

## Section 3. Other Efforts

### 1 Fundamental Reform of the Maritime Self-Defense Force

In response to a number of cases of misconduct, including a leak of confidential information regarding the Aegis system and a mistake in reporting the amount of refueling during international peace cooperation missions, and in order to prevent a recurrence of such incidents and to improve organizational integrity in the medium and long term, in March 2008, the Ministry of Defense set up the Committee for the Fundamental Reform of the Maritime Self-Defense Force (Fundamental Reform Committee), chaired by the Chief of Staff, MSDF and composed of major commanders. The Fundamental Reform Committee has convened four times to exchange a wide range of views about the mission, education and organization of the MSDF, while taking account of the opinions of those on duty.

In order to present the reform policies based on the discussions at the Fundamental Reform Committee to the whole organization, the MSDF released the Operational Guidelines for the Fundamental Reform of the Maritime Self-Defense Force (Notification of the Chief of Staff, MSDF) on December 24, 2008. (See Fig. IV-3-1)

Fig. IV-3-1 FY Guidelines for Implementing Drastic Reform of the Maritime Self-Defense Force (Outline)

1. Analysis of Issues	<ul style="list-style-type: none"> <li>○Issues of a lack of personnel for escort ship units, etc. due to increased and diversified tasks at peacetime</li> <li>○SDF personnel's sense of purpose has been dissolved and diluted due to the diversification of tasks beyond the task of defending Japan, which has been in place since the Cold War</li> <li>○The young people of today are longer disposed towards the severe working environment for maritime crews, in which crews are on the sea for extended periods without contact with the outside world. Furthermore, while crew members are able to foster temperaments as members of a community with a shared destiny on naval ships, they tend to be waiting for instructions and sometimes adopt a "life fast, die young" attitude.</li> </ul>
2. Direction of Reform	<p>The basic policy of the reform is to <u>build a Maritime Self-Defense Force of professionals with healthy and robust minds and bodies</u>. Reform will be promoted with a focus on <u>"shifting from an equipment-based maritime defense capability to one built on a man-equipment balance,"</u> while seeking consistency with other discussions, including the "Defense Posture Review," etc.</p>
3. Three Pillars of Reform	<p>Based on the three principles of reform in the report by the Council for Reforming the Ministry of Defense, the following are identified as the three pillars of the reform:</p> <p>(1)Shift to a system with a balance between equipment and personnel</p> <ul style="list-style-type: none"> <li>○Improving the rate of sufficiency of an escort ship unit</li> <li>○Review of the concept of a quota</li> <li>○Reduction and streamlining of work</li> <li>○Expansion of the employment and promotion of SDF female personnel</li> <li>○Promotion of multi-dimensional publicity</li> </ul> <p>(2)Re-establishment of a System for Developing Professionals</p> <ul style="list-style-type: none"> <li>○Improving initial education</li> <li>○Promotion of 'refresher' education (Note)</li> <li>○Re-establishing a framework for developing commanding officers</li> </ul> <p>(3)Revitalization of a Vigorous Organization</p> <ul style="list-style-type: none"> <li>○Ensuring balance between work and rest</li> <li>○Encouraging healthy recreation activities</li> <li>○Revitalization through improvement in task management</li> <li>○Improving treatment</li> <li>○Promoting career assistance</li> </ul>
4. Follow-up System	<ul style="list-style-type: none"> <li>・Further discussion on reform policies, promotion of formulation of measures, supervision of implementation by establishing the "Council to Promote Formulation of Measures for Drastic Reform of MSDF", chaired by the Deputy Chief of Maritime SDF, in order to improve the effectiveness of drastic reform and to steadily promote various measures</li> <li>・Cases of ongoing investigations and examinations, such as the accident associated with the Special Boarding Unit (SBU), in which a student died, will be handled in the follow-up system</li> </ul>

Note: Developing short-term seminars in accordance with the class, in order to prevent middle-class officers from falling into a rut and to help personnel return to the basics.

In order to increase the effectiveness of the MSDF reform and steadily promote various measures, the MSDF created the Committee to Promote Measures for Fundamental Reform of the Maritime Self-Defense Force, chaired by the Vice Chief of Staff, MSDF, on December 24, 2008 to carry out further deliberations on the reform, promotion of implementation and supervision of measures.

## **2 Efforts for Adherence to SDF Code of Ethics**

In August 1999, the Self-Defense Forces Personnel Ethics Act was established along with the National Public Service Ethics Act, and came into effect the following April. On the basis of this Act, the establishment of the Self-Defense Forces Personnel Ethics Code was decreed by Cabinet Order.

In order to further improve legal compliance and ethics of personnel, the Ministry of Defense has implemented education on ethics, duties and compliance<sup>8</sup> for SDF Personnel by, for example, establishing supervisor training and conducted defense inspections. In the future, more efforts will be made to improve education and training as well as to make full use of the defense inspection system.

A National Defense Medical College professor was arrested on suspicion of accepting bribes relating to the procurement of medical equipment in October 2008. The Ministry of Defense, in response, dismissed the professor on March 13, 2009. The professor was found guilty at the Tokyo District Court on March 19, 2009. Taking seriously the former professor's conviction regarding an action carried out while in service, the Ministry of Defense has been making efforts to implement compliance training for all personnel to ensure that such an incident does not recur.

**Notes:**

- 1) See <<http://www.kantei.go.jp/jp/singi/bouei/index.html>> for the meetings of the Council for Reforming the Ministry of Defense
- 2) <<http://www.kantei.go.jp/jp/singi/bouei/dai11/11gijishidai.html>>
- 3) <<http://www.mod.go.jp/j/news/kaikaku/20080827a.html>>
- 4) <<http://www.mod.go.jp/j/news/kaikaku/20080827c.html>>
- 5) <<http://www.mod.go.jp/j/news/kaikaku/20081222a.html>>
- 6) <<http://www.mod.go.jp/j/news/kaikaku/20081222b.html>>
- 7) To restrain information leaks and other related damage caused by espionage activities by foreign intelligence organizations against the Ministry of Defense/the SDF
- 8) To adhere to laws and regulations