Part III
Measures for Defense of Japan

Chapter 4
Citizens of Japan, the Ministry of Defense and the SDF

Section 1. Sustaining Defense Capabilities
Section 2. Interaction between the Ministry of Defense & the SDF, and the Local Community & Japanese Citizens
Defense capabilities are the ultimate guarantee of a country’s security and no other means can replace this function. For the core of the SDF’s defense capabilities, it is not enough to simply create the necessary organization, but it is also indispensable for the SDF to earn the understanding and support of the Japanese people in order to execute its missions. It is also important to establish human resources and a foundation of equipments and facilities.

With the above background, this chapter explains the following four aspects:
- The organization of the Ministry of Defense and the SDF.
- The process from recruitment and employment, through education and training, to retirement and outplacement of personnel.
- Details on information and communication systems, which is the foundation for all equipment and related matters. (These are examined in Section 1.)
- Activities by the Ministry of Defense and the SDF together with local communities, to gain the support of the Japanese people. (Section 2)

**Section 1. Sustaining Defense Capabilities**

Defense capabilities depend on organization and human resources. The operational efficiency of organizations depends on the capabilities of their personnel, not only equipment and systems. Under the security environment of recent years, missions have become more diverse and international in character, and equipment within the Ministry of Defense and the SDF has been improved. Human resources must therefore be improved too, which means securing and training high-quality personnel.

This section explains the development of the organization and of human resources in the Ministry of Defense and the SDF, measures for the enhancement of information and communications capabilities, and the enhancement of technical research and development.

**1. Organization of the MOD/SDF**

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

**1. Organization of the MOD/SDF**

The MOD/SDF consist of a number of organs that center on the Ground Self-Defense Force (GSDF), Maritime Self-Defense Force (MSDF), and Air Self-Defense Force (ASDF), to fulfill their mission of defending Japan as armed organizations, and a number of other organs 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, III-4-1-2)

**2. System to Support the Minister of Defense**

The Minister of Defense, in accordance with the provisions of the SDF Law, is in charge of the SDF, and is supported by the Senior Vice-Minister of Defense and two Parliamentary Secretaries for Defense. The Minister of Defense is supported by the Administrative Vice-Minister of Defense in supervising administrative work, and the Defense Counselors in setting up basic policies, respectively.

Moreover, the Internal Bureau, Joint Staff and Ground Staff Office, Maritime Staff Office, and Air Staff Office support the Minister of Defense. The Internal Bureau is responsible for basic policies relating to the work of the SDF. The Director-General of the Secretariat and Directors-General of the Bureaus, as part of their own
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responsibilities, support the Minister of Defense when the Minister of Defense gives instructions and authorization to the Chief of Joint Staff (Chief of Staff, Joint Staff), and Chief of Ground Staff (GSDF Chief of Staff), Chief of Maritime Staff (MSDF Chief of Staff), and Chief of Air Staff (ASDF Chief of 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 (excluding operations, with the Chiefs of Staff for the GSDF, MSDF, and ASDF acting as the top-ranking expert advisors to the Minister of Defense.

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

(As of end of FY 2007)
<table>
<thead>
<tr>
<th>Organization</th>
<th>Outline</th>
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| GSDF (see Location of Principal SDF Units at the end of the book) | - Regional Armies  
  - Composed of multiple divisions, 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  
  - Compared to the combat troops, composed of logistics support units which support combat units and others |
| MSDF (see above) | - Self-Defense Fleet  
  - 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 Submarine Force  
  - Responsible for the defense of the sea areas around Japan primarily through mobile operations  
- Regional Units  
  - The five regional units mainly guard their posts and support the Self-Defense fleet |
| ASDF (see above) | - Air Defense Command  
  - Composed of three air defense forces and the Southwestern Composite Air Division  
  - Primarily responsible for general air defense duties  
- Air Defense Force  
  - Composed of key units such as air wings (including fighter aircraft 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) |
| National Defense Academy of Japan (Yokosuka, Kanagawa) | - An institution for the cultivation of future SDF officers  
  - Conducts training and education for future SDF officers (including education that complies to university establishment standards which are the same as other universities)  
  - Offers a science and engineering postgraduate course equivalent to a master’s or doctoral degree from a university (undergraduate and postgraduate courses) and a comprehensive security postgraduate course equivalent to a master’s degree.  
  - Conducts education and training in order to impart a high ability of knowledge and research capability |
| National Defense Medical College (Tokorozawa, Saitama) | - An institution for the cultivation of future SDF medical officers  
  - Conducts education and training for future SDF officers who will serve as medical doctors (including education which complies to 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.  
  - Conducts education and training in order to impart a high ability of knowledge of advanced theoretics, application, and related-research capabilities |
| National Institute for Defense Studies (Meguro-ward, Tokyo) | - Organization that functions as a “think tank” of the Ministry of Defense  
  - 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-ward, Tokyo) | - Central intelligence organization of the Ministry of Defense, which collects and analyzes military data  
  - Collects various military intelligence, including signal intelligence, image information and 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-ward, Tokyo) | - Central organization that conducts equipment-related research and development  
  - 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-ward, Tokyo) | - Central organization for affairs related to equipment procurement required by the SDF to accomplish its duties  
  - 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-ward, Tokyo) | - Institution which checks the general operations of the Ministry of Defense and SDF from an independent perspective  
  - Checks the accounting procedures, bidding procedures and other operational procedures from an independent viewpoint to ensure they are conducted fairly and in accordance with the law |
| Regional Defense Bureau (eight existing in the country) | - Local branch office that provides defense administration in the regions  
  - Conducts administrative work related to obtaining the cooperation of local public organizations and the local people, local equipment procurement, and administration related to facilities  
  - Existing in the following eight regions: Hokkaido, Tohoku, North-Kanto, South-Kanto, Central Kinki, Kyushu and Okinawa |
3. Restructuring of the Ministry of Defense

Following various examinations, taking into account such issues as the case of bid-rigging at the Defense Facilities Administration Agency, the following large-scale restructuring activities were carried out in September 2007:

- Restructuring of the Internal Bureau in order to strengthen policy-planning functions.
- Establishment of the Regional Defense Bureau as the local base of the Ministry of Defense.

In addition, the organizational reform for strengthening the command functions of the Ministry of Defense was shown in the report by the Council for Reforming the Ministry of Defense released in July 2008. (See Part IV, Section 1)

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

1. Recruitment

The Ministry of Defense and the SDF need highly-qualified personnel in order to fulfill their missions. SDF Regular Personnel and other personnel of the Ministry of Defense and the SDF are recruited and employed under various systems. (See Reference 59)

SDF Provincial Cooperation Offices, which are located in 50 locations throughout the nation (four in Hokkaido, and one in each prefecture), conduct recruitment with the help of prefectural and municipal governments, schools, private recruitment counselors and others. Local public organizations are also required to carry out administrative recruitment activities, and the Ministry of Defense defrays the costs incurred by local public organizations.

Since recruitment of the SDF personnel is likely to become increasingly difficult with the declining birth rate in Japan, it is necessary to seek the assistance of local public organizations, related organizations and other community organizations. (See Fig. III-4-1-3) (See Reference 60)
2. Employment

(1) SDF Regular Personnel

SDF Regular Personnel enlist of their own free will on a volunteer basis and are employed as General Officer Candidates; General Candidates for Enlisted (Upper), Privates (GSDF), Seaman Apprentices (MSDF), Airmen Third Class (ASDF), and others. Because of the special nature of the work they do, personnel management performed for SDF Regular Personnel is distinct from that of general civilian government employees.

Personnel management of the SDF Regular Personnel differs significantly from that of general civilian government employees because the former adopts an early retirement system and a short-term service system to keep the forces strong. Under the early retirement system, the SDF Regular personnel retire at a younger age than general civilian government employees. Meanwhile, under the short-term service system, employment may be completed in two or three years. Upon employment, the SDF Regular personnel who enlist in each SDF service complete the basic education and training in a training unit or at a school of each SDF service, and are then assigned to units and positions nationwide.

The preferences and aptitude of each personnel are taken into consideration when assigning them to occupational areas and positions, which are determined before they complete their basic education. (See Reference 61-63)
The Defense Facilities Administration Agency was disbanded and integrated into the Ministry of Defense in September last year. The decision, which followed the incident of the agency officials’ involvement in the bid-rigging in January 2006, was a great shock to the staff who must have felt an immense sense of loss. I think many of those who have once worked at the agency had the same feeling.

Under such situation, then Director-General of the Defense Facilities Administration Agency Iwao Kitahara proposed to compile the History of the Defense Facilities Administration Agency before its disbandment. That was how the all-agency project was launched. Five persons from the General Affairs Division, including myself, were involved as a “Wrap-up Team.” We worked until midnight everyday: collecting data, drafting, adjusting layout, and doing all other tasks which were completely new to us.

The History of the Defense Facilities Administration Agency is the history of the issues related to the military bases in Japan. Originally started as the Special Procurement Agency, the agency has always been at the forefront of military base issues as Japan went through the Allied Occupation, development and expansion of the Self-Defense Forces, the reversion of Okinawa, and so on. We decided to compile a comprehensive history recording the outline of the base issues and its transformation, including the movement of local communities. However, we only had limited time and the process was not straightforward.

On the other hand, I was excited to hear directly from the former agency staff and the local people involved in the base issues. We felt like making a trip back in time to witness some of the well-known incidents.

Compiling the History, we once again realized how challenging the agency’s task was to acquire facilities and ensure their stable operation. At the same time, I felt great respect for those who have diligently fulfilled their task in spite of the difficulty. It was their effort, I believe, that founded the cornerstone of Japan’s national security.

The History was completed right before the final day of the agency. I will never forget how the book felt and weighed when we first handled it. Although it is up to the readers to judge the content, I do think that our original intentions were mostly fulfilled.

Reading it again, I renew my conviction that the articles contributed to the History, including those from the local residents, convey a message to us that further efforts are being expected to resolve the base issues that remain even after the disbandment of the Defense Facilities Administration Agency. About a year has passed since the agency was reorganized into the Defense Ministry. I think we need to keep up our efforts to live up to the people’s expectations and to make the best out of this reorganization.

See <http://www.mod.go.jp/j/info/choushi/>
(2) SDF Ready Reserve Personnel, SDF Reserve Personnel, and Candidates for SDF Reserve Personnel

a. Purpose for Establishing the Reserve Personnel System

Normally, the number of SDF Regular Personnel is kept to the minimum needed to respond to situations: SDF Regular Personnel need to be available immediately in an emergency as the need arises. To meet such needs promptly and systematically, there are three systems: the SDF Ready Reserve Personnel System, the SDF Reserve Personnel System, and the System for Candidates for SDF Reserve Personnel.

In particular, the System for Candidates for SDF Reserve Personnel, which is mainly for personnel without experience, was established to develop and expand the defense basis, secure the stability of SDF Reserve Personnel, and effectively use civilian expertise in fields such as medical practice and language skills.

[COLUMN]

Voice of a Newcomer (a General Officer Candidate, GSDF)

Second Lieutenant Aki Tsuchiyagaito
1st Anti-Aircraft Artillery Company, GSDF

What does it mean to shine at work?

I am working at the 1st Anti-Aircraft Artillery Company in Hokkaido, which forms a part of the ground/air defense.

I joined the Self-Defense Forces (SDF) about one year ago, attracted by the catchphrase that I happened to see, “There are people I want to protect.” Although there are many other ways to help people, the mission of the Ground Self-Defense Force (GSDF) appealed to me in particular. I pictured myself protecting Japan’s peace and independence and safeguarding the people.

I enrolled in the Officer Candidate School filled with dreams and hopes.

Initially I had difficulty adjusting to the new life. I sometimes felt like giving up, frustrated at my immaturity and the disparity between ideal and reality. But I hardly had time to contemplate this. Basic training of the GSDF awaited us, such as a general drill involving a 100-kilometer march. As I overcame one difficulty after another, I realized myself improving step by step. I owe my progress to the wonderful colleagues and attentive instructors who were always there to support me.

I graduated from the Officer Candidate School in December last year. Although it only lasted for three months, I learned much from the regimental training for the infantry which forms the core of the GSDF. At the 27th Infantry Regiment in Kushiro, Hokkaido, we joined the regular infantry members for combat training, target practices, street fighting training, ski marching, wintertime inspection, and so on to experience the real life at a unit and the fighting spirit. The “fighting spirit” which I acquired at the 27th Infantry Regiment will stay with me for the rest of my career.

I was appointed Second Lieutenant in March this year, and started working at the Anti-Aircraft Artillery Company which I had strongly desired to be assigned to. From now on, I will be expected to lead the unit as an officer, in addition to fulfilling the duties of a combatant. The GSDF treasures the heart-to-heart interaction of people. During my everyday interactions with people, I find that they are more often motivated by emotion than plain logic. I wonder what is needed for me to be a leader without having much experience. Whenever in doubt, I always try recalling the motto “passion and sincerity,” which my instructor at the Officer Candidate School constantly reminded us. Strategic, tactical thinking is required for an officer, but at the same time, I believe it is this “passion and sincerity” that brings the unit together. I will keep that in mind as I realize my mission and take care of every single member of the unit.
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Since there are a small number of female service members in the SDF, becoming an officer may prove to be a difficult path. But that does not preclude the possibility. There have been a number of active female service members so far and many paths will be available for female members in the future. For the time being, I think my task is to keep shining in the unit, believing that would foster a strong team by bringing the members closer together.

There are two employment categories in the SDF Reserve Personnel system: general and technical. Personnel hired in the technical category are healthcare professionals and qualified technical personnel in such fields as languages and information processing.

Candidates for SDF Reserve Personnel are appointed as SDF Reserve Personnel following completion of the education and training necessary to work as SDF personnel. In recent years, SDF Reserve Personnel employed with qualifications as healthcare professionals have participated in general disaster prevention drills as medical officers once being appointed as SDF Reserve Personnel, and those employed through their language qualifications have been active as interpreters, participating in Japan-U.S. joint armies of the GSDF post exercises and activities in other fields, following their appointment as SDF Reserve Personnel. (See Reference 64-65)

[COLUMN]

Voice of a Newcomer (Student Pilot, MSDF)

Petty Officer Second Class Tomoharu Inoue
Student Pilot, MSDF

I am currently in training as a student pilot at Ozuki Air Station, Shimonoseki, Yamaguchi Prefecture. I have loved airplanes since I was a child, and becoming a pilot had been my long-time dream. However, things were not that easy. I failed the entrance exam for the student pilot course twice because of my poor vision. But I did not give up and tried again for a third time. This time, the vision requirement was greatly reduced and I finally gained long-awaited entry to the course.

“Dreams can be realized as long as you don’t give up.” That is the lesson I learned from this experience. Student pilots spend their first two years or so at Ozuki Air Station, where they learn basic academic skills in mathematics, English and physics, and cultivate the physical and mental strength required for MSDF staff.

After these two years, we begin learning piloting techniques at the 201st Air Training Unit. That is where I am right now, which is the first crucial step for realizing my dream to become a pilot. I must first become
acquainted with the airplane, and then be able to take off and land on my own.

Within no more than 20 hours after first handling the control stick, we took a solo flight without the guidance of an instructor. I was excited at the idea of being on my own in the open sky, but the pressure was immense as I assumed all the responsibilities of the flight. Nevertheless, having the entire sky right in front of me for myself was a truly rewarding experience. The thrill I felt during my first solo flight is still fresh in my memory.

After that, we learn acrobatic flight, instrument flight, navigation and formation flight. At the recent navigation training, I happened to fly over my hometown. I was greatly moved as I had never imagined myself as a pilot, flying over my old home and town.

I owe my accomplishments to the attentive guidance of my instructors. They could be demanding at times because even a single error can be fatal.

I was assigned to a fixed-wing aircraft as I desired. I will keep up with the training to become a regular P-3C pilot at the earliest possible date, so that I can work at the forefront of Japan’s maritime defense.

b. Cooperation from Corporations Employing Personnel

In addition to carrying out their normal duties, SDF Reserve Personnel and other personnel are also expected to undergo training to maintain the required skills. To attend such training, they take leave or vacation, or adjust their work schedules accordingly. To function smoothly, such systems require the understanding and cooperation of the employers of the personnel. SDF Ready Reserve Personnel, in particular, attend training for 30 days a year, so employers need to allow Ready Reserve Personnel to take this leave and prepare for their absence.

To assist, the Ministry of Defense provides a special subsidy to companies and other organizations to cover for their Ready Reserve Personnel when attending training sessions and the like. This reduces the burden on such employers.

Voice of a Newly Enlisted SDF Personnel (ASDF General Candidate for Enlisted (Upper))

Airman Second Class Hiroki Takahashi
Air Basic Training Wing 1st Basic Training Group
General Candidate for Enlisted (Upper), ASDF

What kind of dreams do you want to realize?

My dream is to have a job that contributes to the society. As I was thinking about how to make this dream a reality, my father’s friend coincidentally introduced me to a provincial cooperation officer, which gave me the opportunity to realize my dream in the ASDF.

After considering the challenges of the “Student Candidate for Enlisted (Upper) System,” a course to train future ASDF personnel to become key personnel, I joined the SDF.
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(3) Administrative Officials, Technical and Engineering Officials, Instructors, and Other Civilian Personnel

There are approximately 23,000 civilian officials – Administrative Officials, Technical and Engineering Officials, or Instructors, and others – in addition to SDF Regular Personnel at the Ministry of Defense and the SDF. These civilians are mainly employed through the Class I Examination for National Public Workers, or the Class I, II, or III Examination for Ministry of Defense Civilian Officials. After participation in the same training course, Class I and II personnel undertake a wide range of work.

Administrative officials are engaged in planning defense policies and management, and the basic operation of the SDF at the Internal Bureau; intelligence works of the Defense Intelligence Headquarters (DIH); and administrative works (general affairs, measures to ensure harmony between defense facilities and surrounding communities, and others) and provide logistic support (maintenance, supply, and others) to SDF units throughout Japan.

Technical and Engineering Officials work at the Technical Research & Development Institute (TRDI) and other organizations, where they conduct R&D to maintain and improve the level of technology of the nation’s defense capabilities. Instructors’ duties include basic investigation and research on the management and operation of the SDF at the National Institute for Defense Studies, and cultivation of highly qualified personnel at organizations such as the National Defense Academy and the National Defense Medical College.

As of the end of March 2008, there were 602 Technical and Engineering Officials and Instructors with doctoral degrees.

Moreover, in the various organizations where these civilian officials work, SDF Regular Personnel of the GSDF, MSDF and ASDF work together with the civilians, mainly in fields where the special knowledge of SDF Regular Personnel is required.

Prior to joining the SDF I did not have much understanding of what kind of jobs the SDF was involved in. However, as I learned more and more about the SDF’s role after my enrollment, I started to believe that it was a necessary job for the safety of Japan and the peace of the international community.

Presently, as a first term General Candidate for Enlisted (upper), I am receiving basic training as an SDF member in the ASDF training unit. Although this period will lay the groundwork for ASDF members and includes subjects that are mentally and physically challenging, I am steadily learning and improving, and my fellow comrades and I encourage each other. I will continue to work hard everyday to graduate from this course, until the day that I am promoted to 4th class, at the earliest time, and become a reliable member of the ASDF. At that time, I hope to contribute to international peacekeeping operations and disaster relief dispatches as a representative of Japan. Among the many units in the ASDF, I would like to serve in the rescue unit.

In addition, if possible, I hope to become a pilot within the ASDF and to continue to challenge myself. This is because becoming a pilot is my other dream.

Lastly, I hope to never forget my present aspirations and to strive toward the achievement of my dreams, without regret.
Voice of a Crew Member of the Icebreaker Shirase

Chief Petty Officer Yoshihiko Matsumoto  
Icebreaker Shirase, MSDF

I have been involved in three missions so far to support Antarctic expeditions. One such on board mission happened to be the maiden voyage of the current Shirase, which took place in 1981 (25th Antarctic expedition), five years after I joined the MSDF in 1976. At first, everything I saw was new to me, so the months-long mission was spent in complete wonder.

However, things were different when I boarded Shirase two years ago after a 23-year interval. As I arrived at Showa Base in Antarctica, I was shocked to see how dramatically things had changed. There was an abundance of high-tech equipment so that we could get almost the same information as in Japan. During my initial visit, we only had satellite telephones and telegraphs, so I completely lost touch with current affairs and trends after being there for five months.

The primary mission of Shirase is to supply Showa Base with food and other necessities. It also provides support for base building at Showa Base and assists in field and maritime observations. Because these tasks must be completed within a specific timeframe, weather becomes our biggest concern every day. Even during the summer season, we need to dress appropriately for the cold as the temperature can drop well below -10˚C. We also need to protect ourselves against ultraviolet rays when working outside. Without sunglasses and sunscreen, a tan from the snow or injury to the eyes could occur within a few hours. These are just some of the challenges crew members face during their everyday duties.

The successor to Shirase is scheduled to be commissioned this April. The new ship will offer increased efficiency in transportation capabilities, such as containerizing goods and supplies, loading large onboard helicopters and others. It also has an expanded capacity to accommodate 80 expedition team members, compared to the previous 60, which will enable additional research observation and base building at the site.

It is imperative that our operational support for Antarctic expeditions continue to live up to the public expectations. I am confident that the 40-year long tradition founded by our predecessors on Fuji and Shirase will be inherited and nurtured by future generations.
3. Daily Education and Training

In order to accomplish its missions such as the defense of the country, the SDF needs commanding officers and other members who possess excellent knowledge and skills and to be highly qualified, and it also needs each unit to maintain a high level of proficiency. Personnel are always required to be prepared to demonstrate their capabilities in any situation, so that the SDF can immediately and appropriately deal with various situations and deter any country threatening to invade Japan.

Education and training are crucial for the SDF to develop its human resources and strengthen its capabilities, as described above. While working under various constraints and making great effort to prevent accidents and address other safety concerns, the SDF is committed to educating its personnel and training its units to make them strong, and to maintaining and improving its readiness to respond to any situation.

1. Education of SDF Regular Personnel

(1) Present Status of Education

Enhancing the ability of each SDF Regular Personnel is essential to the SDF to perform their duties at units. At its schools and training units, the SDF provides a systematic phased education, starting from basic education immediately after joining the SDF, to life-long learning to nurture the qualities necessary for positions and duties, in order to cultivate quality, knowledge and skills of personnel.

When it is judged that personnel need to improve their professional knowledge and skills, or if it is difficult for them to acquire such knowledge and skills within the SDF, they may study abroad, at external educational institutions, domestic companies, research institutes, and similar organizations. Education is entrusted to such organizations, and so a wide range of external educational organizations is used to help personnel continuously improve their qualifications, knowledge and skills. (See Reference 66)
(2) Joint Educational Programs
The joint operations posture was started in March 2006. Knowledge and skills regarding joint operations are essential in order to develop the system, which is done primarily through joint educational programs. Therefore, the SDF has enhanced education on joint operations at the Staff College of each force, and at other educational facilities. Additionally, a joint educational program system, centered on the Joint Staff College, has been set up. High-ranking SDF officers who will become Senior Unit Commanders and Senior Staff receive joint educational programs at this College.

(3) Educational Programs Meeting the Needs of the Times
The SDF has increasing opportunities to take part in international activities, and is developing more active relationships with other countries, and so has added language programs for English, Russian, Chinese, Korean, Arabic, and other languages to its curricula. The SDF also accepts students from abroad to increase understanding of other countries. Furthermore, education on the implementation of international peace cooperation activities is being carried out in the GSDF International Activities Training Unit and other groups in order to conduct international peace cooperation activities in an expeditious and continuous manner. (See Chapter 3, Section 1) (See Reference 67-68)

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 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 69)

In addition to such training for national defense, training is given on the diverse roles required for the SDF in recent years. (See Reference 70)

(2) Joint Exercise
In order to exert defense capabilities most effectively in the event of an armed attack on Japan, the GSDF, MSDF, and ASDF must conduct joint exercise during peacetime. Therefore, the SDF has been conducting joint exercise involving two or more forces. Such joint exercise has been strengthened with the transition to a joint operations posture in March 2006. (See Reference 69)

(3) Restrictions on Education and Training, and Responses
Various facilities and equipment are available for SDF training under the nearest possible environment to that of real fighting, yet many restrictions are imposed on their usage.

Particularly, restrictions in maneuver areas, waters and airspace, and firing ranges where training is carried out are becoming tighter along with the modernization of equipment and other changes. Such areas are not sufficient in size, are unevenly dispersed across the nation, and have time limitations.

Furthermore, training under an electronic warfare environment – conducted as practical training – is limited by the need to avoid radio wave interference.

To deal with these restrictions, each SDF 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 71)
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(4) 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 the safety of military vessel and aircraft traffic, and firing training at ordinary times, and prepare aeronautical safety radio facilities and equipment for prevention and rescue in the event of marine accidents.

(5) The Collision between the Destroyer Atago and the Fishing Vessel Seitoku Maru
The MSDF destroyer was one party in the collision on 19 February 2008 between the destroyer Atago and the fishing vessel Seitoku Maru, causing the capsizing of the Seitoku Maru with its crew of two. It is extremely regrettable that the SDF, which is responsible for defending the lives and property of the Japanese people, caused such an accident and the SDF maintains an awareness of the extreme importance of this issue.

An “MSDF Accident Investigation Commission” was established immediately following the incident to investigate its causes. On 21 March 2008 the findings of the investigation until that point were made public to the extent that such disclosure would not hinder the investigation. The following evaluations were provided of the total response extended by the Atago:

1) The watch conditions for the ship as a whole were not performed adequately. This includes the placement of watch personnel and the CIC person on duty.
2) The fact that the Seitoku Maru was observed at starboard means that it is highly likely the Seitoku Maru approached the starboard side of the Atago. If this is the case, the Atago had an obligation to give-way but failed to implement appropriate give-way maneuvers. Furthermore, it is highly possible that the measures implemented by the Atago immediately preceding the collision were inadequate avoidance maneuvers.

The MOD and SDF will continue to perform investigations, make efforts to create more detailed responses, and work to prevent the recurrence of such accidents.

Safety in maritime navigation is of utmost importance, whether for SDF ships or general vessels. The general rules for maritime traffic safety outlined in the Law for the Prevention of Collision at Sea and in the Maritime Traffic Safety Law for designated waters apply to SDF ships in exactly the same way as they apply to general maritime vessels. Education and training on this matter are currently being provided.

The conditions of the Atago at the time of the accident and the accident cause will be made clear by a Japan Coast Guard investigation and by accident investigations by a marine accident inquiry and by MOD Marine Vessel Accident Investigation Committee. Emergency measures implemented due to this accident include the following:

1) On the day of the accident the Minister of Defense issued instructions (“The Safe Navigation of Military Vessels”) to the head of the unit operating military vessels to reconfirm and educate personnel on (a) compliance and adherence with laws and regulations on the securing of safety in maritime traffic and (b) the operational system for safe navigation.
2) Based on these Ministerial instructions, on 28 and 29 February the MSDF ceased all training and operations, excluding critical unit operations on actual duty, and implemented a “General Review on Operational Safety” for aircraft as well as military vessels that included a safety review of operational preparedness with such elements as a review of duty readiness and watch-related conditions.
3) Regarding the use of the autopilot until immediately before the accident, instructions have been issued for an investigation to establish internal autopilot regulations and to make as clear as possible for all situations upon whose authority the decision for autopilot use is made. Furthermore, from 25 February, with the exception of multi-purpose assistance vessels with restrictions on staffing for operations, the use of autopilot functions by
individual vessels of the SDF fleet during regular operations was prohibited until said internal regulations are established.

Further developments include the following:
1) A decision was made to establish universal operating standards for autopilot equipment in the MSDF in order to achieve a standardized autopilot operation.
2) Audio recordings from voice recorders and the navigational record of ships as detected by radar are valuable for the investigation and analysis following accidents such as this one. As such, a decision was made to proceed with investigations into installing equipment and/or functions capable of continuously recording such information, and to equip automatic audio and radar course recording functions.
3) Following the Nadashio Submarine incident, improvements were made to the content of year-round basic training implemented annually to improve basic skills for operational safety.

The accident was first reported to the Minister of Defense at 5:40 a.m., more than one-and-one-half hours after the accident, and first reported to the Prime Minister at approximately 6:00 a.m., nearly two hours after the accident. It must be noted that reporting was delayed.

The fact that an extended period of time passed between the accident and the accident being reported to the Prime Minister and the Minister of Defense indicates an incredibly serious weakness of the crisis management response.

As a result of these conditions, the instruction for reporting incidents and accidents was immediately revised to make it clear that notification for important incidents and/or accidents is to be provided by individual Chiefs of Staff to their direct Ministers and Senior Vice-Ministers within one hour. Furthermore, in March the existing instructions were radically revised and new instructions were issued for the prompt reporting of emergency situations in order to improve reporting to 1) the Minister of Defense and others, 2) the Prime Minister’s Office, and 3) to prefectures and municipalities. In addition, revisions such as the following were made: 1) conditions that require prompt reporting are not only SDF incidents and/or accidents, but are expanded to include all emergency situations, and “emergency situation” is to be indicated in detail; 2) a report to the Prime Minister’s Office is to be made without fail and the point of contact is to be made clear; and 3) a description will be provided of new reports to be made to concerned prefectures and municipalities.

4. Working Conditions of Personnel, Measures on Personnel Matters, and Other Related Issues

The duties of the SDF make no distinction between night and day. The work assigned to SDF Regular 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, health and welfare, and benefits that reflect the special nature of their duties. (See Fig. III-4-1-4)

1. The Panel to Examine Comprehensive Reform in the Personnel Field of the Defense Force

The Ministry of Defense has acknowledged the significance of maintaining high-quality human resources, and has implemented various measures for the new era. Given the rapidly declining birth rate in recent years and changes in lifecycles of SDF personnel, a wide range of reforms, which focus on the personnel field of the Defense Force, has become a pressing issue, in order to secure sufficient human resources and create a comfortable working environment where personnel can concentrate on their duties without anxiety. In September 2006, the Panel to Examine Comprehensive Reforms in the Personnel Field of the Defense Force was established. The panel is headed by the Minister of State for Defense (at the time), and includes top officials of the Defense Agency (at the time) and outside experts. Under their authority the panel has implemented various types of
### Discussions on Reform of the Public Servant System

- A new personnel evaluation system was introduced on a trial basis in January 2006.
- Laws have been organized and prepared with public servants in other Ministries and Agencies: to set up a system which obliges personnel who leave their position soon after returning from overseas to reimburse overseas training expenses; to improve the system for personnel exchanges between the public and private sectors; and to introduce a system for leaves of absences for self-development.
- In response to the establishment of the Diet bill to partially revise the National Civil Service Law and related regulations, study is underway on laws that will be applied to SDF personnel, considering the specific features of special services.

### Efforts for Gender Equality

- The Defense Agency Headquarters for the Promotion of Gender Equality was established in 2001, with the Senior Vice-Minister of Defense as the head of the organization. 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: the expansion in the recruitment and employment of female personnel, support for female personnel to balance work and family life, the improvement of facilities and accommodation on ships and other work areas to fit situations where more and more female personnel are being placed.

### Promotion of Measures to Support the Development of the Next Generation

- The Defense Agency Committee for the Promotion of Measures to Support the Development of the Next Generation was established.
- The Defense Agency drew up the Action Plan of the Defense Agency as a specific business proprietor. (In particular, encouraging male personnel to take child-care leave and special leave, and establishing day care centers on the premises of the Ministry of Defense and SDF).

### Approaches to Mental Health

- After 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.

### Active Utilization of Warrant Officers and Enlisted Personnel

- The GSDF, MSDF, and ASDF have assigned Warrant Officers and senior enlisted personnel new roles, including giving instruction on service discipline to enlisted personnel. For example, the MSDF introduced the Command Master Chief System in April 2003, while the GSDF introduced the Master Sergeant Major System from 2006, and the ASDF introduced the Command Master System on a trial basis since April of this year.

### The Comprehensive Reform in the Personnel Field

- The Panel to Examine Comprehensive Reform in the Personnel Field of the Defense Force was established in September 2006 with the Defense Agency Chief as the 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 addition, the Panel to Implement Measures for the Comprehensive Reform in the Personnel Field of the Defense Force was established last August with the Senior Vice-Minister of Defense as the chairman. They have steadily implemented the content of their report.

### Notes:
2. See http://mhlw.go.jp/g general/seido/koyou/lsjeda ls/susin.html

Remark: As for the reference to the measures taken before the transition to the Ministry of Defense, the former name, “the Defense Agency,” is used.

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In June 2007, the panel produced a report of its findings compiled in the following categories: “Recruitment Items,” “Service Period Items,” “Items on Measures for Aid and Post-Retirement,” and “Other Items.”

Furthermore, on 7 August 2007, the “Panel to Implement Measures for the Comprehensive Reform in the Personnel Field of the Defense Force,” headed by the Senior Vice-Minister of Defense was established, and this panel is working for the steady implementation of these reforms.
2. Efforts to Prevent Suicide among SDF Personnel

In 1998, the annual number of suicides in Japan exceeded 30,000 and has since maintained a high level. This is a serious social problem in Japan. The same is true for the SDF, with a record-setting 94 SDF personnel suicides in FY 2004, 93 suicides in FY 2005 and FY 2006, and 83 suicides in FY 2007.

The suicide of any SDF personnel is truly a great tragedy for both the suicides themselves and their bereaved families, and it is also a great loss for the SDF to lose capable personnel. The Ministry of Defense established, in July 2003, the Defense Agency Headquarters for the Prevention of Suicides (at the time), headed by the Parliamentary Secretary for Defense (at the time), and took the following measures to prevent suicide. Much effort will be continued to be made for the prevention of suicide.

1) Expanding the counseling system (inside counselors, outside counselors, mental health care officers, and a 24-hour telephone hotline for counseling).

2) Promoting education, to ensure that commanders feel signs of mental problems among subordinates, and that general personnel are aware of their own mental health.

3) Setting a campaign period for the good mental health in spring and summer, which is when personnel are transferred, to enhance awareness of mental health, which includes: having commanders closely monitor the mental condition of subordinates whose environment has been changed due to personnel transfer, providing various reference materials and providing lectures.

3. Commemorating Personnel Killed in the Line of Duty

Since the establishment of the National Police Reserve in 1950, which has evolved through 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 1,700 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 to them. 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 deceased.

5. Retirement and Outplacement of Personnel, and Related Issues

1. Retirement and Outplacement of Personnel

There is an early retirement system and a short-term service system for SDF Regular Personnel, to keep the forces strong. Unlike general civilian government employees, many SDF Regular Personnel retire by their mid-50s (personnel serving under the early retirement system) and their 20s (most uniformed personnel serving under the short-term service system).

To resolve concerns that SDF Regular Personnel may have about their future, it is essential to ensure that
they can lead a stable life after retirement, and thus can work diligently with peace of mind while in service. Such treatment also boosts morale and makes it easier to attract high-quality human resources.

For these reasons, the Ministry of Defense places great importance on outplacement measures for retiring SDF Regular Personnel in personnel matters, and assists outplacement, such as by providing occupational training to teach useful skills, and by effectively using employment information\textsuperscript{24}.

Various local organizations help retiring SDF personnel find new jobs. On the other hand, since the Ministry of Defense is not authorized to conduct employment placement services itself, the SDF Assistance Foundation – with the permission of the Minister of Health, Labour and Welfare, and the Minister of Land, Infrastructure and Transport – offers free employment placement services. As the job market is expected to remain tight, assistance from local governments and other organizations is also becoming increasingly necessary.

Retired Regular Personnel of the SDF work in various sectors, including the manufacturing and service industries, and are now increasingly being employed as risk management staff, including disaster prevention, by local public organizations. Retired SDF personnel are highly evaluated by their employers because they generally have an excellent sense of responsibility, diligence, physical strength, spirit, discipline and other qualities. In particular, those retired or reaching mandatory retirement age have great leadership skills cultivated through many years of service. (See Fig. III-4-1-5)

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\textbf{Fig. III-4-1-5 Main Measures for Reemployment Support}
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Item & Description \\
\hline
Occupational aptitude testing & Testing aimed to provide guidance on the basis of individual aptitudes \\
\hline
Technical training & Provide transferable technical skills for use after retirement (e.g., heavy-duty/special-purpose vehicle operation, information processing skills, crane operation, vehicle maintenance, boiler operation, handling dangerous materials) \\
\hline
Driver training & Grant heavy-duty vehicle license \\
\hline
Disaster prevention and risk control training & Provide technical knowledge on disaster prevention administration and the Civil Protection Plan \\
\hline
Correspondence courses & Provide capabilities to obtain official certification (e.g., social insurance officer, health manager, real estate business manager) to SDF Regular Personnel that will take mandatory retirement \\
\hline
Business management training & Enlighten SDF Regular Personnel that will take mandatory retirement so that they foster social adaptability. Also provide know-how to lead a stable life after retirement or reemployment \\
\hline
Career guidance & Prepare near-retiree SDF Regular Personnel to find new employment and provide them with know-how to choose new occupation \\
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2. Regulations on Outplacement of Personnel after Retirement

There are restrictions on the outplacement of SDF Regular Personnel to ensure impartiality in public duties. For example, within the first two years after a person leaves the SDF, if the prospective employer is a private company that had a contract with the Ministry of Defense within five years before said person leaves the SDF, then the approval\textsuperscript{25} of the Minister of Defense or other regulated personnel is required. In 2007, the Minister of Defense approved 99 individual cases (99 persons) of reemployment of SDF Regular Personnel at private companies.
3. Reappointment System
The reappointment system allows the reemployment of personnel who have the desire and capabilities to continue working as SDF personnel after they reach the retirement age. The system makes the best possible use of experienced and valuable human resources, and secures the linkage between employment and pension. Under this system, the Ministry of Defense and the SDF have reappointed 236 personnel as of the end of March 2008. Furthermore, from the standpoint of building an environment for SDF Regular Personnel, who reach retirement earlier than general civilian government employees to focus on their duties with a sense of security, there are plans to revise the Reappointment System from the existing appointment within one year to make appointments possible within three years when under 60 years of age. (See Fig. III-4-1-6)

6. Enhancing Information and Communications Capabilities
Information and communication are the basis for command and control, extending from the central command to respective headquarters, and to the lower units. It is like the central nervous system of the Ministry of Defense and the SDF. Therefore, the Ministry of Defense and the SDF recognize the importance of enhancing information and communication capabilities in related fields that are directly related to the capabilities of the SDF to execute missions.

1. Response to the Information Technology (IT) Revolution
In response to the IT revolution of recent years, the Ministry of Defense and the SDF are pursuing information superiority, and are systematically establishing the infrastructure to integrate their defense capabilities in order to enable efficient operations. The following three core measures have been taken: 1) Developing sophisticated networks, including the Defense Information Infrastructure (DII) or Common Operating Environment (COE); 2) Enhancing information and communications functions, such as the Central Command System (CCS) and the

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command system of the GSDF, MSDF, and ASDF\(^2\); and 3) Assuring information security, such as responding to cyber attacks against the Ministry of Defense and the SDF.

2. Future Policy for Information and Communications (Action Plan)
In order to meet the new operational needs expected of the SDF in the future, it is necessary to develop more varied and flexible information and communications systems. Our policy targets for strengthening command and communications capabilities and related capabilities have already been set\(^3\).

As a result, DII has been proceeding with construction of an enhanced information and communications posture in response to state-of-the-art information and communications technologies at home and overseas. In addition, the enhancement of capabilities for responses to cyber and other attacks is being sought by the introduction of protective equipment and the development of response readiness. (See Fig. III-4-1-7) (See Part II, Chapter 2, Section 4)

7. Enhancement of Technical Research & Development

1. Research & Development of the Technical Research & Development Institute (TRDI)
In the Ministry of Defense, strict financial circumstances make it necessary to select and concentrate research programs (e.g. by sharing works with the private sector, focusing on fields of our country’s superiority, etc.). TRDI implemented a medium-to-long-term technology outlook which determined the vision on priority technology areas and clarified future directions for each technology area\(^4\).
In addition, it has become necessary to introduce emerging technologies into R&D, and to conduct deeper analysis on operational needs. For these purposes, a number of new R&D methods are being adopted.

In order to optimize the performance, schedule and cost throughout the lifecycle of equipment or materials, it is effective to thoroughly conduct trade-off analyses on a number of proposals regarding performance and cost at the point of concept creation or R&D. Additionally, it is effective to follow-up for improvements and other necessary measures, after deployment of equipment and materials. Continuous study is underway as part of efforts to enhance the R&D system. (See Reference 72-73)

2. Strengthening Relations with the Commercial-off-the-Shelf (COTS) Technology Field

In regard to R&D at the Ministry of Defense, the National Defense Program Guidelines and the Mid-Term Defense Program state that efforts should be made “by proactively introducing advanced technology of industrial, governmental, and academic sectors.”

TRDI aims to investigate and introduce superior technologies in the private sector. As part of this effort, basic (element) technology research themes have been selected, and investigation and research projects that invite public participation by not only private corporations, but also various research organizations, were newly introduced from FY 2007. Implementation of such projects is intended to push forward introduction of superior technology from a wide range of organizations, including research organizations and corporations without direct past contact with the Ministry of Defense.

It is also important to spread the outcome of R&D at the Ministry of Defense into the private sectors. The Ministry of Defense is cooperating to promote the conversion of aircraft that have been developed as SDF aircraft for civil use, since this may lead to a reduction in the procurement costs of such aircraft. The Ministry of Defense is cooperating with other related ministries and agencies through the Council of Ministries and Agencies Related to Promotion of Development of Civil Aircrafts.
I am working as a director of the research office responsible for upgrading and evaluating the combat vehicle systems.

Right now, we are involved in the technical tests for the new tank. Technical tests are conducted to verify that the prototype has all the necessary functions. After passing that test, the prototype undergoes a service trial at the camp, based on which its adoption or rejection will be decided.

The tank is powerful equipment that combines three functions – firepower, mobility and protection – in a highly systemized manner. Accordingly, there are many aspects that need to be evaluated. This new tank will have an enhanced information and telecommunication function in addition to the three functions mentioned above. As a cutting-edge IT tank equipped with the latest features, it requires very precise testing.

Tests are conducted by a test team, which consists mainly of research officials and is supported by some GSDF personnel. Since the performance must be tested from all technical perspectives, we also consult technical staff from other research offices internally or externally, as necessary. Because the tests must be conducted within the GSDF camps or TRDI test centers, we have to make an official tour for days. Preparation and data collection before and after the tour are as important as the actual test, since no accurate evaluation can be expected without thorough preparation and arrangement of data. Therefore, I would like to concentrate on one test. Nevertheless, I always have difficulty finding enough personnel to accomplish the mission since multiple tests are going on at all times.

As a director tasked with management, I am no longer involved in as many tests as I used to be when I was a researcher. Nevertheless, in FY 2007 I directed two tests as the head of a test team. One of them, which was conducted at Kamifurano Camp, involved hitting a moving object while driving the vehicle. This is one of the highest technical tests, and the severe cold and heavy snow at the camp made the task all the more difficult. When we saw bullet marks near the center of the target, we were amazed at the capability of the new tank. At the same time, we felt rewarded and proud that our test was successful.

The tests for the new tank will continue until FY 2009. Although busy days are expected to continue, we as a team would like to make efforts to ensure that the new tank adopted by the GSDF will perform flawlessly as a critical part of the future ground defense systems.