

### Section 3. Gaining the Trust of Japanese Citizens

Defense forces are the last resort to ensure the nation’s security and cannot be substituted by other means. Nevertheless, defense forces that do not have the public’s backing cannot function effectively. SDF personnel work hard on a daily basis to meet the people’s trust and expectations.

However, certain incidents have undermined public trust. The Ministry of Defense and the SDF deeply regret such incidents and strive to prevent recurrence as explained below<sup>44</sup>.

#### 1. Actions Taken Against Collusive Bidding, and Similar Cases by the Defense Facilities Administration Agency

##### Report on Drastic Measures to Prevent Collusive Bidding, and Similar Cases by the Defense Facilities Administration Agency

On January 30, 2006, senior officials of the Defense Facilities Administration Agency and other persons were arrested on charges of interfering with bidding for the construction of defense facilities. Following this incident, to create a new system for the former Defense Agency as a policy-making government organization

**Fig. III-4-3-1 Gist of “Report on Drastic Measures to Prevent Recurrence of Bid Rigging Involving Defense Facilities Administration Agency”**

Areas to be Studied	Main Areas for Improvement
Bidding Procedures for Construction Projects	<ul style="list-style-type: none"> <li>○ Improvement of bidding procedures</li> <li>○ Reinforcement of supervisory and checking functions in bidding and contract processes</li> <li>○ Reinforcement of preventive measures against bid rigging</li> <li>○ Establishment of proper relations between the agency and industry officials including those previously employed by the agency</li> <li>○ Continuous monitoring</li> </ul>
Re-employment	<ul style="list-style-type: none"> <li>○ Review of early retirement system at the agency</li> <li>○ Restraint on re-employment</li> </ul>
Clarification of Standards for Disciplinary Actions	<ul style="list-style-type: none"> <li>○ Formulation of punishment standards in regard with procurement and accounting violations</li> </ul>
Personnel Management	<ul style="list-style-type: none"> <li>○ Integrated personnel management of Class-I technical and engineering officers</li> <li>○ Active personnel exchanges</li> <li>○ Combination of administrative officers and technical and engineering officers for work placement</li> <li>○ Drastic change of employees’ mind setting toward their work</li> </ul>
Organization	<ul style="list-style-type: none"> <li>○ Scrutiny and review of work at the Defense Facilities Administration Agency</li> <li>○ Review of procurement work directly undertaken by SDF units in regional areas</li> <li>○ Streamlining of regional organizations that play the role of connecting regions and administrative defense policy</li> <li>○ Reorganization of Internal Bureaus</li> <li>○ Creation of organizations and bureaus which are in charge of agency-wide supervision and auditing</li> <li>○ Future study</li> </ul>
Public-Interest Entities	<ul style="list-style-type: none"> <li>○ Dissolution of Defense Facilities Technology Foundation</li> <li>○ Improvement of other public-interest entities placed under jurisdiction of the Defense Ministry</li> <li>○ Review of labor loan contracts</li> </ul>

that can be trusted by the people, the former Defense Agency established the Committee to Investigate the Case of Collusive Bidding Procedures, and Similar Cases by the Defense Facilities Administration Agency headed by the Director General of the Defense Facilities Administration Agency, Iwao Kitahara, and the Panel to Examine Drastic Measures to Prevent Recurrence of Collusive Bidding, and Similar Cases by the Defense Facilities Administration Agency headed by the then Senior Vice-Minister for Defense, Taro Kimura, under the auspices of the then Minister of State for Defense Fukushima Nukaga. Detailed investigations were conducted prior to taking measures to prevent recurrence.

On June 15, 2006, the Committee prepared and published its report, "Investigation on the Case of Collusive Bidding Procedures, and Similar Cases by the Defense Facilities Administration Agency." The following day, on June 16, 2006, the Panel published its report, "Report on Drastic Measures to Prevent Recurrence of Collusive Bidding, and Similar Cases by the Defense Facilities Administration Agency"<sup>45</sup>.

The Ministry of Defense is aware that, before carrying out such measures, it must change the attitudes of its personnel. In particular, it is important to repeatedly announce that the budget is taxpayers' precious money, and to foster awareness of compliance among its personnel. All staff must maintain the proper attitude, verify the effects of measures, make changes when a problem occurs, and act appropriately. (See Fig. III-4-3-1)

## **2. Measures against Drug Abuse**

The Ministry of Defense and the SDF deeply regret the series of drug abuse cases in 2005<sup>46</sup>, and established the Committee on Measures for Drug Issues in October 2005. This Committee issued a final report<sup>47</sup> in February 2006, describing the problems, prevention measures, and other related issues.

Despite these efforts, there have been further cases of SDF Regular Personnel being arrested on allegations of violating the Stimulants Control Law and the Law Concerning Special Provisions for the Narcotics and Psychotropics Control Law, etc., and Other Matters for the Prevention of Activities Encouraging Illicit Conducts and Other Activities Involving Controlled Substances through International Cooperation. One ASDF Regular Personnel was arrested in April 2006; two MSDF Regular Personnel were arrested in September 2006; and one GSDF Regular Personnel was arrested in February 2007. In response to the case in September 2006, at a meeting of the Committee on Measures for Drug Issues in September, a more effective drug testing system<sup>48</sup> was discussed, and it was decided that drug testing should be carried out on all personnel covering SDF Regular Personnel working in ground, maritime, and air forces within a fixed term<sup>49</sup>. The Ministry of Defense and the SDF will continue to take strict measures to prevent recurrence.

## Voice of a Female SDF Member Working as a Base Security Guard

**Staff Sergeant Tomoyo Matsumoto, ASDF  
Security Guard Unit, Air Base Group, the 3rd Air Transport Unit**

Do you know what duties a base security guard performs?

The duties include guarding a front gate and other spots, patrolling the base, and coping with contingencies inside and outside the base. In an emergency, we even prevent an enemy's attack or invasion to protect the function of the base, which is vulnerable part of the air force. Guarding of the base is thus something that the Air Self-Defense Force is actively reinforcing.

I am very pleased that, although I am a woman, I have been assigned to that post and provided with an opportunity to work on the frontline of guarding of the base. The job is challenging, and I enjoy working every day. In addition to protecting the base, I can also work at the front gate as the "face" of the base, and am glad that many people recognize me and give me a cheer when they pass the gate. I also feel happy—and blush—when my children say, "You are cool, mum!"

I am currently responsible for general affairs in a security guard platoon, and performing such duties as the improvement of the working environment so that everyone can work comfortably, the support for administrative work of the platoon, as well as the implementation of base security guard training. I sometimes join a team which works around the clock in shifts as security guards. When I worked in shifts for the first time, I was very worried about my children because the work required me to stay in the base for a full day without returning home. But since my husband and parents understand my work and give me a helping hand, I can now work without any concern.

My motto is to be as reliable as male personnel and be as attentive to work as possible as a woman. I was promoted to staff sergeant this January, and my responsibility became heavier accordingly. I am currently studying very hard to become a squad leader and lead my own team as soon as possible.

However, my biggest concern is to build up physical strength. However hard I am working, it is obvious that I am not as strong as men in fighting drills and other exercises. While I am doing my best to overcome my disadvantages, I am also trying to find out what I can do in the area other than physical performance by consulting with my superiors and seniors. There are only a few female security guards. I am proud of my work, and will continue to make the utmost efforts to ensure that everyone in the base can work in a safe environment.



Staff Sergeant Matsumoto at work as a base security guard

## Notes

- 1) The importance of human resources is also pointed out in the National Defense Program Guideline and Mid-Term Defense Program. Also see Chapter 2 of Part II for details on the National Defense Program Guideline and the Mid-Term Defense Program.
- 2) See <<http://www.mod.go.jp/gsdf/jieikanbosyu/>> for details on the recruitment of SDF Regular Personnel.
- 3) Notification of the recruitment period, checking of qualifications for application, processing of application forms, issuance of examination admission tickets, notification of examination dates and locations, provision of locations and facilities necessary for examinations, public relations, and related works.
- 4) For details on employment information, see <<http://www.mod.go.jp/j/saiyou/>>
- 5) Until fiscal 2006, there were two systems applied to employment of SDF Regular Personnel who are 18 years old or over as candidates for “enlisted (upper)”: the “Student Candidate for Enlisted (Upper) System” and the “Enlisted (Upper) Candidate System.” In fiscal 2007, the two systems were reorganized and unified into a new appointment system. It adopts some elements of the “Enlisted (Upper) System,” which aims to raise awareness of candidates for the Enlisted (Upper), and the “Candidates for the Enlisted (Upper) System,” which emphasizes individual capabilities in personnel management. Those qualified for SDF Regular Personnel are recruited as “General Candidates for Enlisted (Upper)” from fiscal 2007.
- 6) The SDF Youth Cadet system was reviewed, and the recruitment of MSDF Youth Cadets and ASDF Youth Cadets was abolished; the recruitment round of fiscal 2006 (employment in fiscal 2007) was the last. Nevertheless, the framework of the GSDF Youth Cadet system will be continued, with the status of authorized SDF Regular Personnel being changed to non-authorized “Students,” which is the same status as the National Defense Academy students.
- 7) 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 of that of general civilian government employees.
- 8) See <<http://www.mod.go.jp/j/defense/yobiji/index.html>>
- 9) Many countries other than Japan also have reserve personnel systems.
- 10) Details on education and training can be found on the website of each SDF group:  
GSDF at <<http://www.mod.go.jp/gsdf/>>  
MSDF at <<http://www.mod.go.jp/msdf/>>  
ASDF at <<http://www.mod.go.jp/asdf/>>
- 11) Such external educational institutions in fiscal 2007 include the University of Tokyo and Waseda University in Japan; and the National Defense University (U.S.) and Harvard University (U.S.) overseas.
- 12) Institutes of each SDF where high-ranking SDF officers of each SDF and others receive training on security, defense strategy, and other subjects.
- 13) The Joint Staff College is part of the Joint Staff Office and educates high-ranking SDF officers on joint operations.
- 14) 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.
- 15) For example, some firing training involving tanks, antitank helicopters, missiles, long-range artillery, surface-to-air guided missiles (improved Hawk and Patriot System), surface-to-surface missile, torpedoes, and other weapons, cannot be carried out at some firing ranges in Japan, or is 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 night-time flight training.
- 16) Activities to detect, exploit and reduce or annul the effects of enemies' electromagnetic waves, while securing the use of electromagnetic waves by friendly forces.
  - 17) See <<http://www.mod.go.jp/j/news/2006/07/12.html>> for details on gender equality; and <<http://www.mod.go.jp/j/info/koudou/index.html>> for details on the Laws for Measures to Support the Development of the Next Generation.
  - 18) The Memorial Stone of SDF Martyrs to Duty was established in 1962, and reinforced in 1980, due to aging through weathering. Afterwards, when the headquarters of the Defense Agency (at the time) was moved to Ichigaya in 1998, the Memorial Zone was located on the east side of the memorial area with the Memorial Stone of SDF Martyrs to Duty and other monuments. However, because it did not have enough space for memorial ceremonies involving the Guard of Honor to take place, renovation of the area started in 2002, with its space expanded, including space for a resting-space. The renovation was completed in 2003. Today many people visit the Memorial Zone, when they participate in the Ichigaya-dai Tour, which includes visits to Ichigaya Memorial Hall, the Public and Health Center, and square for the Guard of Honor ceremony.
  - 19) This is the number from September 2003 to March 2007.
  - 20) "Seclusion from private companies" is stipulated in Article 62 of the Self-Defense Forces Law.
  - 21) Superiority in prompt and accurate recognition, gathering, processing, and dissemination of information.
  - 22) For details on the Defense Information Infrastructure (DII: Standardized network for all the SDF), the Common Operating Environment (COE: Basic group of software commonly used by computer systems maintained by each service of the SDF), and the Central Command System (CCS: central command system that conducts data aggregation processing and other data processing by online-connecting the command system of each SDF service), see <<http://www.mod.go.jp/j/library/archives/it/youkou/>>
  - 23) For example, as part of U.S.-Japan defense cooperation, the "Memorandum of Understanding Concerning Cooperation Regarding Information Assurance and Computer Network Defense" (MOU), which aims to strengthen the response to cyber attacks by exchanging information between Japan and the United States, was concluded in April 2006.
  - 24) The five policy targets are "Enhancement in Gathering/Communicating Information in the Chain of Command (Vertical Direction)"; "Promotion of Intelligence Sharing Among Units (Horizontal Direction)"; "Establishment of System to Cope with Cyber Attacks"; "Promotion of Intelligence Sharing with External Organizations"; and "Enhancement of Various Telecommunication Infrastructures."
  - 25) The Basic Policies for Economic and Fiscal Management and Structural Reform (approved by the Cabinet on July 7, 2006) also presents the significance of "3. Transforming procurement of SDF equipment, material, stock components, and other items so as to make procurement more efficient and streamlined."
  - 26) See <<http://www.mod.go.jp/trdi/>>
  - 27) a) "Operational Demonstration Research" is introduced. In this type of research, the SDF service (the future operator) will evaluate the prototypes of the equipment. The evaluation will be reflected onto the later R&D, procurement, and related operations.  
b) "Evolutionary Development" is introduced. At the start of the development phase, the performance requirements to be achieved are left undecided. Even after the start of the development phase, the precision of required performance can be upgraded, and up-to-date military science technology can be newly introduced.

- 28) This council was established in September 2003 by the former Defense Agency, the Ministry of Education, Culture, Sports, Science and Technology, the Ministry of Economy, Trade and Industry, and the Ministry of Land, Infrastructure and Transport. It was established to promote development of civil aircraft and engines based on initiative taken by our nation as a whole. This is important in the sophistication of our country's industrial infrastructure, as well as the development and dissemination of industrial technology.
- 29) This is a generic term for facilities used by the SDF, and facilities and areas used by the U.S. Forces in Japan based on the Japan-U.S. Security Treaty. It includes maneuver areas, airfields, ports, communication stations, quarters, warehouses, ammunition depots, and fuel bunkers.
- 30) The land area covered by defense facilities (approximately 1,397 km<sup>2</sup>) is the total of those for the SDF facilities (approximately 1,085 km<sup>2</sup>), facilities and areas exclusively used by USFJ (approximately 309 km<sup>2</sup>), and non-SDF facilities jointly used by USFJ under the Status of Forces Agreement (approximately 4 km<sup>2</sup>).
- 31) 1) Residents around five airfields, including Komatsu Airfield (in Ishikawa Prefecture), have filed lawsuits demanding a ban on nighttime takeoffs and landings, and claiming compensation for damage caused by noise. In some of these lawsuits, the court has ordered the national Government to pay "compensation for past damage" in its final and conclusive judgment; 2) On the other hand, some of the residents who have been annoyed by noise but have not filed lawsuits felt that they have not been treated fairly. These residents claimed the same monetary compensation for past damage as ordered by the court in past noise-related lawsuits, and started a campaign for establishing a damage compensation system (so-called "Fair Compensation Movement"); 3) Local public organizations and residents in the vicinity of defense facilities requested that various measures be expanded and enhanced.
- 32) See <<http://www.mod.go.jp/dfaa/kondankai/hokoku.pdf>>
- 33) These measures include conservation of air and water quality, recycling, disposal of waste, improvement of environmental conservation facilities, and environmental assessments.
- 34) This includes the implementation plan, developed by the Defense Agency (at the time) in June 2005, based on the Governmental Plan for Measures to Restrict Greenhouse Gas Emissions from Administrations and Operations approved by the Cabinet in 2002 and its revisions; and the Environmental Protection Policy of the Defense Agency which was established in 2003 and reviewed in January 2005, in accordance with the national Government's Basic Environmental Plan. For details on the Environmental Protection Policy of the Ministry of Defense, see <<http://www.mod.go.jp/j/info/hairyoi/index.html>>
- 35) In an "Opinion Poll on the SDF and Defense Issues" in February 2006, about 67% of respondents replied that they were interested in the SDF and defense issues, and about 85% had a "Good" impression of the SDF. For details, see Reference 61. Additionally, in a "Special Opinion Poll on Humanitarian and Reconstruction Assistance Activities in Iraq by SDF" in September 2006, about 72% of respondents who had seen and heard reports on SDF activities in Iraq, which accounted for 91% of all respondents, replied that they "value" such activities.
- 36) Cooperation in producing the movies "Ore wa Kimino Tamenikoso Shinini Iku" (For Those We Love), Midnight Eagle and "Mari to Koinu no Monogatari" (A Tale of Mari and Three Puppies).
- 37) For details on events, see the website of the Ministry of Defense, <<http://www.mod.go.jp/j/events/index.html>>
- 38) Living experience tours of GSDF, MSDF and ASDF. (For information on the tours, visit the above event information address.)
- 39) In addition to these several tours, "Day Visit to the SDF for Women" has been run since March 2005, as a program that enables women of the wide range of age to easily participate in.
- 40) See <<http://www.mod.go.jp/j/info/joho/index.html>>

- 41) See <<http://www.mod.go.jp/j/info/hogo/index.html>>
- 42) See <[http://www.mod.go.jp/j/library/koueki\\_tuho/index.html](http://www.mod.go.jp/j/library/koueki_tuho/index.html)>
- 43) See <<http://www.mod.go.jp/j/info/hyouka/index.html>>
- 44) In addition to those incidents explained in this report, there was a case involving overseas travel by a MSDF member without prior consent and an illegitimate copy of a Letter of Warning (revealed in July 2006), and a case of lost weaponry at Kusu Garrison (in September of the same year), and other cases.
- 45) For details, see <<http://www.mod.go.jp/j/delibe/dangou/houkoku/20060616.pdf>> and <[http://www.mod.go.jp/dfaa/topics/nyusatsu\\_bogai/pdf/tyousa\\_houkoku.pdf](http://www.mod.go.jp/dfaa/topics/nyusatsu_bogai/pdf/tyousa_houkoku.pdf)>
- 46) From July to December 2005, a total of 17 SDF Regular Personnel (11 MSDF members, five GSDF members, one ASDF member) were arrested, or their case files were referred to the Public Prosecutors Office, on charges of violating the Cannabis Control Law, and other related laws.
- 47) The “final report” recommended immediate, comprehensive implementation of the following, and other measures to prevent recurrence: a) Thorough disciplinary guidance and education; b) Introduction of drug testing (urine analysis) upon enrollment of SDF personnel; and c) Setting up a helpline or report desk. Since 2002, SDF personnel are drug-tested upon enrollment.
- 48) Testing without advance notice.
- 49) One example is testing within two years.