

## Section 2. Basis to Sustain Defense Capability

The Self-Defense Forces (SDF), the core of Japan's defense capability, is a specialist organization that plays the most essential role in the continued survival of the country, that is, national defense. The SDF consists of a full range of units and services that provide the functions required to fulfill that responsibility.

It is important for the SDF to establish the firm organizational foundation, including securing and development of quality human resources and the availability of information communications in order to fulfill its missions. The Defense Agency/SDF<sup>11</sup> are taking various approaches for this purpose. Additionally, with the start of the new joint operations posture<sup>12</sup> in March of 2006, there is a need to further level-up the basis of joint operations.

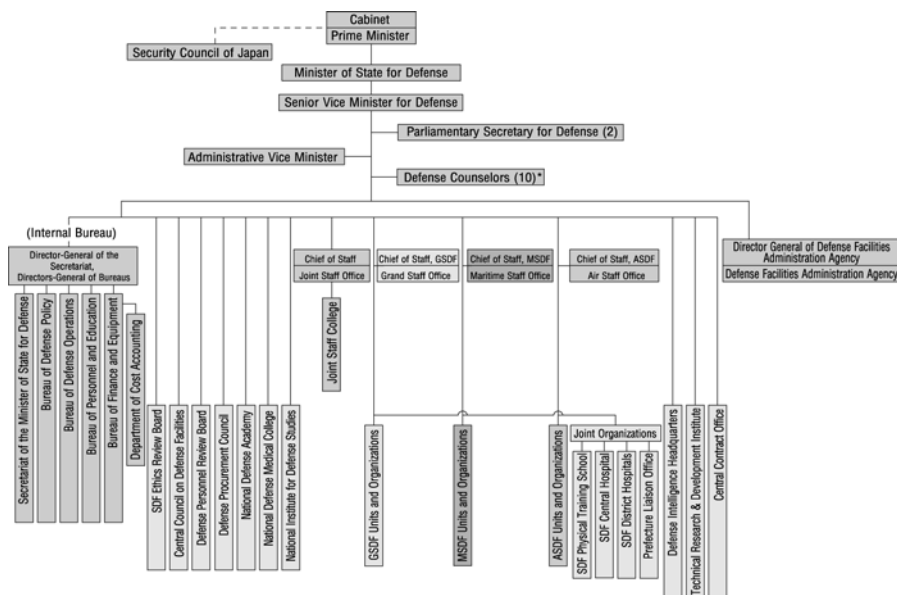
From the above listed viewpoints, this section looks at the organization and personnel of the Defense Agency/SDF, and daily education and training for the personnel; and approaches to strengthen capabilities for information and communications that are crucial for the SDF, promoting of the comprehensive acquisition reforms, enhancement of technological R&D, and secrecy measures.,

## 1. Organization and People of the Defense Agency/SDF<sup>13</sup>

### (1) Organization of the Defense Agency/SDF

Defense Agency/SDF consist of a number of organs that center on the Ground Self-Defense Force (GSDF), Maritime Self-Defense Force (MSDF) and Air Self-Defense Force (ASDF), enabling them to fulfill their mission of defending Japan as armed organizations; and other number of organs including the National Defense Academy, National Defense Medical College, National Institute for Defense Studies, Defense Intelligence Headquarter (DIH), Technical Research and Development Institute (TRDI), Central Contract Office, and Defense Facilities Administration Agency. (See Fig. 6-2-1 and Fig. 6-2-2.)

**Outline of Organization of the Defense Agency (before the reorganization at the end of fiscal 2005)**



\* The Director-General of the Secretariat and the Directors-General of Bureaus are designated from among the Defense Counselors.

Fig. 6-2-1

## Outline of Organization of the Defense Agency

Organization	Outline
GSDF (see Location of Principal SDF Units at the back of the book)	<ul style="list-style-type: none"> <li>○ Regional Armies <ul style="list-style-type: none"> <li>• Composed of multiple divisions, brigades and other directly controlled units (such as the Engineer Brigade and the Anti-Aircraft Artillery Group)</li> <li>• There are five regional armies, each mainly in charge of the defense of its own region.</li> </ul> </li> <li>○ Divisions and Brigades <ul style="list-style-type: none"> <li>Composed of combat units' logistics units that support the combat units and others</li> </ul> </li> </ul>
MSDF (see above)	<ul style="list-style-type: none"> <li>○ Self-Defense Fleets <ul style="list-style-type: none"> <li>• Composed of key units such as the Fleet Escort Force, the Fleet Air Force (including fixed-wing patrol aircraft units and others) and the Submarine Force</li> <li>• Responsible for the defense of the sea areas around Japan primarily through mobile operations.</li> </ul> </li> <li>○ Regional Districts <ul style="list-style-type: none"> <li>There are five regional districts that primarily guard their assigned districts and support the Self-Defense Fleet</li> </ul> </li> </ul>
ASDF (see above)	<ul style="list-style-type: none"> <li>○ Air Defense Command <ul style="list-style-type: none"> <li>• Composed of key units such as three air defense forces and the Southwestern Composite Air Division</li> <li>• Primarily responsible for general air defense</li> </ul> </li> <li>○ Air Division <ul style="list-style-type: none"> <li>Composed of key units such as Air Wings (including fighter aircraft units and others), the Aircraft Control and Warning Wing (including aircraft warning and control units) and the Air Defense Missile Group (including surface-to-air guided missile units)</li> </ul> </li> </ul>
National Defense Academy (located in Yokosuka City, Kanagawa Prefecture)	<ul style="list-style-type: none"> <li>○ Organization for the cultivation of future SDF officers <ul style="list-style-type: none"> <li>Conducts education and training for the cultivation of future SDF officers (including education that conforms to the same university chartering criteria that apply to general universities)</li> </ul> </li> <li>○ Offers a science and engineering postgraduate course equivalent to a master's and doctoral degree from a university (undergraduate and postgraduate courses) and a comprehensive security postgraduate course equivalent to a master's degree <ul style="list-style-type: none"> <li>Conducts education and training in order to impart a high ability of knowledge and research capability</li> </ul> </li> </ul>
National Defense Medical College (located in Tokorozawa City, Saitama Prefecture)	<ul style="list-style-type: none"> <li>○ Organization for the cultivation of SDF medical officers <ul style="list-style-type: none"> <li>Education and training for future SDF officers who will serve as medical doctors (including university-level education)</li> </ul> </li> <li>○ Offers a medical course equivalent to a doctoral degree from a university <ul style="list-style-type: none"> <li>Conducts education and training in order to impart a high level of knowledge and research capability</li> </ul> </li> </ul>
National Institute for Defense Studies (located in Meguro Ward, Tokyo)	<ul style="list-style-type: none"> <li>○ Organization that functions as the so-called think tank of the Defense Agency <ul style="list-style-type: none"> <li>• Conducts basic research and studies related to the administration and operation of the SDF*</li> <li>• Conducts research and compiles data on military history</li> <li>• Educates SDF officers and other senior officials</li> <li>• The Institute's library houses books and documents of historical importance.</li> </ul> </li> </ul>
Defense Intelligence Headquarters (Located in Shinjuku Ward, Tokyo and other locations)	<ul style="list-style-type: none"> <li>○ Intelligence Headquarters of the Defense Agency that executes collection and analysis of military information <ul style="list-style-type: none"> <li>• Collects various military information, including signal intelligence, image information, and information acquired by warning and surveillance activities; conducts totalized analysis and evaluation of the information; and provides information to various organization within the agency</li> <li>• Consists of the headquarter and the six communication sites</li> </ul> </li> </ul>
Technical Research and Development Institute (located in Shinjuku Ward, Tokyo)	<ul style="list-style-type: none"> <li>○ Central organization that conducts equipment-related research and development <ul style="list-style-type: none"> <li>• Conducts R&amp;D in response to the operational needs of each service of the SDF</li> <li>• Conducts R&amp;D in a wide range of fields, from firearms, vehicles, ships and aircraft used by each service of the SDF to food and clothing</li> </ul> </li> </ul>
Central Contract Office (Located in Shinjuku Ward, Tokyo)	<ul style="list-style-type: none"> <li>○ Central organization that conducts affairs related to contracts for the procurement of equipment required by the SDF to accomplish its duties <ul style="list-style-type: none"> <li>• The necessary equipment includes firearms, ammunition, fuel, guided weapons, ships, aircraft, and vehicles</li> <li>• The Central Procurement Office executes a budget equivalent to about 30% of Japan's total defense budget.</li> </ul> </li> <li>○ Composed of a head office and 5 district offices</li> </ul>
Defense Facilities Administration Agency (Located in Shinjuku Ward, Tokyo)	<ul style="list-style-type: none"> <li>○ Agency to deal process administrative jobs such as acquisition of SDF facilities and USFJ facilities and areas, asset management, administrative work for construction and taking measures for communities in nearby area, labour management for the people who work for the USFJ, and to compensating the damages caused by illegal acts of USFJ</li> <li>○ Composed of the Agency and 8 Regional Defense Facilities Administration Bureaus</li> </ul>

Fig. 6-2-2

## (2) System to Support the Minister of State for Defense

The Minister of State for Defense is in charge of the SDF and is under the direction and supervision of the Prime Minister, supported by the Senior Vice Minister for Defense and two Parliamentary Secretaries for Defense. The Director-General is supported by the Administrative Vice Minister for Defense in supervising administrative work, and the Defense Counselors in setting up the basic policies, respectively.

Moreover, Internal Bureau, Joint Office (Joint Staff), Ground Staff Office, Maritime Staff Office, and Air Staff Office (GSDF Staff, MSDF Staff, ASDF Staff) support the Director-General. Internal Bureau is responsible for basic policies relating to the work of the SDF. The Director-General of the Secretariat and Director General of Bureaus, as part of their own responsibilities, support the Minister of State for Defense when the Minister of State for Defense gives instructions and approvals to the Chief of Joint Staff Office (Chief of Joint Staff), and Chief of Ground Staff (GSDF Chief of Staff), Chief of Maritime Staff (MSDF Chief of Staff) and Chief of Air Staff (ASDF Staff). The Joint Staff Office is the Staff organization, regarding operation of the SDF, for the Minister of State for Defense. The Chief of Joint Staff Office supports the Director-General by providing unifying military expert advice on SDF operations. The Ground Staff Office, Maritime Staff Office, and Air Staff Office are the Staff organizations for the Director-General regarding their respective services (excluding operations), with the Chiefs of Staff for GSDF, MSDF, and ASDF acting as the top-ranking expert adviser to the Director-General.

## (3) Organizational Reform of the Defense Agency

### Study on the Organization of Defense Agency (Final report)

Item	Executive summary of the final report
Internal bureaus and others	<b>(Defense Counselor system)</b> ○ Defense Counselor tends to devote to a certain mandate and is utilized beside the initial intent for the establishment. It is necessary to have wider views than ever to accomplish the missions of the Defense Agency, so this system will be reviewed so that Defense Counselor will be utilized in accordance with the initial intent. Director General for Sanitation and Director General for Technology are newly established as specialized positions in the Secretariat of the Minister of State for Defense for highly specialized technical and sanitation matters (transferred 2 counselors without Portfolio). In addition, the operation of the Defense Counselor system will be reviewed to utilize Director for Policy Coordination (tentative name) to be newly established in the Secretariat of the Minister of State for Defense as an advisory system to the Defense Counselor.
	<b>(Reorganization of internal bureaus)</b> ○ Along with the changes in the security environment, the internal bureaus of the Defense Agency also need to be reviewed to become a system that can formulate and execute policies to respond to new administrative needs appropriately. For this purpose, the internal bureau will be reorganized to reinforce and enhance its planning function as well as its management function of SDF.
Formulating acquisition system	○ In order to organize a system to acquire equipments with consideration of their life-cycle, cost calculation function in the Bureau of Finance and Equipment, Central Contract Office, and development control function in the Technical Research & Development Institute (TRDI) will be integrated and re-established. In addition, the audit function of the Internal Bureau will be strengthened to enhance supervising function for acquisition work.
Facility administration	○ For the purpose of accurate and effective response to newly emerging issues, comprehensive planning function for facility administration will be reinforced, and the cooperation between the facility administration department and the policy planning department regarding the USFJ facilities and areas will be enhanced. Under this policy, reorganization will take place including the establishment of the Defense Facility Section (tentative name) in the Defense Policy Bureau (tentative name).
Local organization	○ In order to enhance communication coordination and the cooperative function with local public organization to adequately implement measures to protect citizens in the events of armed attacks and other situations, army headquarters and liaison offices will be reviewed, and Local Coordination Officer (tentative name) will be newly established in the Secretariat of the Minister of State for Defense.
SDF personnel and administrative officials	○ Intensive reallocation of SDF personnel and administrative officials will be implemented to concentrate SDF personnel to combat related jobs and administrative officials to administrative jobs. In addition, non-clerical jobs will be outsourced.

Fig. 6-2-3

Based on the concept that defense capability toward the future should be multi-functional, flexible, and effective; necessary enhancement in the system of the Defense Agency/SDF, such as the establishment of the joint operations structure in the March of 2006, has been implemented. With this background, "Study on Organization of the Defense Agency" had been underway, from the year before the last, to establish a system suitable to take on the defense in the new age. As a result, the study result was summarized in August of 2006<sup>14</sup>.

In response to the Study on Organization of the Defense Agency, the Defense Agency is poised to take appropriate actions to meet the policy objectives under a new security environment and will reform the Defense Counselor System, the Internal Bureau of Defense Agency, regional branches, and acquisition system in FY2006 to improve and reinforce the support system for the Director-General. (See Fig. 6-2-3 for details.)

Moreover, reform, of health management related organization will be implemented, from viewpoints such as reservation and fostering of high-quality medical officers, based on the recent vacancy status of medical officers<sup>15</sup>.

## 2. Personnel of the Defense Agency/SDF

### (1) Importance of Human Resources<sup>16</sup>

The cornerstone of an organization is "human resource". No matter to what extent equipment and system are improved and modernized, it is the personnel who operates them. Additionally, administration of an organization depends on the individual personnel, in the end.

Especially, in recent years, there has been a need to respond to diversification and internationalization of missions, and leveling-up of equipment within the Defense Agency/SDF, under the new security environment. Therefore, it has become increasingly important to enhance the basis of human resources, including reservation and fostering of high-quality personnel.

Moreover, to enhance the basis of human resources, it is essential for each personnel to build-up themselves, and acquires knowledge and skill through daily education, training and the similar activities.

### (2) SDF Personnel

SDF personnel comprises of Regular Personnel, Ready Reserve Personnel, Reserve Personnel, Candidates for Reserve Personnel, administrative officials, technical and engineering officials, instructors, and others. Because of the special nature of the work that they do, the employment criteria and working conditions of SDF personnel are distinct from those of general civilian public servants<sup>17</sup>. It is necessary to not only enforce personnel policies that reflect these special characteristics to enhance the basis of human resources, but also to promote



Personnel of the MSDF's Yokosuka Recruit Training Center marching at a ceremony to mark the completion of their course of study

#### Defense Agency Personnel: Breakdown

(As of March 31, 2006)

Defense Agency personnel	Special service	SDF personnel	Authorized strength	Minister of State for Defense	
				Senior Vice Minister for Defense	
				Parliamentary Secretary for Defense (2)	
				Administrative Vice Minister	
				Defense Counselors, etc.:	341
				Administrative officials, etc.:	23,151
				Self-Defense personnel:	251,582
				Ready Reserve Personnel:	8,378
				Reserve Personnel:	47,900
				Candidates for Reserve Personnel:	1,115
Regular service	Non-authorized	Non-authorized strength		National Defense Academy students	
				National Defense Medical College students	
				Part-time officials	
				Administrative officials, etc.:	31
Regular service	Non-authorized	Non-authorized strength		Part-time officials	

Fig. 6-2-4





or three years, and many in the Private, Seaman Apprentice, or Airman ranks are enlisted under this system. After being recruited, personnel enlisted in each SDF are to complete their basic education and training at training units and schools of each SDF. They will then be assigned to relevant units somewhere in Japan. (See Fig. 6.2-5 and 6-2-6.)

The request and aptitude of each member of the personnel are taken into consideration when determining their occupational area and position, decided before they finish their basic education.

## 2) Working Conditions<sup>18</sup>

The duties of the SDF make no distinction between night and day, and SDF personnel must be in a constant state of readiness to perform their duties. Especially, the content of the duties assigned to SDF Regular Personnel can be extremely demanding, involving service onboard aircraft, long-term service on ships or submarines, or parachuting. To instill SDF personnel with pride in their duties and allow them to carry out their work with peace of mind, they are provided with salaries and allowances, medical care and health & welfare, and others that take into account the special nature of their duties.

## 3) Reemployment Support

Since the early retirement system and the short-term service system, referred to above, are applied to SDF Regular Personnel, they must retire before their mid-fifties (uniformed regular personnel) and their twenties

**Rank and Retirement Age of SDF Personnel**

Rank	Designation	Mandatory Retirement Age
General (GSDF, ASDF)/Admiral (MSDF)	Sho	60
Major General (GSDF, ASDF)/Rear Admiral (MSDF)	Shoho	
Colonel (GSDF, ASDF)/Captain (MSDF)	Issa	56
Lieutenant Colonel (GSDF, ASDF)/Commander (MSDF)	Nisa	55
Major (GSDF, ASDF)/Lieutenant Commander (MSDF)	Sansa	
Captain (GSDF, ASDF)/Lieutenant (MSDF)	Ichii	54
1 <sup>st</sup> Lieutenant (GSDF, ASDF)/Lieutenant Junior Grade (MSDF)	Nii	
2 <sup>nd</sup> Lieutenant (GSDF, ASDF)/Ensign (MSDF)	Sani	
Warrant Officer (GSDF, MSDF, ASDF)	Juni	
Sergeant Major (GSDF)/Chief Petty Officer (MSDF)/Senior Master Sergeant (ASDF)	Socho	
Master Sergeant (GSDF)/Petty Officer First Class (MSDF)/Master Sergeant (ASDF)	Isso	53
Sergeant First Class (GSDF)/Petty Officer Second Class (MSDF)/Technical Sergeant (ASDF)	Niso	
Sergeant (GSDF)/Petty Officer Third Class (MSDF)/Staff Sergeant (ASDF)	Sanso	
Leading Private (GSDF)/Leading Seaman (MSDF)/Airman First Class (ASDF)	Shicho	—
Private First Class (GSDF)/Seaman (MSDF)/Airman Second Class (ASDF)	Isshi	
Private (GSDF)/Seaman Apprentice (MSDF)/Airman Third Class (ASDF)	Nishi	
Recruit (GSDF)/Seaman Recruit (MSDF)/Airman Basic (A/B) (ASDF)	Sanshi	

Notes: 1. The mandatory age of retirement for General (GSDF and ASDF) and Admiral (MSDF) serving as Chairman of the Joint Staff Council is 62.

2. Retirement ages are determined separately for SDF doctors, dentists, pharmacists and other personnel such as members of musical bands, etc.

Fig. 6-2-6

**Main Measures for Employment Support**

Category	Description
Occupational aptitude testing	Testing aimed to provide guidance on the basis of individual aptitudes
Technical training	Provide transferable technical skills for use after retirement (heavy-duty/special-purpose vehicle operation, information processing skills, crane operation, vehicle maintenance, boiler operation, handling dangerous materials, etc.)
Driver training	Conducted in the SDF facilities to obtain a heavy-duty vehicle license
Disaster prevention and risk control training	Provide technical knowledge about the disaster prevention administration and planning to protect citizens
Correspondence courses	Provide SDF personnel scheduled to take mandatory retirement with the capacity to obtain certified qualifications (social insurance officers, health managers, real estate business managers, etc.)
Business management training	Provide the know-how they need to find re-employment and lead stable lives after retirement, and to promote their adaptations to society
Career guidance	Provide personnel scheduled to retire at the end of their fixed term with the know-how to choose their new occupation and prepare them to find new employment

Fig. 6-2-7

(most uniformed personnel serving under the short-term service system). Therefore, they must thus seek reemployment in order to maintain their livelihoods for after retirement.

The Defense Agency views reemployment measures for retiring SDF Regular Personnel as one of the priority issues in personnel measures, and conducts reemployment support measures, such as vocational training to gain useful skills for reemployment, and effective utilization of reemployment information.

In concrete terms, they are the education and training to acquire effective knowledge and skill for reemployment, promoting reemploying retiring SDF Regular Personnel in the public sector, networking of reemployment information of each SDF, and improving the abilities of job seekers through the enhancement of job training subjects. Such measures are important to have SDF Regular Personnel to be able to perform their work without worry, to heighten their morale, and to secure quality personnel. (See Fig. 6-2-7.)

## b. SDF Ready Reserve Personnel, SDF Reserve Personnel, and Candidates for SDF Reserve Personnel<sup>19</sup>

### 1) Purpose for Establishing the Reserve Personnel System

**Comparison of the SDF Systems**

	SDF Ready Reserve Personnel	SDF Reserve Personnel	Candidate for SDF Reserve Personnel
Basic concept	○ When a defense call-up, etc. is received, serve as SDF personnel in a pre-designated GSDF unit, as a part of the basic framework of defense capability.	○ Serve as SDF personnel when a defense call-up or disaster call-up is received.	○ Appointed as SDF Reserve Personnel upon completion of education and training
Candidate	○ Former SDF personnel, former SDF reserve personnel	○ Former SDF personnel, former SDF reserve personnel	○ Applicants who do not have service experience (Candidate for SDF reserve personnel [general], Candidate for SDF reserve personnel [technical])
Age	○ Enlisted (lower): 18 – 31 years old ○ Officer, Warrant Officer, Enlisted (upper): Under 4 years younger than each retirement age	○ Enlisted (lower): 18 – 36 years old ○ Officer, Warrant Officer, Enlisted (upper): Under 2 years older than retirement age	○ General: 18–33 years old ○ Technical: 18 years old to 53 or 54 depending on the applicant's skill
Recruitment	○ By screening on basis of the voluntary will of applicants	○ By screening on basis of the voluntary will of applicants ○ Candidates for SDF reserve personnel who have completed the required education and training will be appointed as SDF reserve personnel.	○ General: By examination on basis of the voluntary will of applicants ○ Technical: By screening on basis of the voluntary will of applicants
Rank	○ Former SDF personnel: Rank at the time of retirement ○ Former SDF reserve personnel: Designated rank at the time of retirement	○ Former SDF personnel: Rank at the time of retirement ○ General: Enlisted ○ Technical: According to the skill	○ Rank is not specified
Term of service	○ 3 years/1 term	○ 3 years/1 term	○ General: In 3 years or less ○ Technical: In 2 years or less
Education/Training	○ 30 days/year	○ Maximum 20 days/year by law (actually implemented 5 days/year)	○ General: 50 days/3 years or less (same as new recruitment education course-first term) ○ Technical: 10 days/2 years or less (training to serve as a SDF personnel utilizing each skill)
Promotion	○ Promotion is determined by screening a service record of personnel who has fulfilled the service term (actual serving days).	○ Promotion is determined by screening a service record of personnel who has fulfilled the service term (actual serving days).	○ No promotion because no rank is specified
Benefits and allowances	○ Training call-up allowance: 10,400 to 14,200 yen/day ○ SDF ready reserve personnel allowance: 16,000 yen/month ○ Continuous service incentive allowance: 120,000 yen/term ○ Special subsidy for corporations employing Ready reserve personnel: 42,500 yen/month	○ Training call-up allowance: 8,100 yen/day ○ SDF reserve personnel allowance: 4,000 yen/month	○ Education and training call-up allowance: 7,900 yen/day ○ Personnel allowance is not paid because Defense call-up duty is not imposed on Candidate for SDF reserve personnel.
Call-up duty	○ Defense call-up, Civil protection call-up, Security call-up, Disaster call-up, Training call-up	○ Defense call-up, Civil protection call-up, Disaster call-up, Training call-up	○ Education and training call-up

Fig. 6-2-8

Normally, the number of SDF Regular Personnel is kept at minimum to respond to the situation. Therefore, in situations such as in times of emergencies, the need for the necessary SDF Regular Personnel must be immediately met to react to changing situations. To promptly and appropriately secure this need, three systems-SDF Ready Reserve Personnel system, SDF Reserve Personnel system, and system for Candidates for SDF Reserve Personnel-are established.

Especially, the system for Candidates for SDF Reserve Personnel was established for the purpose of development and expansion of the defense basis, securing stability of SDF Reserve Personnel, and making good use of civilian expertise. They are recruited from volunteer applicants who have no experience as SDF Regular Personnel.

Many countries other than Japan also have reserve personnel systems. (For details, see Fig. 6-2-8.)

## 2) Cooperation from Companies Employing Reserve Personnel

SDF Ready Reserve Personnel, SDF Reserve Personnel, and Candidates for SDF Reserve Personnel normally go about their usual employment. However, they are expected to receive training and education sessions in order to maintain their required level of skills. They are to take leave or vacations or adjust their job schedules every year to attend those sessions.

To make such systems for SDF Ready Reserve Personnel, SDF Reserve Personnel, and Candidates for SDF Reserve Personnel to work smoothly, it is essential to obtain the understanding and cooperation of the employers. Ready Reserve Personnel, in particular, attend training of 30 days a year, so cooperation is required of employers in adjusting business when Ready Reserve Personnel are absent and allowing them to take leave.

For these reasons, the Defense Agency provides special subsidy for corporations employing Ready Reserve Personnel to companies and other organizations which take the required measures to allow Ready Reserve Personnel to attend training sessions and the like. This is to reduce the burden to such companies and other organizations and to allow Ready Reserve Personnel to participate in training without worry.

### c. Administrative, Technical and Engineering Officials, Instructors, and Other Civilian Personnel

The Defense Agency employs some 24,000 civilian officials, approximately 10% of the overall strength of uninformed personnel, and includes Administrative Official, Technical and Engineering Officials, and Instructors. The majority of the civilians have passed the Class I Examination for National Civil Officials, or the Class I, II, or III Examinations for Defense Agency Civilian Officials. After participation in the same training course, Class I and II personnel engage in a wide variety of roles within the Defense Agency.

Administrative Officials undertake the planning of defense policies in the Internal Bureau, management activities required for the basic control and operation of the SDF, intelligence activities of the Defense Intelligence Headquarters (DIH), administrative functions (general affairs, base countermeasure and others) and logistic support (maintenance, repairs and others) throughout the country, and other works.

Technical and Engineering Officials at the Technical Research & Development Institute (TRDI) and other organizations carry out research,



Administrative officials of the Defense Agency on duty



development and other projects in order to maintain and improve the qualitative level of the nation's technological defense capability. Instructors at the National Institute for Defense Studies conduct basic investigation and research on the management and operation of the SDF, and together with Instructors based at the National Defense Academy and the National Defense Medical College, are responsible for training highly qualified personnel.

As at the end of March of 2006, some 581 doctoral degrees were held by Technical, Engineering and Instructional Officials and Instructors employed in the Defense Agency.

#### **d. Measures on Personnel Matters**

The Defense Agency acknowledges the significance of the basis of human resources, and implements various measures for the new era, along with study on new personnel measures.

##### **1) Studying the Public Servant System Reform<sup>20</sup>**

In line with 2005's Cabinet Decision "The Basic Policy for Administrative Reform", the Defense Agency is also working on the embodiment of various measures related to the Public Servant System Reform. In concrete terms, trial implementation of the new personnel evaluation system has been started from January of 2006.

##### **2) Efforts for Gender Equality<sup>21</sup>**

To facilitate the formation of a Gender-Equal Society at the Defense Agency, the Defense Agency established the Defense Agency Headquarters for the Promotion of a Gender-Equal Society headed by Deputy Director-General of the Defense Agency in 2001, and has implemented various measures since then. In 2006, the Headquarters established the Basic Plan for Gender Equality at the Defense Agency, and promotes measures to enable female officials to juggle both work and motherhood, improving facilities and vessels to accommodate female officials and accelerating the employment and advancement of female officials.

##### **3) Promotion of Measures to Support Policy for Upbringing the Next Generation<sup>22</sup>**

With the rapid declining of birth rate within Japan in the background, the Japanese government is promoting measures to support the upbringing of next generations. This resulted in the establishment of the Supporting Policy for Upbringing Next Generations Act in 2003. In response to this, the Defense Agency has also established the Committee of the Defense Agency to Promote the Supporting of Upbringing Next Generations and established the "Action Plan of the Defense Agency as Specific Proprietor"<sup>23</sup>. Specifically in the Defense Agency, various efforts have been made, such as promoting acquisition of child-care leave and special leave by male personnel, and establishing of day care centers for children within the Agency and other related places.<sup>24</sup>

##### **4) Regulation on Reemployment Procedures**

Regarding reemployment of SDF personnel, there are restrictions from the viewpoint of preventing inappropriate actions. In concrete terms, within the two years after a SDF personnel leaving the SDF, it will require approval by the Director-General or other regulated personnel<sup>25</sup> of the Defense Agency for the SDF personnel to be reemployed by a private company that had a contract relation with the organization in which the personnel worked in within the five years before leaving SDF. In 2005, the Minister of State for Defense approved 106 individual cases (106 persons) of reemployment at private companies.

### 5) Introduction of the Reappointment System

The system enables retired SDF personnel and others to be reappointed, and aims at the active utilization of experienced and valuable human resources within the public administration and to secure the linkage between employment and pension.

Defense Agency/SDF have rehired 151 personnel as of the end of May of 2006. (See Fig. 6-2-9.).

**Comparison of the Systems Covering SDF  
Regular Personnel and Clerical Workers**

Item	Civilian Officials	SDF Regular Personnel
Basic approach	Present mandatory retirement age to remain in place; staff in their early 60s who have the ability and motivation to work in the public service to be reappointed	While maintaining present mandatory retirement age, reappoint a person with the motivation and ability to work as SDF personnel beyond the mandatory retirement age to a position with duties determined by the Director General of the Defense Agency.
Terms of reappointment	<ul style="list-style-type: none"> <li>• Full-time</li> <li>• Short-term service</li> </ul>	<ul style="list-style-type: none"> <li>• Full-time</li> </ul>
Period of reappointment	one year, with renewal allowed	<ul style="list-style-type: none"> <li>• one year, with renewal allowed</li> <li>• Extension is allowed for a certain period of time (between six months and one year) in the case of mobilization</li> </ul>
Maximum age for reappointment	65 (between 2001 and 2003, the age will be 61; after that, the age will be increased incrementally by one year every three years)	
Wage standard	50–60% of annual salary when retirement age is reached (in case of reappointment to the same level of duty)	

Fig. 6-2-9

### 6) Approaches regarding Mental Health<sup>26</sup>

The Defense Agency/SDF have been carrying out various activities on mental health under the recognition that maintaining the mental health of SDF personnel is extremely important in having them perform the important task of defending the country with a firm sense of duty. In concrete terms, the Defense Agency is enhancing the counseling level, and making and distributing education videos, for the purpose of helping SDF personnel become more aware of mental health.

In addition to this, the Defense Agency established the Defense Agency Headquarters to Prevent Suicides, recognizing that preventing SDF Regular Personnel from committing suicide is a pressing issue for the Defense Agency/SDF. The headquarters has been examining suicide prevention measures and distributing reference materials on suicide prevention to camps.

Other than this, as a mental health related issue, approaches concerning PTSD (Post-Traumatic Stress Disorder) and CIS (Critical Incident Stress) are under study by the Defense Agency/SDF.

### 7) Incentive for Warrant and Non-Commissioned Officers

The GSDF, MSDF and ASDF plan to add new roles, such as discipline guidance to petty officers and sergeants, to the SDF regular personnel in the rank of warrant and non-commissioned officers as part of the effort to encourage the warrant and non-commissioned officers. From April of 2003, the Command Master

Chief System has been introduced in MSDF; and the GSDF and ASDF are starting to trial out and verify the Senior Sergeant System and Junior Sergeant System.

[COLUMN]

VOICE

## Incentive for Warrant and Non-Commissioned Officers

Due to recent changes in the security environment, the roles of the SDF have been more diversified than before, such as responses to new threats and international peace cooperation activities. In the meantime, the management environment for defense force units has also changed as SDF personnel's values have been increasingly diversified.

Under these circumstances, GSDF, MSDF and ASDF obligate their experienced Warrant Officers (GSDF, MSDF and ASDF), Sergeants (GSDF and ASDF) and Petty Officers (MSDF), who have a strong sense of responsibility, knowledge and skills and great leadership, to give lower ranking personnel guidance on services with the purpose of maintaining discipline among, and raise the morale of, SDF units.

Warrant Officers of GSDF and ASDF, and Chief Petty Officer of MSDF, all of whom work at respective Staff Office and supervise lower ranking personnel, talk about their experiences and hopes as follows.



Command Master Chief of the MSDF Saga, Chief Petty Officer (left), Sergeant Major of the GSDF Suzuki, Warrant Officer (center), Senior Enlisted Advisor of the ASDF Kanomata, Warrant Officer (right)

Hirowo Suzuki, Warrant Officer of the GSDF

"Considering that the roles of the GSDF are increasingly changed and expanded to include various disaster relief operations, peace keeping operations and humanitarian and reconstruction assistance in Iraq, the GSDF will officially introduce a Master Sergeant Major System after having some units to implement the System on a trial basis for two years and then having all units to implement the System on a trial basis. The objective of the System is to train Warrant Officers or Sergeants to work as a leader of a small unit in above-mentioned operations so that they may improve their capabilities to properly act in all situations and contribute to the improvement of readiness of the units by supporting the commanding officer who must make many decisions in various situations.

As Command Master Sergeant Major of the GSDF, I would like to address the following tasks for Warrant Officers and Sergeants. The first task is awareness building. I believe that personnel of every rank must reexamine their ranks and roles, change their stances from passive one to active one, and actively think and perform what they must and can do. The second task is to develop enthusiasm and conviction. I think any personnel with enthusiasm and strong conviction could work more proactively and feel a sense of fulfillment.

I will make utmost efforts to develop Warrant Officers and Sergeants with enthusiasm and strong conviction so that they may like their units and duties, become more sympathetic of others and value themselves."

Ikuko Saga, Chief Petty Officer of the MSDF

"The Command Master Chief System of the MSDF was introduced three years ago by reference to

systems of U.S. Naval Forces, etc. Traditionally, Command Master Chief (who works as coordinator of all Petty Officers and Seamen) has been appointed by each defense fleet or unit. The main characteristic of the new system is that each unit nominates a Command Master Chief and the Command Master Chiefs are networked to enhance relationship among them. I am very pleased that the network of the Command Master Chief is to visit and understand the worksites. It is also important to improve his or her expert skills and win the confidence of Petty Officers and Seamen by giving examples. It is also essential to make efforts in sharing the same values and objectives with the commanding officer, and to play the role of a "tough sergeant" with strict attitude and warm heart in giving Petty Officers and Seamen advice on services.

The MSDF has frequently exchanged information with the GSDF and the ASDF toward introduction of a Master Sergeant Major System and a Master Warrant Officer/Sergeant System, respectively. I hope that MSDF, GSDF and ASDF will coordinate with each other and be able to solidify respective system, and that these systems will be officialized by the Defense Agency in the future."

Ryuichi Kanomata, Warrant Officer of the ASDF

"Considering that the missions of the ASDF have been expanded and the values of personnel have been increasingly diversified, the ASDF will officially introduce a Command Master System in FY 2008 after having implemented the System on a trial basis for two years. Under the System, a Warrant Officer or a high-ranking Sergeant will give lower ranking Sergeants and Airmen guidance on services on behalf of the commanding officer.

As the Command Master of the ASDF, I would like to solidify the effectiveness of this System. Important tasks are not only to establish a framework of the System with the rules but also to make personnel feel that our organization has improved thanks to the System. For this purpose, I believe that the most important thing is that the ASDF examine the System within the coming two years, and that Command Master of individual units make efforts to win the confidence of the personnel concerned, including commanding officers of various ranks.

I think that this System should be so developed that younger personnel aim at becoming a Command Master. I believe that if younger personnel can have a dream of becoming a Command Master some day, Sergeants and Airmen would be more deeply aware of their responsibilities, and the organization as a whole, would be vitalized.

Finally, I would like to promote exchanges with Sergeants etc. of the GSDF, Petty Officers etc. of the MSDF, and Noncommissioned Officers and Petty Officers of the USFJ. I hope that I would like to contribute to joint operations and bilateral actions between Japan and the United States through these exchanges. Since this System is a new one and there are no established procedures, I will understand the importance of the job and position assigned to me and would like to perform my duty with modesty in collaboration with Command Masters of individual units."

### 3. Daily Education and Training<sup>27</sup>

In order to accomplish a large part of its mission, including defending the country, the SDF must do more than simply seek to enhance its equipment. It must always be prepared to demonstrate its capabilities no matter what it faces. Each member, from commanding officers on down, must possess a high degree of knowledge and skill and be highly qualified, and each unit must maintain a high level of proficiency. This acts as a deterrent to any country intending to invade Japan, and enables the SDF to immediately and appropriately deal with situations.



Education and training is the most important basis on which the SDF enhances its capability, from the viewpoint of human resources to perform its duties. Working within a variety of constraints and giving close attention to the prevention of accidents and other safety concerns, the SDF is committed to educating its personnel, training its units to make them strong, and maintaining and improving its readiness to deal with any situation.

Moreover, enhancement of education and training is also necessary to adapt to the Joint Operations Posture that has been started from March 2006.

## **(1) Education of SDF Regular Personnel**

### **a. Present Status**

Training highly proficient SDF Regular Personnel is indispensable if units are to perform their duties successfully. SDF provides systematic education in phases, such as basic education immediately after joining the SDF, and education throughout their service period to nurture the qualities necessary for their respective positions and duties, at SDF schools and training units, in order to cultivate the qualities, and acquire knowledge and skills.

Additionally, when it is judged necessary for SDF Regular Personnel to further improve their professional knowledge and skills, or when it is difficult for them to acquire such knowledge and skills within the SDF, they are offered the opportunity to study abroad, at external educational institutions<sup>28</sup>, domestic companies, or research institutes. Such education and training sessions are offered with the understanding and cooperation of graduate schools, universities, professional schools, and companies. Therefore, further efforts are being made to obtain cooperation from a wider range of outside educational institutions and companies, so that personnel can continuously improve their qualifications, knowledge, and skills.



An SDF officer discussing the SDF's joint-operation system with U.S. military officials

### **b. Joint Education Programs**

The Joint Operations Posture has been started from March 2006. To further advance the system, knowledge and skill regarding joint operations is essential, and education on joint operations is one of the important pillars. With this, the SDF has enhanced education on joint operations at officer schools<sup>29</sup> and the like. Additionally, Senior Unit Commanders, and Regular Personnel Officers that will become Senior Staff are to receive joint operations education at the Joint Staff College<sup>30</sup>. Specifically, joint operations education covers military current affairs, defense studies, and joint operations.

### **c. Timely Efforts for Educational Programs**

As referred to in Chapter 5, SDF has increasing opportunities to take part in international activities, and a more active relationship with other countries. For this purpose, the SDF has appropriately added language programs to learn English, Russian, Chinese, Korean, Arabic, and other languages to the existing curricula. Additionally, to further the understanding of other countries, the SDF accepts students from other countries. Furthermore, so as to continuously and efficiently conduct international peace cooperation activities, the SDF is planning to establish an International Activity Education Unit within this fiscal year.