

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.**

CLOSING REMARKS

**RETIREMENT CEREMONY
MARCH 30, 1994**

**THE AMERICAN MISSION IN JAPAN IS
PROUD OF EACH OF YOU FOR THE MANY YEARS
OF LOYAL, DEDICATED SERVICE WHICH YOU
HAVE GIVEN TO THE GOVERNMENT OF THE
UNITED STATES.**

**EACH OF YOU BROUGHT TO YOUR JOBS
A COMMITMENT TO EXCELLENCE UNMATCHED
ANYWHERE ELSE IN THE WORLD.**

**AND EACH OF YOU CAN TAKE CREDIT
FOR YOUR OWN SPECIAL CONTRIBUTIONS TO**

THE ENDURING SUCCESS OF THE PARTNERSHIP
BETWEEN THE UNITED STATES AND JAPAN —
THE MOST IMPORTANT BILATERAL
RELATIONSHIP IN THE WORLD.

YOUR PROFESSIONALISM AND GOOD
SPIRIT HAVE MEANT A GREAT DEAL TO ME
PERSONALLY.

THE TRUTH IS, AFTER ALL, THAT I AM
NOT THE ONLY AMBASSADOR AT THIS
EMBASSY. EVERY PERSON WHO WORKS HERE —
WHETHER JAPANESE OR AMERICAN — IS ALSO
AN "AMBASSADOR" IN HIS OR HER OWN RIGHT.

AND I AM HOPEFUL, AND CONFIDENT,
THAT EACH OF YOU WILL CONTINUE TO SERVE
AS A PERSONAL AMBASSADOR BETWEEN OUR
TWO GREAT NATIONS. YOU STILL HAVE SO
MUCH TO GIVE.

YOUR FAMILIES, FRIENDS AND
COLLEAGUES CAN BE PROUD OF YOU — AS AM I.
WE WILL MISS YOU HERE AT THE EMBASSY.

BUT I JOIN MANY OTHERS IN WISHING
YOU THE VERY BEST AS YOU ENJOY YOUR
RETIREMENT. THANK YOU.



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