
Doctrine Development Office

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1. Introduction

The Air Power Studies Center of Excellence (APSC) will play a key role as the core intellectual foundation of the Japan Air Self-Defense Force (JASDF). It is being established on the JASDF's 60th Anniversary, an opportune time. The concept of the APSC has been continuously examined by senior officers for several years and its establishment is viewed both as a key step to strengthen the JASDF and as reflection of JASDF's earnest desire.

By establishing the APSC with the clear sense of purpose to become the only research institution in our country to deal with airpower, we believe it will contribute to the maintenance and management of our defense institutions and strengthen the academic function of the JASDF Air Staff College as a whole.

The doctrine development office will be responsible for the research and development of doctrine. It will play an extremely important role in permeating JASDF doctrine throughout the force to foster a unified way of thinking. As such, I would like to explain the doctrine challenges we currently face, some of the measures we are taking to solve them, briefly mention some details of the JASDF doctrine we are developing, and then conclude by expressing my view on the future of the doctrine development office.

2. Doctrine of the JASDF

JASDF doctrine contains the knowledge needed to execute operations and reflects JASDF's common perspective. I would like to briefly explain

why JASDF needs doctrine.

If we look back upon the Defense Agency paper published in 2001 entitled “Defense Capacity Concept Review,” we can see the security environment surrounding our country has undergone significant change, both in terms of international affairs and the exponential growth in science and technology. These changes were beginning to be recognized at the time, and the paper conducted broad reviews of our national security environment, the new defense roles of the Self-Defense Forces, our defense concepts, the necessity for joint operations, and the basic systems for each Self-Defense Force¹.

The JASDF also has the need to determine and express its fundamental views. Since the JASDF roles and duties are changing and expanding, establishing doctrine is necessary to maintain a common perspective.

Along with those efforts, the Air Staff College gradually performed “Research on the Air Self-Defense Force’s Doctrine.” This included a detailed research effort entitled, “Basic Research on Air Self-Defense Force Doctrine” in 2005. The current “Japan Air Self-Defense Force Basic Doctrine”(hereafter referred to as “the Basic Doctrine”) was established on March, 2011 as a result of that research and the separate studies performed by the Air Staff Office.

3. Role of the Doctrine Development Office

The Doctrine Development Office’s duty is to

“Build an environment where the maintenance of our nation’s air defense capacity and the management of its units can be carried out, under the unified control of the Air Self-Defense Force, while developing and improving the doctrine which will unite us through a common perspective as we execute the duties and roles of the Air Self-Defense Force. Whether it is conducting research on foreign wars and campaigns, changes in our international situation, or other activities, the office should identify any and all aspects which will affect the execution of our Air Self-Defense Force duties and then establish and disseminate doctrine to every unit and member of the JASDF.”

Through these activities, the Doctrines Development Office will play a key role in developing JASDF doctrine. Concentrating on the use of best practices and principles, the Doctrines Development Office will establish and communicate new doctrine to all members, organizations and units².

4. The future of JASDF Doctrine

At present, the only formal JASDF doctrine is our Basic Doctrine. However, there are still many subjects that must be covered in order to establish an optimal JASDF doctrine library. We will share the aspects to be unified by doctrine, and that we will work on in the future, in order to establish a common ground for all JASDF members.

Our first task is to establish a doctrine cycle to ensure that doctrine is relevant, understood, and appropriately utilized. In this cycle, we need to ensure that changes to our environment, and the lessons we obtain from practical experience, can be captured and reflected to ensure our doctrine remains optimal. To promote better understanding of doctrine, it is important to describe how we formulate doctrine in an easy-to-understand manner and then promote its use throughout the force via education. The Doctrines Development Office will be responsible for these tasks and will conduct continuous research to support the educational promotion of doctrine. As General LeMay, former commander of the U.S. Strategic Air Command, stated, “Doctrine is the basis of clear judgment³.” Doctrine’s practical use is best realized when members consider JASDF doctrine as a collection of previous judgments made in various situations. The diffusion of JASDF doctrine will further progress if we use it in this practical approach. In addition, the Doctrines Development Office must serve as the core for all doctrine activities. It must promote doctrine’s use in all JASDF activities as appropriate, collect the lessons learned from practical use of the doctrine, seek appropriate and timely feedback, and make required improvements. Feedback is inevitably linked to the lesson-learned-tasks in JASDF and it is necessary for the Doctrines Development Office to be involved in the lesson-learned tasks in a positive manner. As a result of the Doctrines Development Office’s research, we should integrate these processes in order to create better doctrine documentation and

to fix the doctrine cycle.

The second task is to write and publish lower level doctrines. The core of current JASDF doctrine consists of our Basic Doctrine, which describes our principles and universal elements. Our Basic Doctrine also represents the first part of our research on second tier doctrine, which is closely related to unit management. The second tier doctrine requires a full appreciation of the width and depth of the basic doctrine in order to understand and utilize it correctly. Furthermore, based on the doctrinal concepts used in recent situations and JASDF activities, I believe the need for a third tier of doctrine is increasing. The third tier is specifically related to unit activities, and discusses their tactics, techniques and procedures to be used during operations.

Recognizing the task at hand, APSC will begin a process to create the second tier of our doctrine. While we are still not clear about the details for our third tier doctrine, we will still review the entire doctrinal system as it currently exists. By checking the present condition of our teaching manuals, clarifying which doctrinal categories need to be created, and then identifying what content needs to be further described, we hope to create a clear way forward. In addition, we also need to review which units will be selected to prepare the drafts of third tier doctrine, to create a coordination process to receive feedback from the units, and to perform adjustments made by the Air Staff Office.

The third task is training the researchers at the APSC. Training for the researchers is required in order to improve the research competency of the APSC, including the Doctrine Development Office, and to enable continuous research in the future. As part of this effort, from this year (2014) forward we will work with domestic graduate schools to provide training. Moreover, we expect to improve the researchers' capability through exchanges and cooperation with external research institutions, including private think tanks, in order to utilize their knowledge. Specifically, by participating continuously in the studies of external research institutions, or by inviting outside intellectuals to participate in studies sponsored by the APSC, we can generate a useful exchange of opinions and perform mutually beneficial collaborative projects to gain the techni-

cal know-how and generate reference material for future APSC research efforts. We are already in the early stages of this effort.

5. Conclusion - Proceeding for the Future-

According to the U.S. Air Force's basic doctrine, "Doctrine is a great source of analyzed experiences and knowledge⁴." JASDF Doctrine is a doctrine of formalized experiences and knowledge. As I stated previously, by systematically maintaining JASDF doctrine in the future, we can ultimately realize externalization (converting implicit knowledge into explicit knowledge) and connectivity (creating explicit knowledge by systematically combining assorted implicit knowledge.) By utilizing doctrine, the experiences and the knowledge of the JASDF are internalized (through experiencing the explicit knowledge and mastering it to become individual implicit knowledge) and socialized (by sharing the implicit knowledge which multiple people have and mastering it to become individual implicit knowledge) within the JASDF⁵. I think JASDF doctrine will become an extremely effective product for us, if it can be spread and absorbed to the depth mentioned above. In addition, in order to create superior doctrine and utilize it effectively, there must be a close cooperative relationship between the units that directly manage air defense operations and the Air Staff Office, which is the core management organization of our defense force. I hope we will receive positive feedback regarding the present JASDF basic doctrine and the various doctrines which will be drafted by the Doctrine Document Development Office in the future.

On behalf of the Doctrine Development Office, we intend to work with the best of our ability to strengthen the JASDF, with the aim that all JASDF members will be able to share JASDF Doctrine, conduct operations based on Doctrine, and to develop a "doctrine culture."

Notes

1 Defense of Japan 2005 (Annual White Paper)

2 The Value of Air Force Doctrine

Air Power Studies

- 3 The United States Air Force Doctrine Volume 1, Air Force Basic Doctrine, p.5
- 4 USAF, Air Force Doctrine Volume 1, Air Force Basic Doctrine, p.12
- 5 Interactive knowledge acquirement based on SECI model, <http://www.nishilab.sys.es.osaka-u.ac.jp/people/hijikata/arch/SECImodel.pdf#seasea=%E5%BD%A2%E5%BC%8F%E7%9F%A5+SECI> (16. May. 2014 access)