

Chapter
4

The Relationship between the Japanese People and the Ministry of Defense and the SDF

“Defense capability” is the last bastion in defending the safety of the country, and no realistic alternative exists to replace it.

The Ministry of Defense and the SDF, which bear the responsibility for Japan’s defense capability, are made up of many different organizations, but in order for those organizations to fully exercise their functions, not only must they possess personnel with excellent capabilities and cutting-edge equipment and systems, but also the basic foundations for these, in the form of the technological capability to create such equipment and systems. Moreover, securing the understanding and cooperation of the populace and the local community regarding the efforts of the Ministry of Defense and the SDF is absolutely essential.

From this standpoint, Section 1 of this chapter explains the organizational structure of the Ministry of Defense and the SDF and “the human foundation” such as hiring of personnel, training and exercises, and human resources policy. Section 2 explains issues and efforts regarding the acquisition and preparation of equipment used by the SDF. Finally, Section 3 explains the various activities of the Ministry of Defense and the SDF that are being carried out with local communities and the country to obtain the understanding and cooperation of the populace.

Section
1

The Human Foundation and Organization That Supports the Defense Force

For the Ministry of Defense and SDF, which play the most fundamental role in Japan’s existence, namely its defense, it is absolutely vital to enhance the organization and “human foundation” that support its ability to demonstrate its defense capability to the fullest extent possible.

After describing the organization of the MOD/SDF, this section explains the efforts being made to enhance the “human foundation”, such as the recruiting and hiring of SDF personnel, as well as day-to-day education and training.

1 The Organizational Structure Supporting Defense Capability

1 The Organization of the Ministry of Defense and the Self-Defense Forces

To fulfill their mission of defending Japan, the MOD/SDF¹ consist of various organizations, including not only the Ground, Maritime and Air Self Defense Forces, but also a number of other organizations including the National Defense Academy,

National Defense Medical College, National Institute for Defense Studies, Defense Intelligence Headquarters (DIH), Technical Research and Development Institute (TRDI), Equipment Procurement and Construction Office, and the Inspector General’s Office of Legal Compliance.
(See Figs. III-4-1-1, 2)

¹ The Ministry of Defense and the SDF form a single organization for national defense. Whereas the term “Ministry of Defense” refers to the administrative aspects of the organization which manages the GSDF, MSDF and ASDF, the term “SDF” refers to the operational aspects of the organizations whose mission is the defense of Japan.

Fig. III-4-1-1 Organizational Chart of the Ministry of Defense

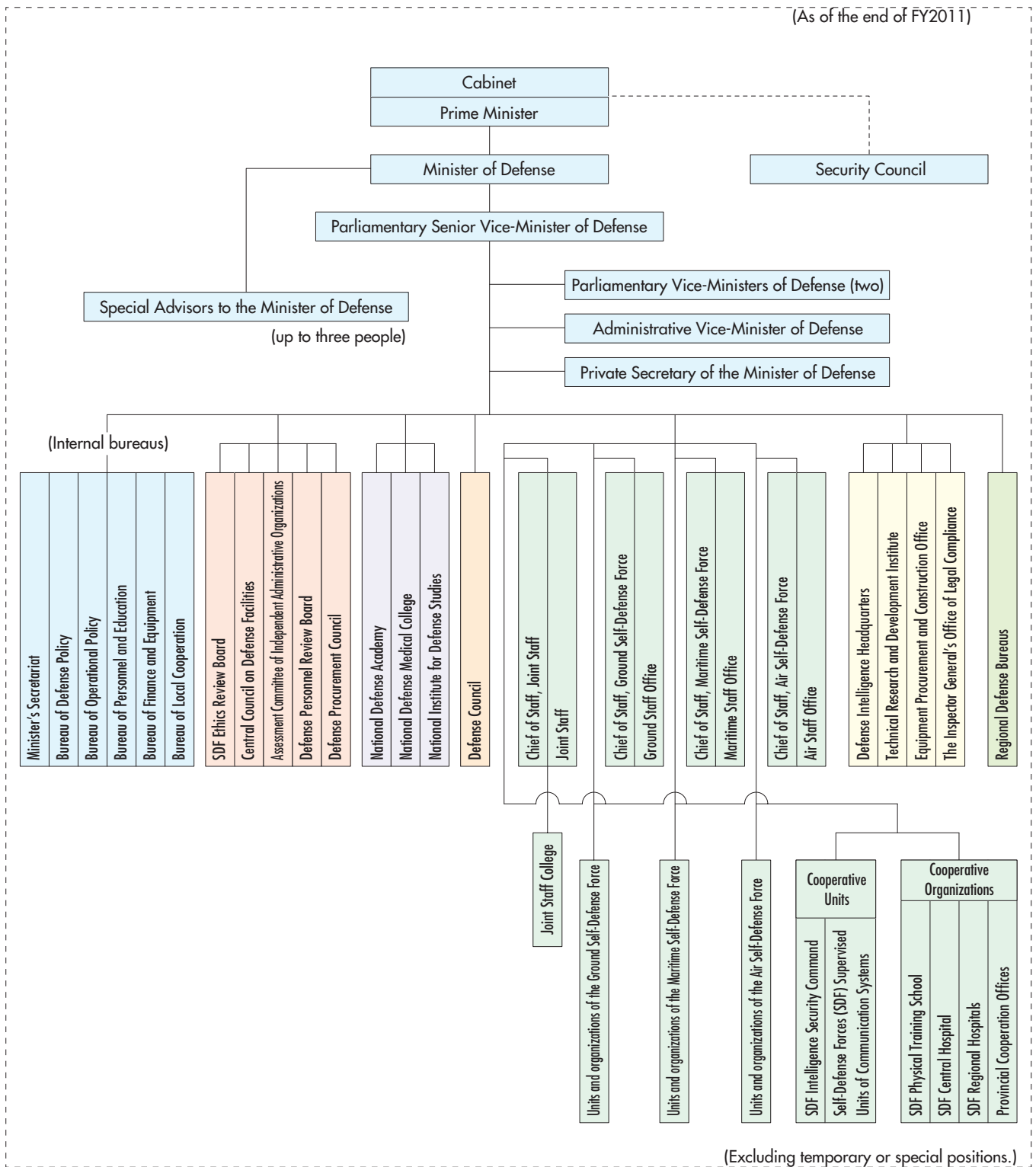


Fig. III-4-1-2 Outline of the Ministry of Defense

Organization	Outline
GSDF (see "Location of Principal SDF Units" at the end of the book)	<ul style="list-style-type: none"> ○ Regional Armies <ul style="list-style-type: none"> • Composed of multiple divisions and brigades, and other directly controlled units (such as engineer brigades and anti-aircraft artillery groups) • There are five regional armies, each mainly in charge of the defense of their respective regions ○ Divisions and Brigades <ul style="list-style-type: none"> • Compared to the combat troops, composed of logistics support units which support combat units and others
MSDF (see "Location of Principal SDF Units" at the end of the book)	<ul style="list-style-type: none"> ○ Self-Defense Fleet <ul style="list-style-type: none"> • Consists of key units such as the Fleet Escort Force, the Fleet Air Force (consisting of fixed-wing patrol aircraft units and such), and the Fleet Submarine Force • Responsible for the defense of sea areas around Japan primarily through mobile operations ○ Regional Units <ul style="list-style-type: none"> • The five regional units mainly guard their posts and support the Self-Defense Fleet
ASDF (see "Location of Principal SDF Units" at the end of the book)	<ul style="list-style-type: none"> ○ Air Defense Command <ul style="list-style-type: none"> • Composed of three air defense forces and the Southwestern Composite Air Division • Primarily responsible for general air defense duties ○ Air Defense Force <ul style="list-style-type: none"> • 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 Air Defense Missile Groups (including surface-to-air guided missile units and others)
National Defense Academy of Japan (Yokosuka, Kanagawa)	<ul style="list-style-type: none"> ○ An institution for the cultivation of future SDF officers <ul style="list-style-type: none"> • Conducts training and education for future SDF officers (including education that complies with the same university establishment standards as other universities) ○ Offers a science and engineering postgraduate course equivalent to master's or 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"> • Conducts education and training in order to impart a high level of knowledge and research capability
National Defense Medical College (Tokorozawa, Saitama)	<ul style="list-style-type: none"> ○ An institution for the cultivation of future SDF medical officers, the SDF officials and engineering officials who are nurses <ul style="list-style-type: none"> • Conducts education and training for future SDF officers, the SDF officials and engineering officials who are nurses who will serve as medical doctors (including education that complies with the School Education Act that universities with medical education also comply to) ○ Offers a medical course that complies with university establishment standards for PhD programs for schools of medicine. <ul style="list-style-type: none"> • Provides education and training on sophisticated theories and their application, and to develop research capabilities related to the knowledge obtained.
National Institute for Defense Studies (Meguro-ku, Tokyo)	<ul style="list-style-type: none"> ○ Organization that functions as a "think tank" of the Ministry of Defense <ul style="list-style-type: none"> • Conducts basic research and studies related to the administration and operation of the SDF • Conducts research and compiles data on military history • Educates SDF officers and other senior officials • Manages books and documents of historical value located in the connected library
Defense Intelligence Headquarters (Shinjuku-ku, Tokyo)	<ul style="list-style-type: none"> ○ Central intelligence organization of the Ministry of Defense, which collects and analyzes military data <ul style="list-style-type: none"> • Collects various military intelligence, including signal intelligence, images and other information acquired by warning and surveillance activities; comprehensively analyzes and assesses the information; and provides information to related organizations within the ministry • Consists of six communication sites and its headquarters
Technical Research and Development Institute (Shinjuku-ku, Tokyo)	<ul style="list-style-type: none"> ○ Central organization that conducts equipment-related research and development <ul style="list-style-type: none"> • Conducts R&D in response to the operational needs of each service of the SDF • Conducts R&D in a wide range of fields, from firearms, vehicles, ships, and aircraft used by each service of the SDF to equipment for responses to NBC weapons and clothing
Equipment Procurement and Construction Office (Shinjuku-ku, Tokyo)	<ul style="list-style-type: none"> ○ Central organization for affairs related to equipment procurement and a part of the construction work required by the SDF to accomplish its duties <ul style="list-style-type: none"> • Necessary equipment include firearms, explosives fuel, guided weapons, ships, aircraft, and vehicles • Within the construction work related affairs, the drafting of technical standards and evaluation of plans are conducted
Inspector General's Office of Legal Compliance (Shinjuku-ku, Tokyo)	<ul style="list-style-type: none"> ○ This is an organization that inspects overall tasks of the Ministry of Defense and the SDF from an independent position. It inspects if tasks of the Ministry of Defense and the SDF are properly carried out from an independent position in order to ensure legal compliance.
Regional Defense Bureau (eight locations nationwide)	<ul style="list-style-type: none"> ○ Ensure understanding and cooperation of local public organizations, and conduct cost audit, supervision, and inspection related to acquisition of defense facilities, management, construction, taking measures concerning neighborhood of the base, and procurement of equipment.



Marking the 60th Anniversary – Efforts by the National Institute for Defense Studies

The National Institute for Defense Studies (NIDS), a think tank of the Ministry of Defense, conducts policy-oriented research and studies mainly on security and history of warfare, while fulfilling the function of a defense college to train high-ranking cadre of SDF. Research results are provided to the decision makers of the Ministry as needed. Major results are made available to the public on the website of the institute (<http://www.nids.go.jp/>; e.g. East Asian Strategic Review, NIDS China Security Report, NIDS Journal of Defense and Security, NIDS Military History Studies Annual, and Briefing Memo.) NIDS also manages and publishes warfare history materials serving as the country's largest warfare history research center.

NIDS also functions as a pioneering international exchange organ of MOD. With the aim of contributing to the improvement of security environment through enhancement of trusting relationship with countries in the world and enhancing the quality of research studies and education, NIDS conducts academic exchanges and joint researches with overseas defense universities and security research institutes.

NIDS marks the 60th anniversary on August 1, 2012. During these 60 years, NIDS has played a central role in Japan's security study. NIDS is expected from various quarters to continue activities as a center of security study in the world responding to the demands of the times.



National Institute for Defense Studies

2 Systems to Support the Minister of Defense

The Minister of Defense is responsible for issues related to the defense of Japan as the head of the Ministry of Defense and is in overall charge of the SDF in accordance with the provisions of the Self-Defense Forces Act. The Minister is supported by the Parliamentary Senior Vice-Minister of Defense and two Parliamentary Vice-Ministers of Defense. There are also Special Advisors to the Minister of Defense who advise the Minister of Defense and the Defense Council in deliberations concerning general policies related to the MOD. Furthermore, there is an Administrative Vice-Minister of Defense who organizes and supervises administrative affairs to support the Minister of Defense.

In addition, in order to enhance the support system for political appointees led by the Minister of Defense, the



The ministerial succession ceremony for Minister of Defense Morimoto (June 2012)

“Administrative Deputy Minister of Defense”² is to be created in FY2012 who will carry out the overall coordination of duties

² With the changes in the security situation, the functions of MOD/SDF, as a policy-making government ministry especially to handle foreign affairs, have been increased. In response to these changes, the Administrative Deputy Minister of Defense is to be established as the new position that collectively coordinates the affairs beyond the boundaries of bureaus in Ministry of Defense at a high level and steadily negotiates with top-level government officials from the U.S. and other countries about important policies that involve the Ministry as a whole.

concerning external relations at the Ministry of Defense.

Moreover, the Internal Bureau, Joint Staff, the Ground Staff Office, Maritime Staff Office and Air Staff Office have been established as organizations to support the Minister of Defense. The Internal Bureau is responsible for basic policies relating to the work of the SDF. The Directors-General of the Bureaus, as part of their own responsibilities, support the Minister of Defense when the Minister of Defense gives instructions and authorization to the Chief of Joint Staff and the Chiefs of Ground Staff, Maritime Staff, and Air Staff. The Joint Staff is a staff organization for the Minister of Defense concerning SDF operations. The Chief of Joint Staff supports the Minister of Defense by providing unified military expert advice on SDF operations. The Ground Staff, Maritime Staff, and Air Staff are the staff organizations for the Minister of Defense concerning their respective services except operations of the SDF, with the Chiefs of Staff for the GSDF, MSDF, and ASDF acting as the top-ranking expert advisors to the Minister of Defense regarding these services.

See Part II, Chapter 1, Section 3

3 Base of Defense Administration in Regional Areas

The relationship between the Ministry of Defense and local communities is crucial from the standpoints of disaster response, efforts to protect the populace, and the stable utilization of defense facilities. Consequently, in September 2007, the Ministry of Defense established Regional Defense Bureaus as local branch offices to create a base for comprehensive defense administration in regional areas.

In order to smoothly and efficiently carry out general administrative duties pertaining to the Ministry of Defense, the Regional Defense Bureaus carry out various duties focused on explaining the Ministry's measures and US military reorganizations to local citizens, as well as implementing coordination with the local community in relation to the development of



The Commander of the BMD Joint Task Force reports to Defense Minister Tanaka on the completion of arrangements regarding the shoot-down order concerning ballistic missiles, etc. (April 2012)



Parliamentary Senior Vice-Minister of Defense Watanabe inspecting the ASDF Air Defense Missile Unit deployed on Miyako-jima in Okinawa Prefecture

defense facilities (administration relating to securing regional cooperation), thereby obtaining the understanding and cooperation of both local government and local citizens.

2 Reform of the Ministry of Defense

1 Background of the Reform

The purpose of the reform of the Ministry of Defense (MOD reform) is to secure the public trust and shape the MOD as an organization that is capable of adequately performing the missions assigned to it. The MOD has made every effort to this end, such as the prevention of scandals and the reorganization of the central organization.

As a reaction to the numerous scandals which damaged public trust in the MOD/SDF in recent years, the Council for MOD

Reform took place in the Prime Minister's Office several times in 2007, and a report was submitted in 2008. In accordance with the basic directions stipulated in this report, the MOD made various efforts aimed at MOD reform, including thorough adherence to rules and regulations, and the establishment of operational management that prioritizes the execution of duties, with the aim of total optimization, as well as the establishment in law of the Defense Council and the Special Advisor to the Minister of Defense, in order to strengthen civilian control.

See Reference 64

2 Principles of MOD Reform Under the New Administration

After the administration change in September 2009, the new administration decided to reconsider MOD reform from the new administration's perspective. In order to realize new MOD reforms under the new administration, the political appointees, headed by the Minister of Defense, examined the MOD reform plans made under the former administration and also held meetings with experts. In June 2010, "Direction by the Minister of Defense on MOD Reform (Pillars of Deliberation)", which presents the new direction of MOD reforms under the new administration, was promulgated.

The outline of "Pillars of Deliberation" is as follows:

In promoting MOD reform, the new government must, of course, not only work from the perspective of preventing any recurrence of scandals, but also further advance reform from the viewpoint of effectively and efficiently promoting defense administration in response to the environment surrounding the MOD, while ensuring the effectiveness of civilian control.

(1) Reform of the Central Organization

Civilian control is the foundation of the defense policy, and to secure this, a support system is required in which the Minister of Defense, the principal instrument of civilian control and a policy-maker, is supported by civil and SDF personnel, each of whom makes full use of their expertise to achieve this mission. It is considered adequate in this light to employ a structure in which internal bureaus collect opinions of the Ministry, while the Minister listens to the opinions from the civilian and SDF personnel which reflect their expertise. From this perspective, new deliberations should take place concerning the unification of the internal bureaus and the staff offices, as well as the integration of civilian and SDF personnel, in the areas of operational and defense planning divisions.

At the same time, deliberations will take place aimed at rectifying defects stemming from the two-dimensional organizational structure, in the form of the internal bureaus and staff offices. In the operational division, in order to avoid the duplication of duties with the internal bureaus and staff offices, and ensure cooperation between civilian and SDF officials, while speeding up the decision-making process, deliberations will take place concerning approaches to duties, while carrying out simulations for each situation. Moreover, in the defense planning divisions, consideration will be given to approaches to duties aimed at constructing truly practical defense capability, while taking into account endeavors to make defense planning more efficient and avoid budget rigidity.

(2) Procurement Reform

Comprehensive discussions should be made to ensure fair contracts and transparency of transactions, and moreover to duly consider the procurement and maintenance of equipment, and securing of infrastructure of the defense industry and technology base.

(3) Securing and Developing Human Resources

Deliberations should be focused on measures to secure high quality personnel and develop them to be equipped with an ethical mind, a broad viewpoint, and high levels of discipline.

(4) Handling of Measures Implemented in the Past to Prevent Scandals

The measures to prevent scandals implemented in the past should continue to be carried out. In addition, deliberations should also be made concerning the necessity of further measures based on recent cases of scandals in the MOD/SDF.

See Reference 65

3 Current Progress

In order to promote MOD reform in accordance with the "Pillars of Deliberation," the "Council for the Promotion of MOD Reform" was established and first held in August 2010 as a ministry-wide framework to promote reform encompassing internal bureaus and each Staff Office, as well as the political appointees and the Special Advisor to the Minister of Defense. At the first meeting, specific measures were organized based on the "Pillars of Deliberation."

(See Fig. III-4-1-3)

The MOD is now making efforts to achieve specific measures organized at the Council for the Promotion of MOD Reform. These measures include the implementation of simulations of SDF operations in various situations as part of the reform of the central organization, hosting the Defense Production and Technical Foundation Research Group's meeting as part of procurement reform, preparations for introducing a four-year nurse training system as one of the measures to secure and develop human resources, and the implementation of measures to prevent the recurrence of scandals such as the implementation of remedial actions and the protection of information based on the results of the investigation into the bid-rigging case relating to the procurement of office furniture in the ASDF 1st Depot.

Furthermore, the "Committee for Promotion of Structural Reform of Defense Capability" and other bodies are coordinating closely with the Council for the Promotion of MOD Reform to carry out their own measures.

Fig. III-4-1-3 Concrete Items of Review Based on the "Pillars of Reform"

Review items		Review contents (overview)
1. Reform of the central organization (correction of problems arising from a two-tiered organizational structure)		
Operational departments	① Review of operational work	○ Review of the working style of the Special Advisor to the Minister of Defense, from decision-making to situational responses, through simulations.
Defense departments	② The way toward effective defense work	○ Review of the various defense plans, with the aim of contributing to appropriate budgeting and implementation of budgets, as well as to the effective development of defense capability in response to the current security environment.
Accelerating and streamlining consensus	③ Review of operational work	[Reprint] (1-①)
Cultivating a sense of unity in UC	④ Review of the way for UC collaboration	○ Thorough investigation of UC working conditions not only in the Internal Bureau and the respective staff organizations, but also in other ministries, and based on a common awareness of the situation, a review of the policies and measures for future UC collaboration (including discussions on establishing a quota for SDF officials working in the Internal Bureau).
	⑤ Review to improve personnel exchange and enhance the contents of training	○ Review of personnel exchanges and training contents for the young, in order to enhance mutual understanding and strengthen UC unity.
	⑥ Dispatch of Internal Bureau liaison and coordination personnel for international cooperation activities	○ Active dispatch of liaison and coordination personnel from the Internal Bureau where necessary. Discussions on measures to establish quotas for the number of personnel required.
2. Acquisition reforms		
	① Ensuring fairness and transparency for contracts	○ Taking into consideration the bid-rigging cases in the ASDF 1st Air Depot, review measures to ensure greater fairness and transparency in contracting processes.
	② Reforms for the maintenance and build-up of equipment	○ Review of measures aimed at realizing procurement/maintenance/build-up methods that can maximize capability with limited resources.
	③ Securing the defense industry and technological platform	○ Based on the stance of "selection and concentration," clarify and focus the defense product and technological fields that should be maintained and nurtured, and review measures aimed at revitalizing those fields.
3. Securing and developing human resources		
	① Review of new personnel evaluation systems	○ Arising from the need to appropriately understand and evaluate the ability and achievements of each service personnel, assign the right person to the right place based on that, and to take further steps to ensure appropriate salary compensation and human resource development, the review is aimed at establishing new personnel evaluation systems that can fulfill their function as a basic tool for personnel management.
	② Review of age structures for officers, establishment of senior sergeant classes, separate salary tables for officers/sergeants and privates, etc.	○ Review of age structures for officers in order to ensure the strength of the SDF, and review of possible frameworks for early retirement while abolishing senior promotion and expanding recruitment of younger officers. ○ In order to raise the motivation level among sergeants, establish senior sergeant classes that the enlistees can aim to attain, and examine the establishment of a separate salary scale from officers that gives more incentive for promotion.
	③ Formulation of basic policies with a greater sense of uniformity with regard to education	○ In addition to the issuance of Minister circulars relating to basic "guidelines" on service personnel education that takes into consideration the "readiness of SDF personnel" and the principles of service laid out in the SDF Law, issue notifications to supplement the contents of the circulars.
	④ Review of education contents that take into consideration recent cases of misconduct	○ As countermeasures to prevent the recurrence of recent cases of misconduct, conduct reviews to clarify the fundamental causes in terms of education while taking into consideration the lessons learnt and reflections on previous major and minor cases of misconduct. After analyzing and categorizing the educational factors, review education contents that facilitate the elimination of each of these factors.
	⑤ Review of personnel management (administrative officers) systems	○ While nurturing outstanding service personnel with a broad perspective, review personnel management systems for administrative personnel from the perspective of optimizing personnel transfers between the central and local bureaus.
	⑥ Review to improve personnel exchange and enhance the contents of training	[Reprint] (1-⑤)
	⑦ Securing and allocating human resource to contribute to the strengthening of functions for formulating defense policies	○ Supplementing and priority securing of regular staff who will form the core members in formulating these policies: work contributing to further strengthening the Japan-U.S. Alliance, such as work related to the realignment of USFJ including coordination with local residents, the volume of which has been increasing significantly; international peace cooperation activities and work contributing to the promotion of defense exchange and security cooperation in Asia; work contributing to the SDF's international activities, such as counter-piracy measures.
	⑧ Exchange of opinions and building up networks with Japanese researchers engaged in research relating to national defense organizations, etc.	○ Build up networks that can facilitate long-term connections among people, and create opportunities for the active exchange of opinions with Japanese researchers engaged in research relating to security, including national defense organizations. For example, this can be done through bringing researchers together to discuss defense policies from various perspectives.
	⑨ Exchange of opinions and building up networks with non-Japanese researchers engaged in research relating to national defense organizations, etc.	○ Build up networks that can facilitate long-term connections among people, and create opportunities for the active exchange of opinions with non-Japanese researchers engaged in research relating to security, including national defense organizations.
	⑩ Establishing a four-year system for nursing courses	○ From the perspective of securing and nurturing outstanding nurses with sufficient ability to carry out their missions, conduct reviews aimed at establishing a four-year system for nursing courses.
	⑪ Enhancing educational systems for medical officers, etc.	○ Reviews on policies to enhance and improve on education for medical officers (such as developing systems for educating medical officers with practical experience, such as international contribution to medical care, at the National Defense Medical College for a certain period of time; enhancing the education system for general and emergency medical care).
4. Previous measures taken to prevent the recurrence of cases of misconduct		
	① Review of education contents that take into consideration recent cases of misconduct	[Reprint] (3-④)
	② Thorough steps to ensure awareness of regulations pertaining to the protection of classified information, such as the "Directives on the Protection of Classified Information."	○ Create a space for more effective education, while continuing the implementation of education aimed at facilitating understanding and mastering the regulation documents, such as the "Directives on the Protection of Classified Information," for each service personnel.
	③ Nurturing and strengthening the SDF Intelligence Security Unit	○ In order to strengthen functions to protect classified information, increase the number of service personnel in the "SDF Intelligence Security Unit" (newly established in August 2009) as required.
	④ Stricter classification of secret information, and the strict implementation of assessments in the "Council for the Appropriate Management of Secret Classification."	○ Carry out secret classification in a stringent manner under designated classifiers, and establish systems for periodic assessments and verification within the department by experts, for reasons for secret classification and the appropriateness of classification conditions.
	⑤ Developing a professional perspective toward the protection of classified information	○ In order to nurture human resources with a strong awareness of classified information protection and to strengthen education in this area, periodically verify that appropriate education is implemented based on the "Guidelines for the Implementation of Education on the Protection of Classified Information."
	⑥ Enhancing counter-intelligence measures	○ In order to efficiently collect and share information on counter-intelligence, the SDF Counter-Intelligence Committee (established in March 2009) convenes regularly and works closely with the Cabinet Secretariat's Counter-Intelligence Center, as well as strengthens intelligence protection functions.
	⑦ Strengthening information security measures	○ With the increasing importance of IT, nurture specialized personnel and verify the compliance situation based on the Directives on Information Security, in order to further enhance information security measures.
	⑧ Ensuring fairness and transparency for contracts	[Reprint] (2-①)
	⑨ Clarification and measures to prevent the recurrence of the bid-rigging case for office supplies such as office furniture, in ASDF 1st Air Depot.	○ Review recurrence prevention measures while taking into consideration the investigation outcome for the bid-rigging case on procurement of office furniture in ASDF 1st Air Depot and the investigation outcome on the procurement situation for equipment other than office furniture, etc.

3

Recruitment and Employment of Personnel in the Ministry of Defense and the SDF

The Ministry of Defense and the SDF need highly qualified personnel in order to fulfill their missions. Uniformed SDF personnel and other personnel of the Ministry of Defense and the SDF are recruited and employed under various systems¹.

See Reference 66

1 Recruitment

Due to the nature of the SDF's mission of defending Japan, it is necessary to widely recruit personnel with superior abilities and a strong desire to join from around Japan from among those with an interest in the SDF or who wish to become SDF personnel, while explaining to them the role of defending the country, the duty and training, and the particular life environment (life on base, etc.) in detail. For this reason, the Ministry of Defense and the SDF maintain Provincial Cooperation Offices in 50 locations throughout Japan (four in Hokkaido, and one in each prefecture) to which SDF personnel with unit assignment experience in the GSDF, ASDF, and MSDF are deployed as PR Officers to handle the individual needs of applicants and carry out recruitment activities to

secure even more high-quality personnel with the understanding of educators regarding the SDF as a workplace and with the support of recruitment counselors.

Moreover, local public organizations are also required to carry out the part of administrative recruitment activities, and the MOD allocates local public organizations the budget necessary for this purpose. Since recruitment of the SDF personnel is likely to become more difficult with the declining birth rate in Japan, it is essential to strive for cooperation in recruitment activities with local public organizations that are firmly rooted in the community.

2 Employment

(1) Uniformed SDF personnel

Uniformed SDF personnel are recruited under various categories based on the voluntary system (individuals join of their own free will). General Officer Candidates and General Enlisted Candidates (Upper) are assigned the status of SDF personnel after employment², whereas Candidates for Enlisted (Lower)³, students of the National Defense Academy, and Technical High School students⁴ are trained and educated without such status



GSDF, MSDF and ASDF candidates for Enlisted (Lower) recruitment pamphlets



Introduction ceremony for SDF candidates for Enlisted (Lower) at the MSDF Yokosuka Recruit Training Center

¹ See <<http://www.mod.go.jp/gsdf/jieikanbosyu/>> for details on the recruitment of uniformed SDF personnel. For details on employment information, see <<http://www.mod.go.jp/saiyou/index.html>>

² Until FY2006, the SDF had two "enlisted (upper)" recruitment systems for candidates between the ages of 18 and 27: the "Student Candidate for Enlisted (Upper) System" and the "Enlisted (Upper) Candidate System." In FY2007, the two recruitment systems were reorganized and unified into a new appointment system, the "General Enlisted Candidate (Upper) System." This new system adopts the beneficial features of both the "Student Candidate for Enlisted (Upper) System" and the "Enlisted (Upper) Candidate System", which raises the awareness of being an "Enlisted (Upper) Candidate" and place importance on each personnel's competence in personnel management.

³ Fixed-term SDF personnel, prior to their formal employment as a private (GSDF), seaman apprentice (MSDF), or airman third class (ASDF), will be employed as candidates for uniformed SDF personnel and receive education and training to foster their sense of mission, responsibility, unity, discipline, and compliance. This system was adopted from July 2010.

⁴ Starting with those employed for FY2011, a recommendation test system was adopted in which, in addition to the general test, appropriate applicants would be chosen to be technical high school students from among those who had received a recommendation from the principal of the lower secondary school. See <<http://www.mod.go.jp/gsdf/jieikanbosyu/recruit/10.html>>

and are assigned the status of SDF personnel after training and education are completed. It should be noted that there is a program to employ Technical High School students from among those scheduled to graduate from junior high schools in order to train them to control and operate advanced computerized equipment and cultivate them as SDF personnel who can act with confidence in the international community.

Due to the nature of the job, personnel management of uniformed SDF personnel differs from that of other civilian government employees⁵. In order to keep the SDF forces strong, two points that are significantly specific to SDF forces are the introduction of the “Early Retirement System”, and the “Fixed-Term System” in which the employee is employed only for a fixed term of two or three years period. Upon employment, the uniformed SDF personnel who enlist in each SDF service complete their basic education and training in a training unit or at a school that belongs to each SDF service. Each personnel are assigned to their jobs based on each individual’s choice or aptitude during their education and training, and after they have completed their course, they get appointed to units and positions all around the country.

See Reference 67-70

(2) SDF Ready Reserve Personnel, SDF Reserve Personnel, and Candidates for SDF Reserve Personnel

The number of SDF uniformed personnel should be expanded promptly in the event of a crisis, to meet the needs of each contingency. To fulfill such needs promptly and systematically, the Ministry of Defense maintains three systems⁶: the SDF Ready Reserve Personnel system, the SDF Reserve Personnel system, and the system for Candidates for SDF Reserve Personnel⁷.

See Reference 71

a. SDF Ready Reserve Personnel System

The SDF Ready Reserve Personnel introduced into the GSDF become SDF personnel as part of the basic defense force framework in the event of muster orders for defense, civil protection, security, and disasters, and carry out their mission together with active-duty SDF personnel as part of pre-designated frontline units.

SDF Ready Reserve Personnel are selected from retired SDF personnel based on their application. They muster for a total of 30 days of training per year at the designated unit to maintain the necessary preparedness while working in their own jobs as civilians under normal conditions.

b. SDF Reserve Personnel System

SDF Reserve Personnel become SDF personnel in the event of muster orders for defense, civil protection, and disasters, and serve as personnel for logistical support and base guard duties.

SDF Reserve Personnel can be employed from retired SDF personnel based on their application, or can be employed after completion of all of the SDF Reserve Personnel Candidates’ training. They are engaged in their own jobs and maintain preparedness by mustering for five days of training per year.

c. SDF Reserve Personnel Candidate System

The SDF Reserve Personnel Candidate system was established to strengthen and expand the foundation of defense for those with no experience as SDF personnel to secure a stable source of SDF reserve personnel, and to make good use of exceptional technical specialists from the civilian sectors, with expertise in areas such as medicine and foreign languages. There are two employment categories in this system; general and technical. In the latter category, medical professionals and qualified personnel in such fields as foreign languages and information processing are recruited.

SDF Reserve Personnel candidates are assigned as SDF Reserve Personnel after completing the necessary education and training to work as SDF personnel. However, in recent years, they are being utilized in various fields. For instance, SDF Reserve Personnel candidates hired for their qualifications as medical workers have participated in joint disaster prevention exercises after assignment as SDF Reserve Personnel, and SDF Reserve Personnel candidates hired for their language qualifications have served as interpreters in Japan-U.S. Joint Unified Exercises after assignment as SDF Reserve Personnel.



Candidates for SDF Reserve Personnel with skills as medical professionals practice treating a casualty during a training muster

⁵ SDF personnel must perform duties such as defense operations as specified in the Self-Defense Forces Law. They are, therefore, designated as special national government employees under Article 2 of the National Civil Service Law, and personnel management of SDF personnel is conducted independently from that of general civilian government employees.

⁶ See <<http://www.mod.go.jp/j/saiyou/yobiji/index.html>>

⁷ Many countries other than Japan also have reserve personnel systems.



Voice of SDF Reserve Personnel – To be a SDF Reserve Personnel and Member of Society

Reserve Leading Private **Yoko Kawano** (former Reserve Candidate of open recruitment)

When I tell people around me that I am a SDF reserve personnel, they ask me endless questions with astonishment that they found “SDF personnel” among them and that I am a woman, as well as from curiosity about the unknown world of the SDF.

It seems that few people know about SDF reserve personnel, but I feel that my friends and acquaintances accept the fact with interest as activities of a person who work and live a civilian life together with them.

Spending a lot of time contacting with general public, I am often asked questions and considered to be just “SDF personnel” by lay public without distinction from regular SDF personnel.

Therefore, I try to behave honorably and learn minimum knowledge about the SDF and defense on the daily basis so that I can facilitate public understanding and interest as a person standing between SDF and the general public.

I maintain physical fitness and keep myself in good shape as my obligation so that I can respond to a sudden calling.

I will continue to conduct myself always with awareness and responsibility as SDF reserve personnel.



The author working in her workplace that deals with interior goods

d. Cooperation with Companies Employing Reserve Personnel

As SDF Reserve Personnel are involved in their own jobs, they must participate in muster for exercises and training to maintain the level of skills required, by either adjusting their work schedule or using days off from work. Therefore, the understanding and cooperation of the companies that employ these SDF Reserve Personnel are essential for the smooth operation of the program. In particular, SDF Ready Reserve Personnel are supposed to attend training for 30 days per year, so the necessary cooperation in regard to their employees is sought, such as allowing Ready Reserve Personnel to take a leave of absence.

To enable reserves to participate in training sessions with peace of mind, the Ministry of Defense has taken into consideration the burden on companies employing Ready Reserve

Personnel and provides a special subsidy to companies which allow such personnel to attend training sessions.

(3) Administrative Officials, Technical and Engineering Officials, Instructors, and Other Civilian Personnel

There are approximately 22,000 civilian personnel — administrative officials, technical and engineering officials, instructors, and others — in addition to uniformed SDF personnel, in the Ministry of Defense and the SDF. These civilians are mainly employed through the Recruitment Examination for National Public Officials Level I, or the Class I, II, or III Examination for Defense Ministry Civilian Personnel. After participating in the same training course, civilian personnel who have passed Level I and Class I and II undertake a wide range of work⁸.

⁸ Until FY2011, the Ministry of Defense conducted the Class I, II and III Examinations for Defense Ministry Civilian Personnel separately from the Level 1 Examination for National Public Officials run by the National Personnel Authority. However, due to the introduction of a new examination system in FY2012, it has been decided to abolish the Class I, II and III Examinations for Defense Ministry Civilian Personnel and to employ personnel from among those who have passed the Examination for National Public Officials for either career track or general staff run by the National Personnel Authority. In addition, positions in the examination categories of “foreign languages” and “international relations”, which were previously filled by those who passed the Class II Examination for Defense Ministry Civilian Personnel, will now be filled from among those who pass the Examination for Defense Ministry Professional Civilian Officials.

Administrative officials are engaged in policy planning in the Internal Bureau, and analysis and research at the Defense Intelligence Headquarters as well as a variety of administrative work (budget, public relations, military facilities-related activities, etc.) at the SDF bases and the Regional Defense Bureaus throughout the country.

Technical and engineering officials play a key role in constructing various defense facilities (headquarters, runways, magazines, etc.), as well as carrying out R&D concerning and pursuing the effective procurement of equipment such as fighter aircraft and vessels.

Instructors conduct advanced research on defense-related

issues and provide high-quality education to SDF personnel at the National Institute for Defense Studies, the National Defense Academy, the National Defense Medical College, and other organizations.

As of the end of March 2012, there were 661 Technical and Engineering Officials and Instructors with PhDs.

In addition, in various organizations where these civilian personnel are the main workforce, uniformed SDF personnel of the GSDF, MSDF, and ASDF work together with such civilian personnel in fields where the specialized knowledge of uniformed SDF personnel is required.

4 Daily Education and Training

In order to accomplish its missions, at the heart of which is the defense of Japan, the SDF needs to ensure that its commanding officers and other members are highly knowledgeable and skilled, as well as being in a high state of readiness. This enables the SDF to deal with various situations immediately and appropriately, and serves as a deterrent to any country with the intention to invade Japan.

Education and training¹ are crucial for the SDF to strengthen its capabilities to accomplish its missions by developing its human resources. For this purpose, the SDF is making efforts amid various constraints to educate/train its personnel and its units to ensure that they are a powerful force, while paying careful attention to safety.

1 Education of Uniformed SDF Personnel

(1) Present Status of Education

Enhancing the ability of each of the SDF uniformed personnel who comprise SDF units is essential for the latter to perform their duties. At its schools and training units, therefore, the SDF provides opportunities for systematic phased education according to rank and duties in order to nurture the necessary qualities and cultivate the knowledge and skills of personnel.

For instance, a long period of education is needed in order to cultivate pilots and air traffic controllers, and this also requires the provision of trainers with special skills/equipment/educational facilities. Thus, considerable investment in terms of personnel, time, and funding on the part of the Ministry of Defense/the SDF is necessary in order to provide this education.

In the event that personnel need to further improve their professional knowledge and skills, or it is difficult for them to acquire them within the SDF, they may study at external educational institutions², including those abroad, as well as domestic companies or research institutes.

See Reference 72



ASDF troops receive training in aircraft maintenance using a real aircraft at the ASDF 1st Technical School (Hamamatsu Air Base)

(2) Joint Educational Programs

In order to further improve the joint operational framework, knowledge and skills regarding joint operations are essential, and providing the requisite education is vital for this. Therefore, the three services of the SDF have enriched education on joint operations at their respective service educational facilities

¹ Details on education and training can be found on each SDF website: GSDF at <<http://www.mod.go.jp/gsdf/>>, MSDF at <<http://www.mod.go.jp/msdf/>>, and ASDF at <<http://www.mod.go.jp/asdf/>>.

² Such external educational institutions in FY2012 include the Tokyo Institute of Technology and Waseda University in Japan, and the National Defense University (United States) and Harvard University (United States) overseas.



An ASDF member spends a year studying with military personnel from other countries on the Command and General Staff Course at the French Institute of Higher National Defense Studies

including the Staff Colleges³. Additionally, a joint educational program system has been set up, mainly at the Joint Staff College⁴, where SDF officers who will become senior unit commanders and senior staff can receive joint education⁵.

2 SDF Training

(1) Training by Each Self-Defense Force

There are two main types of training within units in the GSDF, MSDF, and ASDF: training for individual SDF personnel to improve their proficiency in their respective fields, and training for units to conduct systematic operations. Training for individuals is conducted one-on-one in stages based on occupational classification and individual ability. Training for units is conducted by size of unit, from small to large, and large-scale comprehensive training is also carried out to ensure that overall abilities can be exercised.

See Reference 73

In addition to such training for national defense, training is given on the diverse roles required of the SDF in recent years, such as peacekeeping operations and large-scale disaster relief operations.

(2) Joint Exercises

In order to ensure that each of the SDF branches work together organically as a unified force, responding to developments in various situations, various joint exercises are conducted, in



GSDF troops participating in a reconnaissance drill



MSDF troops conducting target practice from a destroyer using a 12.7mm heavy machine gun



ASDF troops carrying out a drill to practice extinguishing aircraft fires

order to further strengthen joint operations. Moreover, as well as maintaining and improving the capabilities of each branch of the SDF, in order to strengthen joint operations and responses to

³ Institutes of each SDF service where SDF officers of each service and others receive training on security, defense strategy, and other subjects.

⁴ In addition to reviewing the educational content at the Staff College of each SDF service after clarifying joint educational needs, efforts were made to achieve effective joint education such as strengthening collaboration with the Joint Staff College.

⁵ The Joint Staff College is part of the Joint Staff Office and educates SDF officers on joint operations.

various situations, efforts are being made to expand the scope of bilateral and multilateral joint exercises involving individual branches of the SDF, as well as those based on joint operations between all branches⁶.

(3) Restrictions on Training and Responses to These

SDF training is carried out under conditions that are as close as possible to actual combat situations. A variety of facilities and equipment exist for this purpose, yet many restrictions are imposed on their usage⁷. Particularly, restrictions⁸ in maneuver areas, waters and airspace, and firing ranges where training is carried out tend to have a major effect on the training, along with the modernization of equipment and other changes. Such areas are not sufficient in size, are unevenly dispersed across the country, and are limited to certain time periods and times of day. Furthermore, training under an electronic warfare⁹ environment—conducted as practical training—is limited by the need to avoid radio wave interference.

To deal with these restrictions, each SDF branch makes maximum use of its limited domestic maneuvering areas. They also strive to carry out more practical training by conducting live-firing training and Japan–U.S. joint exercises in the United States and waters off the United States where there are training conditions not available in Japan.

See Reference 73

3 Safety Management Initiatives and Issues

(1) Safety Management

Because the primary mission of the SDF is to defend Japan, SDF training and activities are inevitably accompanied by risk. However, accidents that cause injury or loss of property to the public or the loss of life of SDF personnel must be avoided at all costs.

Continuous safety reviews and improvements are vital, and must be jointly handled by the Ministry of Defense and the SDF. The Ministry of Defense and the SDF take great care to ensure safety under normal conditions such as military vessel and aircraft traffic firing training during daily training, and prepare aeronautical safety radio facilities and equipment for prevention and rescue in the event of marine accidents.

In addition, in light of the lessons learned from the collision incident where the destroyer Atago collided with the fishing boat Seitoku Maru on February 19, 2008, the SDF, which is responsible for defending the lives and property of the Japanese people, is striving to prevent recurrence of a similar accident¹⁰.

(2) Initiatives Relating to the Accident in Which a Fuel Tank Fell off an F-15

On October 7, 2011, an accident occurred in which a fuel tank fell off an F-15 near Komatsu base. The Ministry of Defense conducted an investigation of the cause of the accident and, as well as publishing an outline of the results, efforts are being made to ensure even more thorough safety management.

5 Measures Aimed at Enhancing the Human Foundation

In order to provide an appropriate response to such recent challenges as the declining birth rate, the growing tendency for

young people to enter higher education, and the diversification of the duties of the Self-Defense Forces, it is necessary to

- 6 Training includes SDF Joint Exercises, Japan–U.S. Combined Joint Exercises, and Ballistic Missile Response Exercises to prevent and remove direct threats to Japan, training such as International Peace Cooperation Exercises and Joint International Humanitarian Operation Training, in which the handling of prisoners is practiced, in preparation for international peace cooperation, and related activities.
- 7 For example, the GSDF has a Command Post Exercise Center for carrying out command and staff activities at the division/regiment level, and the Fuji Training Center and urban warfare training facilities for company-level training.
- 8 For example, some firing and launch training involving tanks, anti-tank helicopters, missiles, long-range artillery, surface-to-air guided missiles (improved Hawk and Patriot System), surface-to-ship missiles, torpedoes, and other weapons cannot be carried out at some firing ranges in Japan, or are prohibited in Japan as ranges exceed domestic limits. There are also various restrictions on exercises by large-scale units that require larger areas, minesweeping training, and submarine rescue drills that are carried out in relatively shallow sea areas, and early-morning and nighttime flight training.
- 9 Activities to detect, exploit, and reduce or cancel out the effects of enemies' electromagnetic waves, while securing the use of electromagnetic waves by friendly forces.
- 10 The preventive measures prepared by the MSDF Ship Accident Review Committee chaired by the Vice Chief of Staff of the MSDF in May 2009 are as follows:
 - 1) Strengthen watches and reporting/communication systems
 - 2) Strengthen teamwork for safe navigation
 - 3) Strengthen the navigational system by improving personnel capabilities
 - 4) Thorough instruction by the commanding officer

Furthermore, the Ministry of Defense has already taken measures to try to prevent a recurrence, such as the formulation of basic guidelines for the use of autopilot equipment, the enhancement of simplified sound recording equipment for the bridge of the vessel, and the development of appropriate warning and communication systems.

make effective use of the human resources which form the foundations that enable Japan to demonstrate its defense capability. Accordingly, the Ministry of Defense and Self-Defense Forces are undertaking various initiatives to secure and develop high-quality personnel.

1 Reforms Relating to Human Infrastructure

The Ministry of Defense acknowledges the significance of maintaining high-quality human resources, and has implemented various measures for the upcoming new era.
(See Fig. III-4-1-4)

Fig. III-4-1-4 Main Measures on Personnel Matters

Items	Measures by the Ministry of Defense and SDF	Related governmental activities
Discussions on Reform of the Public Servant System	<ul style="list-style-type: none"> ○ A partial amendment to the National Civil Service Law to be submitted to the Diet which includes the application to SDF personnel of measures in accordance with general civil personnel, in accordance with competency and performance based personnel management, centralized senior personnel management by the Cabinet, and reemployment regulations, etc. 	Basic Act on Reform of National Civil Service System (2008) ¹ Bill to Partially Amend the National Civil Service Law (submitted to the Diet in June 2011) ²
Efforts for Gender Equality	<ul style="list-style-type: none"> ○ The Defense Agency Headquarters for the Promotion of Gender Equality was established in 2001, with the Senior Vice-Minister of Defense. It has implemented various measures ○ In 2006, the headquarters drew up the Basic Plan for Gender Equality in the Defense Agency and made other decisions to promote measures such as the expansion in the employment and promotion of female personnel, support for female personnel to balance work and family life, and the improvement of facilities and accommodation on ships and other work areas to fit situations where more and more female personnel are being placed ○ The "Basic Plan for Gender Equality in the Ministry of Defense" (2011 to 2015) was formulated in March 2011 with aim of expanding recruitment and promotion of female personnel, support in balancing work and family life, and the improvement of friendly working environments for both male and female personnel. 	Gender-Equal Society Law (1999) ³
Promotion of Measures to Support the Development of the Next Generation	<ul style="list-style-type: none"> ○ The Defense Agency Committee for the Promotion of Measures to Support the Development of the Next Generation was established in 2004 ○ The Defense Agency drew up the "Action Plan to support a good work-family balance of the Defense Agency" in 2005 (In particular, encouraging male personnel to take child-care leave and special leave, and establishing day care centers on the premises of the Defense Agency and SDF) ○ The Ministry of Defense drew up the "Action Plan to support a good work-family balance of the Ministry of Defense" in 2010 (In particular, encouraging male personnel to take child-care leave and special leave) 	Law for Measures to Support the Development of the Next Generation (2003) ⁴
Efforts Related to Mental Health	<ul style="list-style-type: none"> ○ Since its establishment in 2003, the Defense Agency Headquarters for the Prevention of Suicide has discussed measures to prevent suicide and distributed referential materials on suicide prevention to garrisons and bases ○ Efforts to enhance awareness among SDF personnel have been made through improvement in the counseling system, and the production and dissemination of educational videos ○ In relation to mental health, measures on post-traumatic stress disorder and critical incident stress have been deliberated ○ The "mental health plan official" was appointed in order to strengthen the health care promotion system for dispatched disaster personnel dealing with the aftermath of the Great East Japan Earthquake 	
Active Utilization of Warrant Officers and Enlisted Personnel	<ul style="list-style-type: none"> ○ The GSDF, MSDF, and ASDF have assigned warrant officers and senior enlisted personnel new roles regarding giving instruction on service discipline to enlisted personnel. For example, the MSDF introduced the Command Master Chief System in April 2003, while the ASDF introduced the Command Master System in April 2008, and the GSDF introduced the Master Sergeant Major System on a trial basis in 2008. 	
The Comprehensive Reform in the Personnel Field	<ul style="list-style-type: none"> ○ The Panel to Examine Comprehensive Reform in the Personnel Field of the Defense Force was held in September 2006 with the then Defense Agency Chief then as chairman. They created reports on recruitment, items during one's tenure, measures taken for backup and after one's retirement, and on other items in June 2007⁵. ○ In January of 2010, the Panel to Consider and Implement Comprehensive Measures for the Comprehensive Reform in the Personnel Field of the Defense Force was established, chaired by the Senior Vice-Minister of Defense 	

Notes: 1. See <http://www.gyokaku.go.jp/siryoku/koumuin/080613kihonhou_honbun.pdf>.

2. See <<http://www.gyokaku.go.jp/koumuin/dai4/index.html>>.

3. See <<http://www.gyokaku.go.jp/9906kihonhou.html>>.

4. See <<http://www.mhlw.go.jp/general/seido/koyou/jisedai/suisin.html>>.

5. In January 2007, the Panel to Implement Measures for the Comprehensive Reform in the Personnel Field was established, chaired by the Senior Vice-Minister of Defense, which steadily implemented items compiled in the reports.

At the same time, with regard to the personnel structure of Self Defense Forces, the number of privates has been decreasing. The first reason is the shift in focus of personnel structure towards securing highly-skilled and professional personnel in order to respond to the diversification and internationalization of SDF activities, as well as to respond to the sophistication of equipment, amid the reorganization of units and reduction in personnel taking place since the enactment of the 1995 National Defense Program Guidelines. The second reason is the decline in the number of newly-employed Self-Defense officials, while ensuring the level of promotion from lower to upper-level enlisted personnel from the perspective of duties and cultivation. In the background of the decline in the number of newly-employed officials lay the following reasons. Firstly, the number of retired officials has decreased as the result of the decrease in the number of officials reaching the mandatory retirement age. Secondly, the number of personnel (effective strength) which is set as the limit of assignment for budgetary reasons has been reduced due to the reform aimed at cutting total personnel costs.

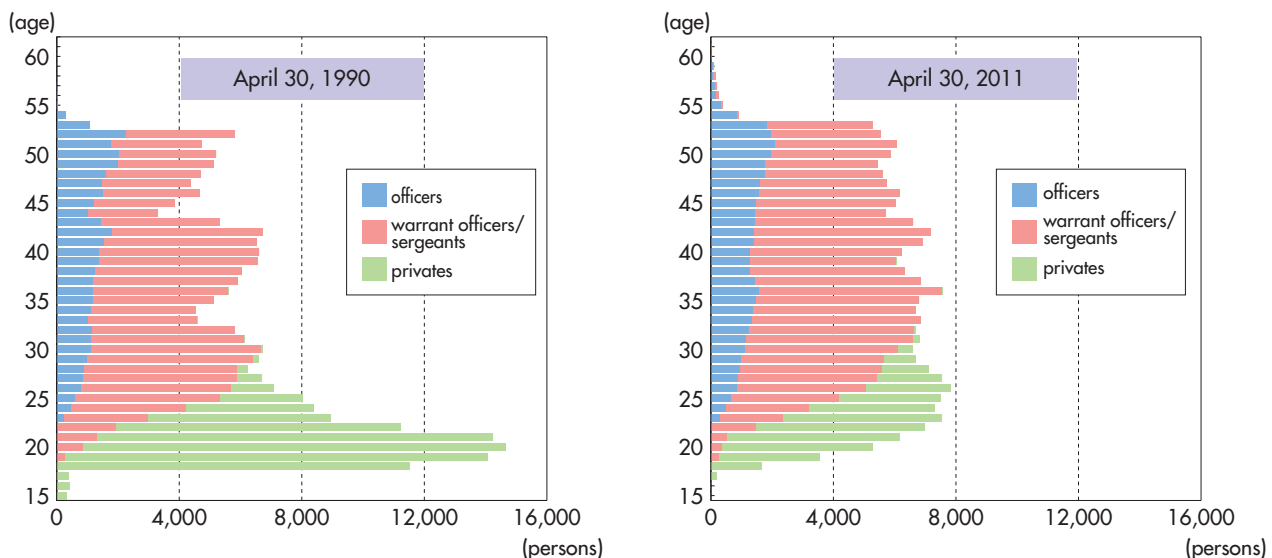
Since privates consist of many young personnel, the decline in the number of privates has resulted in the aging of the personnel structure of all Self Defense Forces (In 1990, the average age of the SDF personnel as a whole was 31.8, but in 2011, it has increased to 35.6,) and it has now become necessary to review the strength of the SDF from the aspect of age.

(See Fig. III-4-1-5)

In light of this situation, the 2010 National Defense Program Guidelines and the 2011 Mid-Term Defense Program intends to review the SDF personnel management system drastically aiming at controlling and making efficient personnel costs along with increasing the strength of the SDF by lowering the average age. All this will improve the structure of the defense budget which has the high proportion of personnel costs and is putting pressure on unit activity expenses.

The Ministry of Defense established the Human Resource Base Reform Committee chaired by the Senior- Vice Minister of Defense, in December 2010. This committee is intended to review and implement comprehensive measures related to the human resources base of the SDF, in accordance with the directions mentioned in the 2010 National Defense Program Guidelines and the 2011 Mid-term Defense Program. At present, this committee based on the discussions concerning human aspects of defense capability carried out in the past¹, reviews the following measures: managing the personnel quotas for each rank and reviewing the rank and age structure according to the characteristics of each SDF service by increasing the number of privates and so on, introducing a new appointment system, measures to revitalize the ranks of officers, warrant officers, sergeants, and privates, and measures related to the early retirement program and recruitment and those regarding support for reemployment. The outlines of these measures are as below:

Fig. III-4-1-5 The Rank and Age Structure of SDF Personnel



¹ As a wide-ranging review of the human aspect of the defense force was necessary in light of changes to the security environment and to social structure such as changes in the role of the SDF, the drop in the birth rate, and the aging population, the "Panel to Examine Comprehensive Reforms in the Personnel Field of the Defense Force" was held with the Minister of State for Defense (at the time) acted as the chair. Results were collated in June 2007 and a report prepared. The report may be viewed at the following URL: <<http://www.mod.go.jp/j/approach/others/jinji/index.html>>

(1) Review of rank and age structure

In light of the fact that the average age of the Self-Defense Forces as a whole is increasing, since FY2011, efforts have been made to curb the promotion of officers, warrant officers and sergeants in order to increase the number of privates and to adjust the rank and age structure of existing personnel. According to the plan, the total number of officers, warrant officers and sergeants will decline at about 9,000 during the period of the 2010 NDPG. Furthermore, while the regulation to manage the number of personnel by rank is experimentally formulated, deliberations on operational procedure of personnel management are underway.

(2) Early retirement system

The early retirement system is a system under which Self-Defense Officials are retired earlier than the mandatory retirement age. It contributes to increasing the strength of the SDF by ensuring appropriate personnel management and improving the age structure, so consideration is being given to this system in conjunction with measures focused on support for reemployment. At present, in light of deliberations by the Ministry of Internal Affairs and Communications concerning the introduction of a voluntary retirement scheme, consideration is being given to the requisite preferential measures and operating methods.

(3) New appointment system (backline appointment system)

The new appointment system involves giving precedence to younger personnel in assignment to front-line units while applying an optimum level of salaries and other terms to personnel engaged in other duties (backline appointment system). Currently, detailed deliberations are taking place on narrowing down the list of duties and the forming of an appropriate type of system.

(4) Measures to invigorate all ranks, such as officers, warrant officers, sergeants and privates

Deliberations concerning measures to achieve the invigoration of all ranks, such as officers, warrant officers, sergeants and privates are continuing. These measures have been reviewed as part of the comprehensive reforms in the personnel field of the Defense Force since 2006.

(5) Measures relating to recruitment and support for reemployment

Based on an awareness of the fact that it is necessary to develop a system for recruitment and reemployment support amid a harsh recruitment environment, consolidation is taking place in regard to the duties and roles of the Provincial Cooperation Offices (50 locations) nationwide, which recruit Self-Defense Officials and provide reemployment support, and there are plans to adjust this system further in the future.

See Part II, Chapter 3, Section 2

2 Reform of the National Defense Academy

(1) Background to and progress of reform

The National Defense Academy seeks to cultivate personnel who become officers' material and the graduates play an active role throughout Japan, primarily as SDF officers, after they complete GSDF, MSDF or ASDF officer candidate school. However, as it is anticipated that the recruitment environment will become increasingly difficult, with the falling birth rate bringing about a rapid decline in the number of 18-year-olds among the population, the question of how to secure high-quality students and cultivate high-caliber SDF officers is becoming extremely important. Consequently, the Committee on the Reform of the National Defense Academy was established in September 2010 on the instructions of the Minister of Defense, in order to conduct the necessary deliberations; the Committee submitted its report to the Minister in June 2011 and reforms have been proceeding since then, in line with the direction of reforms set forth in the report.

(2) Key points concerning the direction of reforms

a. The new roles of the National Defense Academy

- ① The provision of education that aims to achieve well-balanced development of knowledge, morals and physical health remains unchanged, as does its mission to put into practice the cadet code of honor, courage and propriety.
- ② Cultivating the flexible thinking and intellectual foundation that are essential in order to carry out a wide range of duties in a global environment.
- ③ Dissemination among society of knowledge concerning security, through extension courses, lectures and publications.
- ④ Ensuring that the National Defense Academy is a source of pride for the local community and, based on that understanding, collaborating with the community in order to fulfill its role as an institution of higher education and a research institute.



Parliamentary Vice-Minister of Defense Shimojo carrying out an inspection at the Entrance Ceremony at the National Defense Academy

b. Clearly demonstrating its educational philosophy

- ① Nurturing SDF leaders who protect the peace and independence of Japan and contribute to the stability of the international community.
- ② Cultivating the richness of spirit appropriate to a leader, to ensure that they become true ladies and gentlemen, and true warriors. The cadet code of honor, courage and propriety is the mainstay of this.
- ③ Fostering fundamental education that achieves a good balance between developing knowledge, morals and physical health. Particular importance is attached to the development of a broad outlook and scientific thinking.
- ④ Establishing a strong will and sense of duty in regard to taking on responsibility for Japan's defense capability in the international community, and acquiring the basic skills and abilities required as an SDF officer.

c. Measures aimed at securing personnel

- ① Reform of the entrance examination system
 - A new comprehensive entrance examination is being introduced from the FY2012 examinations, with selection emphasizing not only performance in terms of knowledge, but also candidates with an excellent records in terms of morals and physical health, while also attaching importance to their intentions in entering the Academy and desire to be commissioned as an SDF Officer.
 - In addition to the current general entrance examination, a new-style general entrance examination held in March is being introduced from FY2012, in order to provide more students with the opportunity to take it.
- ② Securing diverse personnel

Measures are being considered that focus on incorporating students who have graduated from technical colleges that provide a high level of education in science and engineering into a science-focused three-year program of general education, similar to that provided at ordinary universities,



Parliamentary Vice-Minister of Defense Jinpu giving an address during the Entrance Ceremony at the National Defense Medical College

with a view to the introduction of this system in FY2013 at the earliest.

d. Enhancement of education, training and research

In order to enhance basic education, as well as strengthening instruction in basic academic skills and guidance in basic physical fitness, efforts will be made to improve education focused on character-building. Moreover, the output of the Academy as a hub for education and research concerning defense and security will be disseminated. Furthermore, as well as tailoring the content of education to our increasingly globalized, internationalized society and strengthening foreign language education, efforts will be made to strengthen exchange with military academies in other countries. Efforts will also be made to enhance and improve training, such as giving consideration to female cadets in the management of training.

e. Reform of the management and structures of the National Defense Academy

In addition to strengthening functions that cut across departments within the National Defense Academy, such as academic affairs and training, efforts will be made to expand the fixed-term employment of lecturers and the appointment of visiting lecturers. Moreover, measures will be implemented with a view to having cadets bear the cost of degree examination fees.

3 Enhancement of Pay and Conditions

The duties of the SDF make no distinction between night and day. The work assigned to uniformed SDF personnel can be extremely demanding, involving various operations onboard aircraft, long-term service on ships or submarines, or parachuting. To instill SDF personnel with pride and allow them to concentrate on their duties without anxiety, the Ministry of Defense and the SDF strive to provide salaries and allowances, medical care, welfare, and other benefits that reflect the special nature of their duties. Furthermore, as SDF dispatched to respond to the Great East Japan Earthquake carried out disaster relief activities in harsher conditions than normal, adhering to the 2010 NDPG, efforts were made to significantly increase the amount and scope of disaster dispatch allowances so as to ensure proper treatment of personnel that engage in tough and dangerous missions.

4 Efforts for Further Utilization of Female SDF Personnel

The Ministry of Defense and the SDF open their doors wide not only to men but to women as well to fulfill their duties. While there are still limitations to certain assignments due to the requirement for protecting motherhood and securing privacy, female SDF personnel carry out numerous jobs, and their roles

are expanding even at the nucleus of the SDF such as the staff offices and headquarters.

In order to continue to expand recruitment and promotion of female SDF personnel, the Ministry of Defense and SDF drew up the “Basic Plan for Gender Equality in the Ministry of Defense (FY2011-FY2015)”² in March 2011. The plan calls for the consideration and implementation of numerous measures to allow female SDF personnel to lead a balanced life between work and family without having to quit their job, and to further expand their opportunities for involvement. For example, initiatives include the active participation of female SDF personnel in planning and proposals when they have the desire and capability, further use of female SDF personnel in international peace cooperation activities, and the proactive operation of a program for replacement personnel for child care leave.

In the future, the Ministry will make steady efforts to work on various measures with persistence to further utilize female SDF personnel.

5 The Promotion of Measures to Support Child-Raising

In consideration of the continuing decline in the birth rate of Japan, the Law for Measures to Support the Development of the Next Generation was enacted in 2003 to contribute to the development of a society where the children, upon whom the next generation of Japanese society will rest, can be born



Support for staff called to work in an emergency: a GSDF member provides childcare support at Camp Asaka during the emergency call-up at the time of the Great East Japan Earthquake

healthy and be educated decently. In response, the Defense Agency (at the time) established the Committee to Promote Measures to Support the Development of the Next Generation in 2004, and decided on the “Action Plan to support a good work-family balance of the Defense Agency” in 2005 to cover the period from April 1, 2005 to March 31, 2010.

In March 2010, with the expiration of the aforementioned action plan the “Action Plan to support a good work-family balance of the personnel of the Ministry of Defense” (FY2010–FY2014)³ was formulated. In particular, the plan focuses on measures aimed at actively encouraging male personnel to take child care leave and other special leave relating to child-raising, such as compiling a handbook for male personnel and organizing lectures to educate them about these leave systems.

6 Discipline-related initiatives

The Ministry of Defense and the SDF make efforts to uphold discipline within the SDF on a daily basis, through the initiative of SDF officers, providing instruction regarding the upholding of regulations preparing and widely disseminating numerous documents for use in leadership, thereby seeking to increase compliance with laws and other regulations, as well as raising awareness of these. Also, in March 2012, the Ministry and SDF distributed the “discipline reference material,” which explains the gist of instructing subordinates, in order to develop well-disciplined personnel.

Moreover, campaigns such as the “Anti-Drug Abuse Month” and the “Self-Defense Forces Personnel Ethics Week” have been established, with the objective of instilling in personnel an awareness of compliance with the law.

(1) Measures to Prevent Drug Abuse

In 2005, there was a series of illegal drug-related offenses in the SDF. The Ministry of Defense taking those incidents very seriously established the “Committee to Consider Measures for the Drug Problem”, chaired by the then Vice Minister of State for Defense to put the point at issue and preventive measures⁴ together and decide to steadily implement those measures.

However, incidents that violated the drug-related laws have continued to occur, and one SDF member was arrested in 2011. Since FY2010, the Ministry of Defense and the SDF are carrying out such initiatives as 1) thorough education, 2) strengthened inspections of personnel quarters, and 3) the development

² The plan calls for expanded recruitment and promotion of female administrative officials in addition to female SDF personnel, as well as the consideration of measures for the involvement of male staff in child raising and nursing. For more on efforts for gender equality, see: <<http://www.mod.go.jp/j/approach/others/jinji/gender/index.html>>

³ For more on the promotion of next-generation child raising support, see: <<http://www.mod.go.jp/j/approach/others/jinji/kosodate/index.html>>

⁴ It was decided to quickly and steadily implement as preventative measures ① the enforcement of leading service discipline and education, ② the adoption of post recruitment drug testing (urine testing), and ③ the coordination of various counseling and reporting hotlines. Note that inspection regarding the use of drugs has been carried out at the time of recruitment since 2002

of a system for effective drug inspection, focusing on younger personnel, to prevent the recurrence of and eliminate drug crimes, in addition to the aforementioned preventive measures.

(2) Prevention of violation of the Self-Defense Forces Personnel Ethics Act

Against a background of repeated misconduct by officials and incurred severe social disapproval, aiming to secure the trust of the citizens for official duty, the Self-Defense Forces Personnel Ethics Act and Ethics Code that took effect in April 2000 stipulate the prohibition of acts that may bring about suspicion or distrust from the citizens, such as receiving of any gifts or entertainment from interested party by SDF personnel, by clearly defining the scope of interested party.

Specific initiatives include designating the last week of January as Ethics Week, during which, in addition to carrying out education for all personnel, efforts are made to spread and instill an awareness of ethics through public relations and awareness activities.

7 Efforts to Prevent Suicide among SDF personnel

In 1998, the annual number of suicides in Japan exceeded 30,000 people and has since maintained a high level. This is a serious social problem in Japan. The same is true for the SDF, and while a record was set in FY2004, with 94 SDF Regular Personnel suicides, subsequent figures have shown a decline, with 80 suicides in 2009, 77 suicides in 2010, and 78 suicides in 2011.

The suicide of a member of the SDF is truly a great tragedy for both the persons committed suicide and their bereaved families, and it represents a great loss to the Ministry of Defense and SDF in terms of the loss of capable personnel. The Ministry of Defense and SDF are taking ongoing measures to prevent suicide, including the following initiatives

- Expansion of the counseling system (internal/external counselors, and a 24-hour telephone counseling hotline, etc.)⁵
- Promoting education among commanders and education aimed at raising enlightenment, such as mental-health education for enlisted personnel
- Establishing a campaign period for enhancing mental health

measures, ensuring thorough efforts by commanders to closely monitor the mental condition of subordinates whose environment has been changed due to personnel transfers, etc., and providing various reference materials

8 Commemorating Personnel Killed in the Line of Duty

Since the establishment of the National Police Reserve in 1950 and through its evolution via the National Safety Force and the Coastal Safety Force into the SDF today, SDF personnel have been striving to accomplish the noble mission of protecting the peace and independence of Japan. They have accomplished this by devoting themselves unstintingly to training, day and night, to live up to the expectations and trust of the Japanese citizens, regardless of danger, and with a strong sense of responsibility. During this time, however, more than 1,800 personnel have lost their lives in the line of duty.

In the Ministry of Defense and the SDF, funeral ceremonies are carried out by each SDF unit to which the personnel killed in the line of duty belonged in order to express condolences. Moreover, in order to eternally recognize the achievements of the SDF personnel killed in the line of duty, and to express deep honor and condolences, memorial ceremonies are carried out in various forms, and support is provided to the families of the deceased⁶.



FY2011 Memorial Service for SDF Members who had died on Duty held at the Memorial Zone of the Ministry of Defense

⁵ See <<http://www.mod.go.jp/approach/others/jinji/mentalhealth/index.html>>

⁶ The Monument for SDF Members Killed in the Line of Duty was constructed in 1962, and reinforced in 1980, due to aging through weathering. Later, when the headquarters of the then Defense Agency was moved to Ichigaya in 1998, the Memorial Zone in its current form was located on the east side of the memorial area with the Monument for SDF Members Killed in the Line of Duty and other monuments. A memorial ceremony for SDF members killed in the line of duty is held annually at the Memorial Zone. This ceremony is attended by surviving family members of the honored dead, and also attended by the Prime Minister and high-ranking officials of the Ministry of Defense and SDF including the Minister of Defense, former Directors-General of the Defense Agency, and others. At the Monument for SDF Members Killed in the Line of Duty in the Memorial Zone, there is an iron plate containing the names and other information of personnel killed in the line of duty. When foreign dignitaries such as Defense Ministers visit the Ministry of Defense, they make offerings of flowers, expressing their respect and condolences to personnel killed in the line of duty. Memorial ceremonies are also held at individual SDF posts and bases.

6 Retirement and Outplacement of Personnel

1 Dealing with Retirement and Outplacement of SDF Personnel

There is an early retirement system and a fixed-term service system for SDF uniformed personnel to keep the forces strong. Unlike private-sector and civilian government employees, many SDF uniformed personnel retire by their mid-50s (personnel serving under the early retirement system) or their 20s (most uniformed personnel serving under the fixed-term service system), and many must become re-employed after retirement in order to secure their livelihoods.

It is the responsibility of the nation (the Ministry of Defense) as the employer to support this re-employment. In addition to resolving concerns that SDF uniformed personnel may have about their future so they can work diligently without any worries while in service, ensuring that they can lead stable lives after retirement is also understood to be essential for boosting morale and securing high-quality human resources, and support measures such as training helpful to re-employment is being carried out for this reason¹.

Also, as the Ministry of Defense is not authorized to work on its own as an intermediary between job seeker and prospective employer, the SDF Personnel Support Association provides free job consultation to retired SDF personnel with permission from the Minister of Health, Labour and Welfare and the Minister of Land, Infrastructure, Transport and Tourism. As the employment environment is expected to remain harsh, the further improvement and strengthening of re-employment support for retired SDF personnel is necessary.

The 2010 NDPG and 2011 Mid-Term Defense Program also stipulate the promotion of policy regarding reemployment assistance so that measures are steadily implemented to ensure that retired personnel are effectively utilized in society and are received in the public sector.

See Part II, Chapter 2, Section 2

Each retired uniformed SDF personnel possesses abilities for planning, leadership, faculty, cooperativeness, responsibility gained by work performance and education and training through wide-ranging types of job/occupational fields. Furthermore, they have various qualifications and licenses acquired through their work or occupational training. For these reasons, they are active in a broad range of sectors, including the manufacturing

Fig. III-4-1-6 Main Measures for Reemployment Support

Items	Description
Occupational aptitude testing	Testing aimed to provide retiring SDF personnel with guidance on the basis of individual aptitudes
Technical training	Provide retiring SDF personnel with skills usable in society after retirement {large sized motor vehicle operation, large sized special motor vehicle operation, information processing, crane operation, motor vehicle repair, boiler maintenance, nursing care (home helper), etc.}
Disaster prevention and risk control training	Provide SDF personnel who will take early retirement with technical knowledge on disaster prevention administration and the Civil Protection Plan
Correspondence courses	Provide retiring SDF personnel with the capability to acquire public certification (certified social insurance labor consultant, health supervisor, real-estate transaction specialist, etc.)
Business management training	Support SDF personnel who will take early retirement to cultivate social adaptability as well as provide know-how to lead a stable life after retirement or reemployment
Career guidance	Prepare soon-retiring SDF personnel to find new employment and provide them with know-how to choose new occupation

and service industries, in addition to finance, insurance, real estate, and construction industries, where they are highly evaluated by their employers regardless of occupational type or field. These personnel are also employed by local governments as staff charged with risk management and disaster prevention.

2 Regulations on Reemployment of Retired SDF Personnel

Reemployment of SDF personnel is regulated² in order to ensure public service impartiality. When SDF personnel get jobs at private companies within 2 years of retirement, and if that

¹ For further information on re-employment support for each branch of the SDF, see:
GSDP: <<http://www.mod.go.jp/gsdp/retire/>>
MSDF: <<http://www.mod.go.jp/msdf/formal/engo/engotop.html>>
ASDF: <http://www.mod.go.jp/asdf/recruit/taishoku_jieikan/>

² An amendment to the Self-Defense Forces Law is included in the bill to amend the National Public Service Act submitted to the 177th Diet session in 2011. The legislation stipulates regulations regarding reemployment of retired SDF personnel in line with regulations on reemployment of other public officials of the government. This includes regulations on outplacement of the personnel by other SDF officials, on seeking position by SDF personnel in interested companies while in service, and on requesting favors by personnel from active SDF personnel.

company had a contract with the Ministry of Defense within five years before that SDF member's retirement, the approval³ of the Ministry of Defense or other delegated authority must be sought in accordance with the regulation. In 2011, the Minister of Defense approved 87 cases (87 individuals) of reemployment of SDF personnel by private companies.

3 Reappointment system

The reappointment system is a system through which those who have the desire and ability to continue serving as troops even after reaching the mandatory retirement age are employed once more. This system makes it possible to actively utilize elder but capable personnel, and achieve harmony between the employment and pension systems. As of the end of March 2012, the Ministry of Defense and Self-Defense Forces had 759 staff who had been reappointed under this system. Moreover, with the objective of cultivating an environment in which Self-Defense Officials, who reach the mandatory retirement age earlier than ordinary civil servants, can devote themselves to their duties with peace of mind, the reappointment system makes it possible for Self-Defense Officials to be appointed for fixed terms of up to three years before the age of 60. (See Fig. III-4-1-7)

Fig. III-4-1-7 Overview of Reappointment System

Items	Administrative officials and others	SDF regular personnel
Basic approach	○ Present mandatory retirement age to remain in place; personnel in their early 60s who have the ability and desire to work in the public service to be reappointed	○ While maintaining present mandatory retirement age, personnel with the desire and ability to work as SDF regular personnel beyond the mandatory retirement age remains to be appointed to a position determined by the Minister of Defense
Job conditions	○ Full-time ○ Shorter-time service	○ Limited to full-time service
Period of reappointment	○ One year, with the possibility of renewal	○ Renewal is allowed within one year (term for personnel under 60 is within three years) ○ Extension is allowed for a certain period of time (between six months to a year) in the case of mobilization
Maximum age for reappointment	○ 65 (Maximum age was 61 between FY2001 to FY2003. Subsequently, the age has been increased incrementally by one year, every three years)	
Salary and allowance	○ Fixed monthly salary is provided based on job level and rank. Allowances, such as a commuting allowance, are provided	

³ "Seclusion from private companies" is stipulated in Article 62 of the Self-Defense Forces Law.