strong writing skills
- good knowledge of Japan and US-Japan relations
- ability to work closely with Amb, DCM, Ed Lincoln, USIS, Econ, FCS, FinAtt
- experience in working with news media
- ability to work with DC bureaucracy *& m*
- political savvy

- basic knowledge of economics

3

USS INDEPENDENCE (CV-62)



Doyle



Let it be known that on this day,

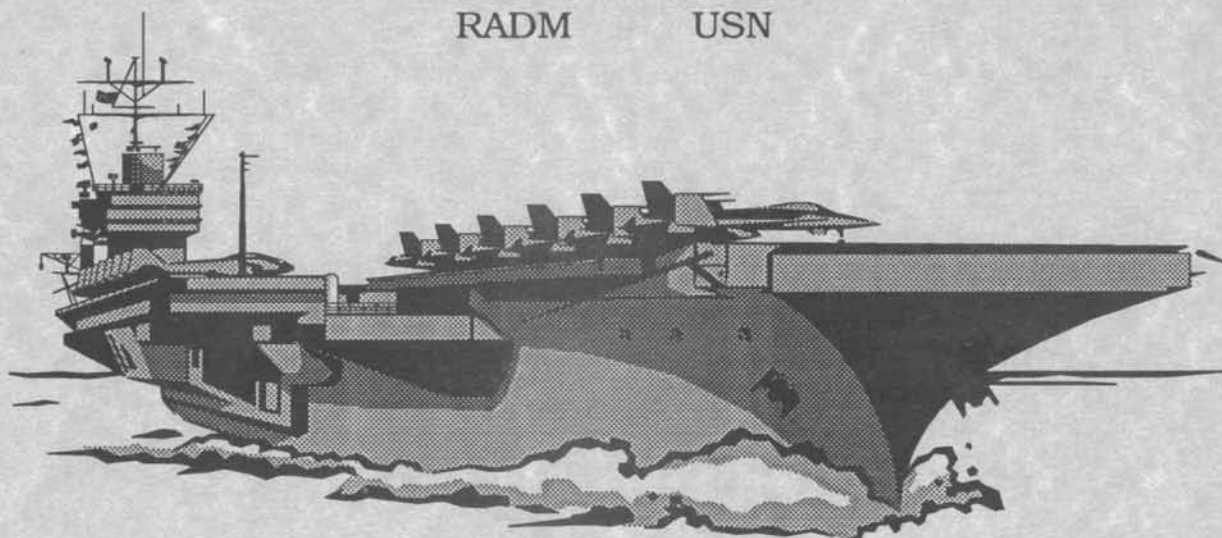
March 16, 1994

Ambassador Walter Mondale

became an honorary USS INDEPENDENCE "Tailhooker". By making your first arrested landing onboard USS INDEPENDENCE, you have demonstrated great courage and have had the opportunity to see the greatest ship in the Pacific Fleet in action.

A handwritten signature in cursive script, reading "B. J. Smith".

Bernard J. Smith
RADM USN



With very best wishes.

~~LAWRENCE P. DUNHAM~~

~~ASSISTANT CHIEF OF PROTOCOL
FOR ACCREDITATION~~

DEPARTMENT OF STATE



OATH OF OFFICE

I, *Walter F. Mondale*
DO SOLEMNLY SWEAR THAT I WILL SUPPORT AND DEFEND
THE CONSTITUTION OF THE UNITED STATES
AGAINST ALL ENEMIES FOREIGN AND DOMESTIC
THAT I WILL BEAR TRUE FAITH
AND ALLEGIANCE TO THE SAME
THAT I TAKE THIS OBLIGATION FREELY
AND WITHOUT ANY MENTAL RESERVATION
OR PURPOSE OF EVASION
THAT I WILL WELL AND FAITHFULLY
DISCHARGE THE DUTIES OF THE OFFICE
ON WHICH I AM ABOUT TO ENTER
SO HELP ME GOD.

Walter F. Mondale
.....
Secretary of State

Wally Kesser
.....
Chief of Protocol



An Evening with
Ambassador Walter F. Mondale
United States Ambassador to Japan

Monday, February 14, 1994
Sheraton Waikiki Hotel





Ambassador Walter F. Mondale was born in Ceylon, Minnesota. He earned his bachelor of arts degree in political science from the University of Minnesota and law degree (cum laude) from the University of Minnesota Law School. Upon graduation, he practiced law in Minneapolis and later became the state attorney general.

In 1964 he filled the U.S. Senate vacancy created by Hubert Humphrey's election to the Vice Presidency, and continued to serve in the U.S. Senate until 1976. During his 12 years in the U.S. Senate, he helped shape national policy on education, welfare, civil rights and childcare.

He served as the Vice President under President Jimmy Carter from 1976-1980. He was an active member of the White House decision-making team and an important political advisor to President Carter.

His wife of 38 years is Joan Adams Mondale, and the Mondales have three children: Theodore, Eleanor Jane and William.

The Ambassador was confirmed as Ambassador to Japan on July 30, 1993.

Sponsoring Organizations:

OFFICE OF SENATOR DANIEL K. INOUE
JAPAN-AMERICA SOCIETY OF HAWAII
HONOLULU JAPANESE CHAMBER OF COMMERCE

PROGRAM

Mistress of Ceremonies - Ms. Barbara Tanabe

WELCOMING REMARKS

Ms. Barbara Tanabe

RECOGNITION OF GUESTS

Ms. Barbara Tanabe

DINNER SERVICE

(Dinner Music by Mr. William Woods)

INTRODUCTION OF THE HONORABLE WALTER F. MONDALE

The Honorable John Waihee
Governor, State of Hawaii

REMARKS

The Honorable Walter F. Mondale
United States Ambassador to Japan

RECOGNITION

Mr. Yoshiharu Satoh
President, Japan-America Society of Hawaii

Mr. Allan S. Totoki
Chairman, Honolulu Japanese Chamber of Commerce

CLOSING REMARKS

Ms. Barbara Tanabe



The Japan-America Society of Hawaii

JAPAN-AMERICA SOCIETY
OF HAWAII
P.O. BOX 1412, HONOLULU, HI 96806

PHONE: (808) 524-4450

FAX: (808) 524-4451

FAX TRANSMITTAL PAGE

MESSAGE TO: Sgt. Curtis

FAX NO.: 477-0102 TELEPHONE NO.: _____

NO. OF PAGES (INCLUDING COVER SHEET) 1

REMARKS:

Listed below are the individuals that will be seated at the head table:

Ambassador Walter Mondale

③ Governor & Mrs. George Ariyoshi

✓ Lt. Governor Ben Cayetano

④ Consul General & Mrs. Kensaku Hogen

② Representative Patsy Mink & Jolyn Mink

⑤ Mr. & Mrs. Yoshiharu Satoh (President, Japan-America Society, COB/CEO, Central Pacific Bank)

① ⑥ Mr. & Mrs. Allan Totoki (Chairman, Honolulu Japanese Chamber of Commerce, President/COB, Standard Capital Group)

Governor & Mrs. Waihee

** Senator & Mrs. Daniel Akaka — will NOT Attend
Admiral & Mrs. Kelly

** waiting confirmation on attendance. I will notify you about the Akakas as soon as I receive notice.

MESSAGE FROM: Kathy Latifian DATE: 2/14/94

(for Earl Okawa)

9:30 A.M.
PLEASE NOT the CHANGE — the AKAKAS will
NOT BE ATTENDING

This procedure for the presentation of credentials has not changed except the carriages now start from the Tokyo Station. The VIP room of the station will be used as ante-room for the Ambassador and members of the suite.

9:00 a.m. # Monday

Protocol Office
The Gaimusho

PO - No. 1
December, 1982

Preparatory Procedure
for the Presentation of Credentials

1. The Ambassador Extraordinary and Plenipotentiary newly accredited to Japan will call on the Chief of Protocol of the Ministry of Foreign Affairs as soon as practicable after his arrival in Tokyo to obtain information, inter alia, on the formalities for the presentation of his credentials to The Emperor.
2. The Ambassador, in the meantime, will notify the Minister for Foreign Affairs of his arrival and request an appointment for an official call on the Minister by an official letter.
3. The Ambassador, upon calling on the Minister, will hand him an official letter requesting an audience of The Emperor to present his credentials. The letter should be accompanied with a copy (copie figurée) and an English or French translation of his credentials, together with those of the letters of recall of his predecessor as the case may be, and a list of the names, titles and official ranks of the members of his staff who are to be presented to The Emperor. The number of such members should not exceed six.

Ceremonial for the Presentation of Credentials

1. The details of the ceremonial for the presentation of credentials will be explained to the Ambassador and members of his staff by a Master of the Ceremonies of the Imperial Household, who will call on them a few days before the presentation. Further briefing will be given them in the Imperial Palace immediately before the presentation.
2. The outline of the ceremonial is as follows:
 - (1) Preparations
 - (a) Suite: Members of the diplomatic staff of the Embassy, not to exceed six
 - (b) Dress: Morning coat for men, afternoon dress for women, or corresponding national costume, and uniform for service attachés
 - (c) Vehicles: Either automobiles, not to exceed four, or horse-drawn carriages (coaches), not to exceed three, will be provided by the Imperial Household at Ambassador's option. In the latter case, the procession will start from, and come back to, the ~~Palace Hotel~~ **Tokyo Station** congestion,

congestion, and the Ambassador and his suite will have to come to the hotel in their automobiles.

- (d) Escort: The Ambassador will be escorted by a Master of the Ceremonies to and from the Imperial Palace.

(2) Arrival at the Imperial Palace

The Ambassador's procession will enter the Imperial Palace compound through the main gate and arrive at the south porch of the Imperial Palace (entrance for formal occasions), where he will be met by the Grand Master of the Ceremonies.

(3) Ceremonial in the Imperial Palace

(a) Briefing

Upon arrival at the Imperial Palace, the Ambassador and his suite will be conducted to the ceremonial hall (Matsu-no-ma) and briefed on the proceedings.

(b) Introduction

After the briefing, the Ambassador and his suite will be shown to a drawing room, where they will be introduced by the Grand Master of the Ceremonies to those who will attend on The Emperor at the presentation ceremony, namely, the Minister for Foreign Affairs or other Minister

of State, the Grand Steward of the Imperial Household, and the Grand Chamberlain to The Emperor.

(c) Presentation

At an appropriate time, the Ambassador and his suite will be conducted to the entrance of the ceremonial hall.

First, the Ambassador alone will be ushered toward The Emperor by the Grand Master of the Ceremonies.

Thereupon the Ambassador will present his credentials and the letters of recall of his predecessor to The Emperor with suitable remarks. The Emperor will hand them over to the Minister in attendance and shake hands with the Ambassador, and a brief conversation will follow.

Then the members of the Ambassador's suite will be called in one by one according to their precedence and introduced to The Emperor by the Ambassador. They will withdraw after being given a handshake by The Emperor.

When the introduction of the members of his suite has been finished, the Ambassador will take leave of The Emperor.

(4) Departure from the Imperial Palace

The Ambassador having presented his Credentials will be conducted to the South Porch, together with his suite, where he will leave the Palace in the same procession as at the time of his arrival.

DRESS FOR CREDENTIAL CEREMONY AT IMPERIAL PALACE

Cutaway coat (Morning coat)

Dark grey w/ trousers w/black-stripes

Vest (Black preferred, grey acceptable)

White shirt, turn-down collar

Silver-grey four-in-hand tie

For Mrs. Mondale: afternoon dress; all black or all white dress should be avoided

Employee

See Instructions Before Completing
(March 1993)

May be reproduced. Two-sided copies must be head-to-foot as original form.

FOR ADMINISTRATIVE USE ONLY



U.S. DEPARTMENT OF STATE
U.S. FOREIGN SERVICE
EMPLOYEE EVALUATION REPORT

NAME OF EMPLOYEE BEING RATED (Surname first)

MONDALE, Walter F.

TYPE OF REPORT

REGULAR ☒

CAREER CANDIDATE ☐

VOLUNTARY ☐

INTERIM: Change of Rater ☐

Duties ☐

Assignment ☐

GRADE FE-CM

SSN

[REDACTED]

POSITION TITLE

Ambassador

POST OR ORGANIZATION

American Embassy Tokyo

PERIOD COVERED

From 9/16/93

To 4/15/94

RATER (Type name)

Winston Lord

REVIEWER (Type name)

TITLE: Assistant Secretary GRADE: FE-CM

TITLE: GRADE:

I. EMPLOYEE'S JOB AND WORK REQUIREMENTS (Established by Rater, Reviewer and Employee)

A. Describe the position and where it fits in the staffing pattern; indicate the number and kind of employees supervised.

Walter F. Mondale is U.S. Ambassador to Japan, chief of one of the largest and most important American missions abroad. The mission is comprised of the Embassy in Tokyo and five constituent posts. In Tokyo, Ambassador Mondale supervises an Embassy composed of ten U.S. Government agencies, almost 250 U.S. officials and a Japanese staff of 400. His mission in Japan is our largest in Asia.

B. Divide work requirements into two categories, continuing responsibilities and specific objectives (including, as appropriate, professional development activities); delineate in descending priority order. Include specific requirements relating to needs of other agencies.

The Ambassador's continuing responsibilities include: 1) formulating and implementing U.S. policy towards Japan, our largest overseas trading partner and a principal ally; 2) utilizing the full resources of the mission to resolve trade problems and increase U.S. exports to and investment in Japan; 3) strengthening our "global partnership" of cooperation on regional issues, economic assistance and management of the world economy; 4) maintaining the U.S.-Japan security alliance; 5) promoting U.S.-Japan scientific and cultural exchange; 6) publicizing U.S. policy views in Japan through contacts with the Japanese leadership and public; 7) advising the President, the Executive Branch and Congress regarding important developments in bilateral relations; and 8) effectively managing the human and financial resources under his direction to achieve USG objectives.

C. Describe any special circumstances influencing the work program.

You Are
Being
"RATED"!

Row
Same

IIA. EVALUATION OF OVERALL PERFORMANCE AND ACCOMPLISHMENT (Completed by Rater)
ALL CLASSES EXCEPT SENIOR FOREIGN SERVICE

A. General Appraisal:

All classes-Performance was satisfactory or better *(If no, see instructions for documenting unsatisfactory performance)* ☐ Yes ☐ No

B. Discussion: Performance-strengths and weaknesses-is evaluated in terms of the six competency groups listed below. *(See instructions for definitions and list of competencies within groups.)* Items 1 through 5 must be addressed with at least one competency from each group. Foreign Language Competency (item 6) should be addressed for all employees. If mandatory provisions apply, see instructions.

1. Substantive Knowledge 2. Leadership 3. Managerial Skills 4. Intellectual Skills 5. Interpersonal Skills
6. Foreign Language Skills *(complete per instructions)*

IIB. EVALUATION OF OVERALL PERFORMANCE AND ACCOMPLISHMENT (Completed by Rater)
FOR SENIOR FOREIGN SERVICE USE

- | | YES | NO |
|---|-------------------------------------|--------------------------|
| A. General Appraisal:
Performance was satisfactory or better <i>(If no, see instructions for documenting unsatisfactory performance)</i> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| B. SFS Member: 1. Adjustment of Salary Level -- Performance was excellent or better | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| 2. Member is Recommended for Recertification -- Performance was excellent or better
<i>(See instructions for recertification, conditional recertification, and non-recertification criteria)</i> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| 3. Member is Recommended for Performance Pay | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| C. Discussion: Performance--strengths and weaknesses--is evaluated in terms of the six competency groups <i>(see instructions for definitions and list of competencies within groups)</i> . Items 1 through 5 must be addressed with at least one competency from each group. Foreign Language Competency (item 6) should be addressed for all employees. If mandatory provisions apply, see instructions. To justify a recommendation for performance pay award, the rater must also address the additional eight performance pay criteria <i>(see instructions)</i> . | | |

No Ambassadorial appointment in the world by President Clinton was wiser and more warmly greeted here and abroad than the selection of Walter Mondale for Tokyo. His performance, in an exceedingly difficult climate, has been nothing short of spectacular.

Our relationship with Japan is broad and complex. It is our largest overseas export market and an important source of investment and profits, yet our economic relations with Japan are characterized by significant imbalances. While ensuring that our overall relationship with Japan remains on firm footing, Ambassador Mondale has played a central role in our attempts to shrink our trade deficit and convince Japan to reduce its current account surplus. He has provided a constant stream of recommendations to Washington both on strategy and tactics and is frequently on the phone with advice, prodding the U.S. government to shape coherent positions and approaches on our policy.

Ambassador Mondale's resolve to achieve results-oriented trade agreements and his commitment to assist American business are a hallmark of his service. The Secretary and other cabinet secretaries have relayed their deep gratification to the Ambassador for the fruits of his efforts to remove barriers to foreign goods and services in Japan.

Ambassador Mondale has been our main communication link with Japan during a "period of reflection" following a February Summit. In a bravura performance, he contributed enormously to closing a landmark accord that will open the Japanese cellular telephone market to U.S. technology. The Secretary lauded Ambassador Mondale's perseverance in settling the long-standing dispute, applauding his imaginative leadership.

Japan is the world's largest donor of development assistance, and our Framework includes cooperation on a "Common Agenda" of global initiatives in areas such as environment, technology, population and HIV/AIDS. Ambassador Mondale has overseen achievements on our Common Agenda which the Department's Counselor describes as beyond our wildest dreams. They include a \$12 billion program in population and HIV/AIDS assistance to developing countries. He urged successfully we delink the Common Agenda from the stalled Framework, moving us ahead in a key program.

Continued regional and global uncertainties make the U.S.-Japan security alliance as important as ever in promoting democracy, stability and prosperity in Asia. Ambassador Mondale has ensured that, despite tension in our economic relationship, our alliance with Japan remains strong. Following the breakdown of our trade negotiations, Ambassador Mondale redoubled his efforts to support the alliance which allows the U.S. to protect enduring economic, political, and security interests. More than anyone else he has promoted and implemented a policy that has successfully maintained the many positive elements of our partnership free of any spillover from economic frictions.

Japan is an essential partner in promoting common values and interests around the world. Ambassador Mondale has worked extremely effectively with the Japanese on Asian regional issues. Examples include the North Korean nuclear program and human rights and nonproliferation in China. The Ambassador has ensured Japan's cooperation as well on important issues in other regions such as reform in Russia and the NIS, the multilateral peace process in the Middle East, and peacekeeping in other crisis areas.

Ambassador Mondale showed his instinctive touch for Japanese culture and sensitivities when he immediately issued a public apology over the death of Japanese exchange students, greatly easing the backlash in Japan toward American society.

Ambassador Mondale has performed his duties with superb skill and finesse in the midst of one of the most unsettled political situations in Japan's post-war history, characterized by a fractious coalition government that has had difficulty addressing our trade, economic, political and security agendas.

III. EVALUATION OF POTENTIAL (Completed by Rater)

A. General Appraisal: (Check block that best describes overall potential)

1. For Career Candidates only: Assessment of career potential as a Foreign Service Officer or Foreign Service Specialist:

- ☐ Unable to assess potential from observations to date
- ☐ Candidate is unlikely to serve effectively even with additional experience
- ☐ Candidate is likely to serve effectively but judgment is contingent on additional evaluated experience
- ☐ Candidate is recommended for tenure and can be expected to serve successfully across a normal career span

2. For other Foreign Service employees:

- ☐ Shows minimal potential to assume greater responsibilities
- ☐ Has performed strongly at current level but is not ready for positions of significantly greater responsibility at this time
- ☐ Has demonstrated the potential to perform effectively at next higher level
- ☐ Has demonstrated potential to perform effectively at higher levels
- ☒ Has demonstrated exceptional potential for much greater responsibilities now

B. Discussion

1. Potential is evaluated in terms of the competency groups listed in Section II. Cite examples illustrating strengths and weaknesses in competencies most important to your judgment.
2. For career candidates, discuss potential for successful service across a normal career span; for Senior Foreign Service, discuss potential for highest and broadest responsibilities; for all others, discuss potential for advancement.

President Clinton's offer of our Ambassadorship in Tokyo to Ambassador Mondale is an unmistakable indication of the very great importance the President attaches to our relations with Japan. Ambassador Mondale demonstrated his deep commitment to public service by joining the distinguished line of our Ambassadors to Japan, and will certainly be one of the most successful Ambassadors in U.S. diplomatic history.

Ambassador Mondale previously worked on some of the signature foreign policy accomplishments of the Carter Administration. With this assignment, he has faced major new challenges. Japan is a key friend and ally and our cooperation has never been more critical than during this time of change. A new government came to power last summer with a fresh approach to the hopes of the Japanese people. No one is better equipped than Ambassador Mondale to represent us at this time of transition. He continuously shows the wisdom of decades of experience as a national leader. He understands power and politics, remarkable advantages at such a critical juncture. He has been extraordinarily constructive in shaping our response to our policy challenges in Japan.

Ambassador Mondale has used his rich experience as a politician to analyze the fluid scene in Japan and instinctively probe and maneuver within it. He has struck a perfect balance of dignity and respect for Japan as an equal, with firmness about our objectives, especially economic. He has established close working relationships with various leaders, including two successive Prime Ministers.

Vice President Gore said it exactly right at the Ambassador's swearing in, "Japan is getting our best in Fritz Mondale." In my own long government career I have never met a public figure whose combination of professionalism and human qualities I admire more.

- C. **Areas for Improvement:** The following must be completed for all employees. Employees should be made aware of areas where they should concentrate their efforts to improve. Based on your observation of the employee in his/her present position, specify at least one area in which he/she might best direct such efforts. Justify your choice. (The response is not to be directed to need for formal training.)

Considering his contributions to public life, anyone in this Administration would feel presumptuous in citing areas for improvement in Ambassador Mondale's performance. I personally would welcome even more of his informal insights and views on Japan's policy orientation, and we cannot see too many of his effective public affairs presentations.

IV. RATING OFFICER'S COMPLIANCE STATEMENT

Work requirements were established by rater, reviewer, and employee on 10/15/93


(If applicable, requirements were revised on _____.)

Employee's performance was discussed (*candidate was counseled*) on the following dates:

1. 2/10/94 2. _____ 3. _____ 4. _____

In the case of an unsatisfactory performance rating, this is also to certify that the requirements of 3 FAM 521.2e (*tenured employees*), 3 FAM 557.5b(2) (*employees subject to administrative promotion*), 3 FAM 577 (*FSO Career Candidates*) or 3 FAM 587 (*Specialist Career Candidates*) have been met.

Date Rating Completed 5/11/94


(Rater's Signature)

V. REVIEW STATEMENT (Completed by Reviewer)

- A. **Discussion:** Give your assessment of the employee's performance and potential (*if a career candidate, overall potential to serve effectively at all levels across a normal career span, including FS-1 if an FSO candidate*). Independent observations on performance and potential should be supported by providing additional examples of performance observed this rating period. Note differences with the rater's appraisal or recommendations. Comment on relations between rater and employee.

B. **Reviewing Officer's Compliance Statement:**

After reviewing this report carefully, I consider it to be complete, in conformance with the instructions, and adequately documented by specific examples of performance.

Date Section V Completed _____

(Reviewer's Signature)

VI. STATEMENT BY RATED EMPLOYEE

- A. **Discussion:** This section is intended to provide the rated employee's views on the period of performance appraised and on career goals and objectives. You must comment on your most significant achievements during the period. You also may wish to address activities or problems which may not have been adequately covered in this report, or aspects of the appraisal which may need clarification or correction. You are encouraged to state your current career goals including training and assignments desired over the next 5 years. (*Continuation sheets may be used.*)

- B. I acknowledge receipt of a copy of this report.

Date Section VI Completed 5/24/94


Per Ambassador Mondale letter
Employee's Signature

VII. REVIEW PANEL STATEMENT (Completed by Review Panel)

- A. **Examples of Performance:** Specific examples have been provided to support the ratings given the employee. ☒ Yes (*If not, return to rater for rewrite.*)

- B. **Certification:** This report has been prepared according to the regulations and contains no inadmissible material.

6/7/94
(Date)

Bruce N. Gray

(Panel Chairperson's Name -- Type)


(Signature)

- C. **Comments:** (*If submitted late, indicate who is responsible for delay.*)



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