

OPENING REMARKS
RETIREMENT CEREMONY
MARCH 30, 1994

I AM HONORED TO BE WITH YOU THIS MORNING — TO JOIN WITH YOUR FAMILIES, FRIENDS AND COLLEAGUES IN WISHING EACH OF YOU THE VERY BEST ON THIS SPECIAL OCCASION.

REPRESENTED HERE IS A GRAND TOTAL OF 545 YEARS OF GOVERNMENT SERVICE. IT'S AN AMAZING NUMBER — AND IT ADDS UP TO A LOT OF HISTORY.

I AM SURE THAT EACH OF YOU HAS WITNESSED AND EXPERIENCED A GREAT DEAL OF HISTORY IN YOUR MANY YEARS AT THIS EMBASSY.

YOU CAN ALSO LOOK BACK WITH JUSTIFIABLE PRIDE AT HAVING WORKED WITH SEVERAL GENERATIONS OF AMERICAN DIPLOMATS — AND MORE THAN A FEW AMBASSADORS. IN FACT, IT IS A BIT HUMBLING FOR ME TO CONSIDER JUST HOW MANY AMBASSADORS YOU HAVE SEEN COME AND GO DURING THESE PAST FOUR DECADES!

BEFORE I ARRIVED HERE LAST FALL, I HAD MEETINGS WITH AMBASSADOR ARMACOST AND AMBASSADOR MANSFIELD. BOTH OF THEM TOLD ME THAT ONE OF THE MOST VALUABLE ASSETS THIS EMBASSY HAS IS THE TALENT, KNOWLEDGE AND EXPERIENCE OF OUR JAPANESE STAFF. AND IN MY SHORT TIME HERE, I HAVE FOUND THAT ADVICE TO BE ABSOLUTELY TRUE.

AS YOU KNOW, THE AMERICANS COME AND GO AT THIS EMBASSY ON THEIR TWO-, THREE- AND FOUR-YEAR TOURS OF DUTY. THAT MEANS IT HAS BEEN UP TO YOU TO PROVIDE THE ESSENTIAL CONTINUITY — THE INSTITUTIONAL MEMORY — THAT HAS BEEN NECESSARY FOR THIS EMBASSY TO OPERATE EFFECTIVELY YEAR IN AND YEAR OUT.

WE SIMPLY COULD NOT HAVE DONE IT WITHOUT YOU. WE HAVE ALWAYS DEPENDED ON YOUR LOYAL SERVICE, DEDICATION AND HARD WORK.

WE ARE TRULY GRATEFUL FOR ALL THAT YOU HAVE DONE TO MAKE THIS EMBASSY THE BEST IN THE WORLD.

PLEASE ACCEPT MY CONGRATULATIONS AND BEST WISHES. OUR DCM, RUST DEMING,
WILL HELP ME IN PRESENTING THE AWARDS.



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