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
Section 3. Gaining the Trust of Japanese Citizens
No matter how the equipment and systems of the SDF are modernized, they must still be operated by people. The full performance of equipment can only be achieved by individual personnel. Moreover, regardless of any strengthening of personnel and Japan-U.S. Security Arrangements, certain preconditions must be met. Namely, without the understanding and support of the Japanese people, it will not be possible to protect Japan and fulfill the goals of other activities, nor will it be possible to expect support from allies.

With the above background, this Chapter explains the following four aspects:

- The process from recruitment and employment, through education and training, to retirement and outplacement of personnel.
- Details on information and communication systems, which is foundation of all equipment; improvements to equipment and materials; prevention of information leaks; 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)
- Building trust among Japanese citizens in the Ministry of Defense and the SDF (Section 3)

Section 1. Sustaining Defense Capabilities

Defense capabilities depend on human resources. The operational efficiency of organizations depends on the capabilities of their personnel, not only equipment and systems (for details on the organization of the Ministry of Defense and the SDF, see Part II, Chapter 3, Section 3). Under the new security environment in 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.

The Ministry of Defense has worked to promptly and economically acquire equipment and materials to meet such environmental changes, while focusing on the transparency and fairness of procurement. Moreover, since leakage of information from the Ministry of Defense and the SDF could seriously threaten the defense of Japan and cause other problems, information protection is crucial.

This section explains the development of human resources in the Ministry of Defense and the SDF, the efficient procurement of equipment and materials, and the prevention of information leaks.

1. 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 Fig. III-4-1-1)

SDF Provincial Cooperation Offices (formerly SDF Provincial Liaison Offices; reorganized in July 2006), which are located in 50 locations throughout the nation (four in Hokkaido, and one in each of Japan’s prefectures), conduct recruitment with the help of prefetal and municipal governments, schools, private recruitment counselors, and others. Local
public organizations are also required to carry out administrative work for recruitment, and the Ministry of Defense defrays the costs incurred by local public organizations.

However, with the declining birth rate in Japan, recruitment by the SDF will become increasingly difficult, and so it is necessary to seek the assistance of local public organizations, related organizations, and other community organizations. (See Fig. III-4-1-2) (See Reference 54)

Fig. III-4-1-1 Personnel of the Ministry of Defense (Breakdown)
(As of March 31, 2007)

Fig. III-4-1-2 Changes in Male Population at the Ages Eligible for Recruitment of Male to the Short-Term Service

Data of 2005; National Institute of Population and Social Security Research made calculations based on the “Population Census”, by the Statistics Bureau of the Ministry of Public Management, Home Affairs, Posts and Telecommunications, and made corrections by proportionally distributing the population with unknown age
Data of 2006 and after; "Future Estimate of Japan’s Population" by the National Institute of Population and Social Security Research (based on average estimate as of December 2006)
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), SDF Youth Cadets, and others. Because of the special nature of the work they do, the employment criteria and working conditions of SDF personnel are distinct from those of general civilian government employees.

Personnel management of the Regular SDF Personnel differs significantly from that of general civilian government employees because the former

Fig. III-4-1-3 Overview of Appointment System for SDF Regular Personnel

Notes: 1. Ranks of Officials are General (GSDF, ASDF), Admiral (MSDF); Major General (GSDF, ASDF), Rear Admiral (MSDF); Colonel (GSDF, ASDF), Captain (MSDF); Lieutenant Colonel (GSDF, ASDF), Commander (MSDF); Major (GSDF, ASDF), Lieutenant Commander (MSDF); Captain (GSDF, ASDF), Lieutenant (MSDF); First Lieutenant (GSDF, ASDF), Lieutenant Junior Grade (MSDF) and Second Lieutenant (GSDF, ASDF), Ensign (MSDF).
2. Medical doctor and dentist Officer Candidates are promoted to First Lieutenant (GSDF, ASDF)/Lieutenant Junior Grade (MSDF) upon passing the relevant national vocational examinations and completing the prescribed training courses.
3. Although Youth Cadets were employed in each SDF service in the past, only GSDF Youth Cadets are recruited from fiscal 2007. Based on the results of reviews on the status of the SDF, the status of Youth Cadets will change to “Students”, the same status as that of National Defense Academy students. This change may be applied starting from recruitment in fiscal 2008.
4. The “Student Candidate for Enlisted (Upper)” System and the “Enlisted (Upper) Candidate” System are reorganized and unified into a single system, under which those qualified are recruited as “General Candidates for Enlisted (Upper)” as from fiscal 2007.
5. They are promoted to Sergeant First Class (GSDF) upon passing of the national nursing examination.
6. Enrollment examination Examination or non-examination screening.
adopts an early retirement system and a short-term service system to keep the forces strong. Under the early retirement system, 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. Many of the Private (GSDF), Seaman Apprentice (MSDF), and Airman Third Class (ASDF) personnel are employed under this system. Upon employment, 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 finish the basic education. (See Figs. III-4-1-3 • 4) (See Reference 55)

<table>
<thead>
<tr>
<th>Rank Designation</th>
<th>Mandatory Retirement Age</th>
</tr>
</thead>
<tbody>
<tr>
<td>General (GSDF), Admiral (MSDF), General (ASDF)</td>
<td>Sho</td>
</tr>
<tr>
<td>Major General (GSDF), Rear Admiral (MSDF), Major General (ASDF)</td>
<td>Shoho</td>
</tr>
<tr>
<td>Colonel (GSDF), Captain (MSDF), Colonel (ASDF)</td>
<td>Issa</td>
</tr>
<tr>
<td>Lieutenant Colonel (GSDF), Commander (MSDF), Lieutenant Colonel (ASDF)</td>
<td>Nisa</td>
</tr>
<tr>
<td>Major (GSDF), Lieutenant Commander (MSDF), Major (ASDF)</td>
<td>Sansa</td>
</tr>
<tr>
<td>Captain (GSDF), Lieutenant (MSDF), Captain (ASDF)</td>
<td>Ichii</td>
</tr>
<tr>
<td>First Lieutenant (GSDF), Lieutenant Junior Grade (MSDF), First Lieutenant (ASDF)</td>
<td>Nii</td>
</tr>
<tr>
<td>Second Lieutenant (GSDF), Ensign (MSDF), Second Lieutenant (ASDF)</td>
<td>Sani</td>
</tr>
<tr>
<td>Warrant Officer (GSDF), Warrant Officer (MSDF), Warrant Officer (ASDF)</td>
<td>Juni</td>
</tr>
<tr>
<td>Sergeant Major (GSDF), Chief Petty Officer (MSDF), Senior Master Sergeant (ASDF)</td>
<td>Socho</td>
</tr>
<tr>
<td>Master Sergeant (GSDF), Petty Officer First Class (MSDF), Master Sergeant (ASDF)</td>
<td>Isso</td>
</tr>
<tr>
<td>Sergeant First Class (GSDF), Petty Officer Second Class (MSDF), Technical Sergeant (ASDF)</td>
<td>Niso</td>
</tr>
<tr>
<td>Sergeant (GSDF), Petty Officer Third Class (MSDF), Staff Sergeant (ASDF)</td>
<td>Sanso</td>
</tr>
<tr>
<td>Leading Private (GSDF), Leading Seaman (MSDF), Airman First Class (ASDF)</td>
<td>Shicho</td>
</tr>
<tr>
<td>Private First Class (GSDF), Seaman (MSDF), Airman Second Class (ASDF)</td>
<td>Isshi</td>
</tr>
<tr>
<td>Private (GSDF), Seaman Apprentice (MSDF), Airman Third Class (ASDF)</td>
<td>Nishi</td>
</tr>
<tr>
<td>Recruit (GSDF), Seaman Recruit (MSDF), Airman Basic (ASDF)</td>
<td>Sanshi</td>
</tr>
</tbody>
</table>

Notes: 1. The mandatory age of retirement for SDF Regular Personnel who hold the rank of General (GSDF and ASDF) or Admiral (MSDF), and serve as Chief of Staff of Joint Staff Office, GSDF Chief of Staff, MSDF Chief of Staff, or ASDF Chief of Staff is 62.
2. The mandatory age of retirement for SDF Regular Personnel who are doctors, dentists, pharmacists and other personnel such as members of musical bands is 60.
The thing that I most appreciate about joining the Self-Defense Forces is that I could meet many good colleagues I can truly trust.

Newcomers receive about six-month training immediately after joining the SDF.

During these six months, newcomers who have met each other for the first time in the SDF spend 24 hours a day together, sleeping and dining in the same place, and undergoing the same very hard training.

Through this training immediately after joining the SDF, newcomers learn the basics about being a SDF member that they all at least need to know. But for us, who had had no knowledge about the SDF, the six months were full of uncertainties, and the training was extremely hard.

A march training in which we walked for 24 km with heavy equipment on our back under the blazing sun, fighting drills repeated again and again in pouring rain, physical strength trainings we had to receive every day... Although there were many hard times, I was always together with my colleagues. We shared the same goal, the same living environment, and the same hardships. This is why we could support, encourage and trust each other. And when we support each other, we can overcome any hard training and difficult time.

I am very glad to have chosen the SDF where I can share everything with my best colleagues.
set schedule. But thanks to other trainees who are my rivals as well as friends with whom I can share hardships and joys together, as well as to the support from instructors who are strict yet considerate, I could overcome many difficulties.

I graduated from the Officer Candidate School in March this year, and am currently on a long exercise cruise around the world as a trainee officer of the Exercise Fleet. While communicating with people in other countries as a representative of Japan, and developing an international sense, I am receiving training day and night to become a full-fledged MSDF officer.
I have been always dreaming of flying since my childhood. But it was when I was a junior high school student and sat in the cockpit of an F-15 fighter for the first time at an open base festival that I decided to fly with the fighter in the future and became serious about making the dream come true. I have been on the right way to fulfill my wish ever since.

After graduating from a junior high school, I became an ASDF youth cadet. Then I took and passed (only one out of 36 applicants could pass!) an examination to become a student pilot. I am currently studying the basics about being a pilot on the Student Pilot Course (two years) in the ASDF Hofu Air Base in Yamaguchi Prefecture as an air officer candidate.

However, what I am studying now is not specific piloting techniques for flying. To fly, high intelligence as an ASDF member and officer, as well as superior physical strength, are essential. Furthermore, pilots are also required to be mentally strong so that they will remain cool in any situation without being panicked. To be honest, the education and training at the school are very hard, and there are even times I almost give up. But I am resolved to keep up with the instructions of instructors until I realize my dream with my colleagues.

My dream is, as mentioned earlier, to become an F-15 fighter pilot. However although what I wanted before joining the SDF was just to become a pilot and fly, I have now become aware of the importance of protecting Japan, and am hoping to be engaged in an assignment to protect my mother country with an F-15 fighter. My main assignment when I successfully become a pilot will be to scramble to respond to aerial invasion, and I think that it is challenging yet very honorable to be involved in defense activities to protect Japan at the forefront.

When I proceed to the Flight Course, I will receive even harder education and training. But however high the wall may be, and whenever I face difficulties, I will do everything I can to overcome them and become a full-fledged pilot. Then I will work hard to protect the skies of Japan to maintain its peace.
(2) SDF Ready Reserve Personnel, SDF Reserve Personnel, and Candidates for SDF Reserve Personnel

1) 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.

<table>
<thead>
<tr>
<th>Fig. III-4-1-5 Overview of Systems Related to SDF Reserve Personnel</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Basic concept</strong></td>
</tr>
<tr>
<td>When defense call-up is received, or under similar conditions, they will serve as SDF Regular Personnel in a pre-designated GSDF unit, as part of the basic framework of defense capability.</td>
</tr>
<tr>
<td><strong>Candidate</strong></td>
</tr>
<tr>
<td>Former Regular Personnel, Former Reserve Personnel</td>
</tr>
<tr>
<td><strong>Age</strong></td>
</tr>
<tr>
<td>Enlisted (Lower): 18-31 years old</td>
</tr>
<tr>
<td>Officer, Warrant Officer, Enlisted (Upper): Under three years younger than each retirement age</td>
</tr>
<tr>
<td><strong>Employment</strong></td>
</tr>
<tr>
<td>Employment on screening, based on application</td>
</tr>
<tr>
<td>Candidate for SDF Reserve Personnel is appointed as SDF Reserve Personnel upon completion of education and training.</td>
</tr>
<tr>
<td><strong>Rank</strong></td>
</tr>
<tr>
<td>Former Regular Personnel: As a rule, rank at the point of retirement</td>
</tr>
<tr>
<td>Former Reserve Personnel: As a rule, designated rank at the point of retirement</td>
</tr>
<tr>
<td>Technical: Designated in conformance with technical qualification</td>
</tr>
<tr>
<td><strong>Term of service</strong></td>
</tr>
<tr>
<td>Three years/One term</td>
</tr>
<tr>
<td><strong>Education/Training</strong></td>
</tr>
<tr>
<td>30 days per year</td>
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<tr>
<td><strong>Promotion</strong></td>
</tr>
<tr>
<td>Promotion is determined by screening a service record of personnel who has fulfilled the service term (actual serving days).</td>
</tr>
<tr>
<td>Since there is no designated rank, there is no promotion.</td>
</tr>
<tr>
<td><strong>Benefits, allowances, and other terms</strong></td>
</tr>
<tr>
<td>Education and Training Call-up Allowance: ¥10,400-14,200/day</td>
</tr>
<tr>
<td>SDF Ready Reserve Allowance: ¥16,000/month</td>
</tr>
<tr>
<td>Continuous Service Incentive Allowance: ¥120,000/one term</td>
</tr>
</tbody>
</table>
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. (See Fig. III-4-1-5) (See Reference 56)

[COLUMN]

Voice of Reserve SDF Personnel: Having Participated in a Japan-U.S. Combined Command Post Exercise

Reserve Sergeant First Class Aoi Tomita, GSDF

Since I was dreaming of becoming an interpreter while I was at college, I became, upon suggestion from a Provincial Cooperation Office, a reserve technical member (language) of the Self-Defense Forces in 2003. Although I became gradually accustomed to wearing a uniform and boots, acting in a unit, and using technical terms of the SDF through training for reserve personnel, I was concerned, as I had never experienced working as an interpreter, if I could perform my duty sufficiently even at the time when a contingency occurs. While I had such a concern, I was provided with an opportunity to take part in a Japan-U.S. combined command post exercise for GSDF units in the State of Hawaii in the United States in July last year.

My first duty in Hawaii was to interpret for courtesy visits to U.S. army officers and a flower offering ceremony at the National Memorial Cemetery of the Pacific. Although I was not familiar with military technical terms, I managed to fulfill my duty for these events thanks to the cooperation of others and prior meetings. However, when we were guided around the cemetery after the flower offering ceremony and given explanations such as episodes about soldiers buried in the cemetery who had fallen during the World War II and Korean War, I could not interpret well although almost no military technical terms were used in the explanation, and fully realized that my interpretation skills are not sufficient. After returning to my accommodation, a veteran interpreter showed me his notebook used for note taking at the time of interpretation, and taught me some knowhow including how to take notes. I became aware of the necessity of developing my own techniques to provide smooth interpretation.

On the following day, the interpreters were allocated to each section of the exercise headquarters. I was assigned to the section for making plans regarding civil affairs, legal affairs, patrolling, medicine and other areas. The content of and the terms used for the conversations were highly technical, and the conversation covered such a wide span of areas that I had to struggle with a different area each time I interpret. I really had a hard time at the beginning. My interpretation was corrected, and there was even a time when I was replaced by another interpreter. But by receiving explanations about technical terms, and checking and clarifying every single unclear point, I could increase my vocabulary. I was also given a longer time than usual to translate in the middle of a conversation. In this way, I could gradually expand the scope of interpretation I can handle. From these experiences I realized that I need to know much more technical terms.

By utilizing these precious experiences, I would like to play a part in maintaining peace of Japan and the international society in the future.

— 404 —
2) Cooperation from Corporations Employing Personnel

SDF Reserve Personnel and other personnel carry out their normal jobs, but 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.

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

There are approximately 24,000 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 Civil Officials, or the Class I, II, or III Examination for Ministry of Defense Civilian Officials. After participating in the same training course, Class I and II personnel undertake a wide range of work.

Administrative Officials plan defense policies and manage the basic arrangement over control and operation of the SDF at the Internal Bureau; handle intelligence activities of the Defense Intelligence Headquarters (DIH); and carry out administrative functions (general affairs, measures to ensure harmony between defense facilities and surrounding communities, and others) and provide logistic support (maintenance, supply, and others) for 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 nation’s technological 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 training of highly qualified personnel at organizations such as the National Defense Academy and the National Defense Medical College.

At the end of March 2007, there were 586 Technical and Engineering Officials and Instructors with doctoral degrees.

Moreover, in the various organizations where these civilian officials work, SDF Regular Personnel of the ground, maritime and air forces work together with the civilians, mainly in fields where the special knowledge of SDF Regular Personnel is required.

2. Daily Education and Training

In order to accomplish its missions starting from the defense of the country, the SDF needs to do more than simply upgrade its equipment. Each member, from commanding officers down, must possess excellent knowledge and skills and be highly qualified, and each unit must maintain a high level of proficiency. Personnel must always 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 within 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
Highly proficient SDF Regular Personnel need to be trained properly if units are to perform their duties successfully. 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.

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 outside educational organizations is used to help personnel continuously improve their qualifications, knowledge, and skills. (See Reference 57)

(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 Staff Colleges of each force, and at other educational facilities. Additionally, a joint educational program system, anchored by 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 the understanding of other countries. Furthermore, to help conduct international peace cooperation activities, the SDF established the International Peace Cooperation Activities Training Unit assigned under the Central Readiness Force of the GSDF in March 2007. (See Chapter 3, Section 1 • Reference 58 • 59)
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 Fig. III-4-1-6)

(2) Joint Training
In order to deploy defense capabilities most effectively in the event of an armed attack on Japan, the GSDF, MSDF, and ASDF must conduct joint training during peacetime. Therefore, the SDF has been conducting joint training involving two or more forces. Such joint training has been strengthened with the transition to a Joint Operations Posture in March 2006.

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### Fig. III-4-1-7 Results of Joint Exercises with the Police and the Japan Coast Guard (FY 2006)

<table>
<thead>
<tr>
<th>Date</th>
<th>Location (Garrison)</th>
<th>Participating Units and Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct. 13, 2006</td>
<td>Zentsuji</td>
<td>GSDF Side: 14th Brigade (Kagawa pref., Zentsuji city)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Police Side: Kagawa Prefectural Police, Tokushima Prefectural Police, Ehime Prefectural Police, Kouchi Prefectural Police</td>
</tr>
<tr>
<td>Nov. 29, 2006</td>
<td>Iizuka</td>
<td>GSDF Side: 4th Brigade (Fukuoka pref., Kasuga city)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Police Side: Fukuoka Prefectural Police</td>
</tr>
<tr>
<td>Feb. 20, 2007</td>
<td>Asaka</td>
<td>GSDF Side: 1st Division (Tokyo Metropolitan, Nerima ward)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Police Side: Saitama Prefectural Police, Ibaraki Prefectural Police</td>
</tr>
<tr>
<td>Feb. 21, 2007</td>
<td>Shinodaiyama</td>
<td>GSDF Side: 3rd Division (Hyogo pref., Itami city)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Police Side: Osaka Prefectural Police, Nara Prefectural Police, Wakayama Prefectural Police</td>
</tr>
<tr>
<td>March 7, 2007</td>
<td>Asahikawa</td>
<td>GSDF Side: 2nd Division (Hokkaido pref., Asahikawa city)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Police Side: Hokkaido Prefectural Police, Asahikawa Area Headquarters</td>
</tr>
</tbody>
</table>

### Term | Name of Training | Location | Participating Units and Others |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>May 27-May 28, 2006</td>
<td>Fleet Review and Integrated Exercise by Japan Coast Guard in FY 2006</td>
<td>Off the coast of Haneda</td>
<td>Destroyer × 1, Patrol Vessel × 6, Aircraft × 1</td>
</tr>
<tr>
<td>March 12, 2007</td>
<td>Joint Exercise pertaining to Response to Unidentified Vessel</td>
<td>Surrounding sea area of Sasebo</td>
<td>Destroyer × 1, Missile Craft × 1, P-3C × 1, SH-60J × 1, Patrol Vessel and Boat × 3, Aircraft × 1</td>
</tr>
</tbody>
</table>

### Fig. III-4-1-8 Results of Joint Exercises (FY 2006)

<table>
<thead>
<tr>
<th>Name of Exercise</th>
<th>Period</th>
<th>Location</th>
<th>Main participating units and others</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>SDF joint exercise (command post exercise)</td>
<td>Sept. 11-Sept. 15, 2006</td>
<td>Ichigaya garrison, and other locations</td>
<td>Joint Staff Office (JSO); Defense Intelligence Headquarters; Staff of GDSF, MSDF and ASDF, Regional Armies; Self-Defense Fleet; Regional District Units; Air Defense Command; Air Support Command; and others Approx. 1,800 personnel</td>
<td>Exercise to sustain and improve joint operation capability of the SDF by exercising integrated SDF operation in case of armed attacks, and similar situations</td>
</tr>
<tr>
<td>Japan-U.S. combined joint exercises (command post exercise)</td>
<td>Jan. 29-Feb. 8, 2007</td>
<td>Ichigaya garrison, Yokota Air Base of U.S. Forces in Japan, and other locations</td>
<td>Joint Staff Office (JSO); Defense Intelligence Headquarters; Internal Bureau of the Ministry of Defense; Staff of GDSF, MSDF and ASDF, Regional Armies; Self-Defense Fleet; Regional District Units; Air Defense Command; Air Support Command; and others Approx. 1,350 personnel</td>
<td>Headquarters of USFJ; Headquarters of U.S. Air Force, Navy, and Army in Japan; and others Approx. 3,100 personnel</td>
</tr>
</tbody>
</table>
For example, training includes SDF Joint Exercises, Japan-U.S. Combined Joint Exercises, and Ballistic Missile Response Exercises to deter threats to Japan; training such as International Peace Cooperation Exercises and Joint International Humanitarian Operation Training in preparation for international peace cooperation; and related activities. (See Fig. III-4-1-8)

**Voice of an Instructor for the Ship Inspection Course (MSDF)**

Lieutenant Commander Tetsuya Okumura, MSDF
Ship Inspection Leader, Guard Division, MSDF 1st Technical School

I am an instructor at the Marine Self-Defense Force 1st Technical School and working as the Ship Inspection Leader for the Ship Inspection Course. The Ship Inspection Course is a relatively new course established in FY 2001 after the suspicious boat incident in waters off the Noto Peninsula in 1999.

Ship inspections performed by the MSDF are classified roughly into three types depending on which law the inspection is based on: “inspection operations” as performed by boarding ships under the Ship Inspection Operations Law, “boarding inspections” as performed under the Japan Coast Guard Law applied mutatis mutandis during guarding operations at sea, and “detention inspections” as performed under the Law Concerning the Restriction of Maritime Transportation of Foreign Military Supplies, etc., in Armed Attack Situation (Maritime Transportation Restriction Law) during defense operations. The Ship Inspection Course provides training necessary for these inspections, such as the procedures by which personnel sent from a destroyer boards a suspected vessel, inspects cargo, ship’s papers, and each compartment, and carries out other necessary duties. However, because actions authorized under each of the laws are different and complex, I am struggling every day as to how I can ensure that trainees accurately understand the difference.

In addition, while the training of MSDF personnel is generally centered around the operation of equipment and administrative procedures, the Ship Inspection Course focuses more on how to deal with people—rather than machinery and paper—to perform inspections. Because there is a possibility that people on a suspected vessel may commit a dangerous act, we place a particular focus on the usage of pistols, clubs and other weapons so that trainees will learn how and when to use them under the applicable law through practicing what they have learnt in classrooms. To ensure that trainees master all the skills they have learnt, instructors spend time together with trainees even during the time other than during training, such as while trainees study at night and on holidays, so that instructors can teach trainees at any time upon request.

Through enabling instructors and trainees to spend time together in this way, the Ship Inspection Course is designed to improve the skills of trainees within the limited period of only about four weeks, and produce an atmosphere in which trainees voluntarily seek instructions from instructors—rather than passively learning what is taught—throughout the entire period.
Considering the recent international circumstances, there is always a possibility for the MSDF to encounter a situation in which they will have to inspect a vessel. We instructors are therefore currently making utmost efforts to train trainees into strong elite personnel who can perform various duties such as ship inspections at any time.

(3) Restrictions on Education and Training, and Responses

Various facilities and equipment are available for SDF training under near-wartime conditions, yet many restrictions are imposed on their usage.

Particularly, restrictions in maneuver areas, sea 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 all sufficient in size, are unevenly dispersed across the nation, and have time limitations. Furthermore, training under electronic warfare conditions—conducted as practical training—is limited by the need to avoid radio wave interference.

To overcome these restrictions, each SDF makes maximum use of its limited domestic maneuvering area, by moving to large-scale maneuver areas and other areas. Each SDF also strives to carry out training under conditions similar to actual wartime by conducting live-firing training and Japan-U.S. combined joint exercises in the United States and waters off the United States where there are training conditions not possible in Japan. (See Fig. III-4-1-9)

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**Fig. III-4-1-9 Results of Fire Training and Related Training by Dispatch of Each of the Self-Defense Forces to the United States (FY 2006)**

(As of End of January 2007)

<table>
<thead>
<tr>
<th>Name of Training</th>
<th>Date</th>
<th>Location</th>
<th>Dispatched Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>GSDF HAWK/Medium-range SAM unit level live-fire training</td>
<td>Sept. 9-Dec. 18, 2006</td>
<td>McGregor Range in New Mexico (U.S.A.)</td>
<td>Seventeen anti-aircraft companies</td>
</tr>
<tr>
<td>Fire training in the U.S.</td>
<td>Sept. 7-Sept. 16, 2006</td>
<td>Yakima Training Center in Washington (U.S.A.)</td>
<td>Major tank unit of 7th Division, anti-tank guided-missile unit of the 2nd Division, and anti-tank helicopter unit of the North Army District</td>
</tr>
<tr>
<td>Surface-to-surface missile unit level live-fire training</td>
<td>Oct. 1-Nov. 12, 2006</td>
<td>Point Mugu Range in California (U.S.A.)</td>
<td>Six surface-to-surface missile units</td>
</tr>
<tr>
<td>Training in the U.S. by dispatch of fixed-wing patrol aircraft</td>
<td>June 9-Aug. 4, 2006</td>
<td>Same as above</td>
<td>Eight P-3Cs * Incl. participation in RIMPAC 2006 (June 26-July 28, 2006)</td>
</tr>
<tr>
<td>Training in the U.S. by dispatch of submarine</td>
<td>June 5-Aug. 25, 2006</td>
<td>Mid-Pacific area surrounding Hawaii, and other locations</td>
<td>One submarine</td>
</tr>
<tr>
<td>Training in the area near Guam by dispatch of mine-laying ship Muroto</td>
<td>Oct. 8-Nov. 30, 2006</td>
<td>Area near Guam</td>
<td>One mine-laying ship * Incl. mine-laying training</td>
</tr>
<tr>
<td>Training in the U.S. by dispatch of submarine</td>
<td>Jan. 9-April 11, 2007</td>
<td>Mid-Pacific area surrounding Hawaii, and other locations</td>
<td>One submarine</td>
</tr>
<tr>
<td>ASDF Annual practice by anti-aircraft units</td>
<td>Aug. 14-Dec. 2, 2006</td>
<td>McGregor Range and White Sands Missile Range in New Mexico (U.S.A.)</td>
<td>Twelve anti-aircraft/anti-aircraft training units, eight base air defense units</td>
</tr>
</tbody>
</table>
(4) Safety Management
Because the SDF’s main mission is to defend Japan, SDF training and activities are inevitably accompanied by risk, but 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 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.

3. Working Conditions of Personnel, Measures on Personnel Matters, and Other Related Issues
The duties of the SDF make no distinction between night and day, and SDF personnel must always be at the ready to perform their duties. 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 both pride and peace of mind in their work, the Ministry of Defense and the SDF provide salaries and allowances, medical care, health & welfare, and benefits that reflect the special nature of their duties. (See Fig. III-4-1-10)

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 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. This Panel holds administrative meetings, headed by the Administrative Vice Minister, and consists of six examining groups: 1) Examination Steering 2) General Issues; 3) Lifecycle; 4) Appointment System and other Related Issues; 5) Ranking and Payment System; and 6) Financial Measures for Retired Personnel.

Four discussion meetings have been held as of May 2007. In December 2006, various surveys by the Panel were carried out, along with a survey with questionnaires targeted at 2,000 active-duty Regular Personnel and 1,000 retired SDF personnel. Based on these, issues concerning the personnel field of the defense force have been identified, and ways of solving the issues were discussed in March 2007. These issues include expansion of employment of non-fixed term SDF personnel, utilization of retired SDF personnel, review on personnel management of SDF officers (i.e., increase in the number of young personnel who are promoted to officers and decrease in the number of middle-aged or older personnel who are promoted to higher ranks), study of the pay scale of officers and enlisted personnel, early retirement system, and measures to support life after retirement.
As of May 2007, discussions are progressing based on past surveys and studies, aiming toward a conclusion by this summer. Some of the feasible conclusions from this Panel are planned to be carried out.

2. Efforts to Prevent Suicide among SDF Personnel

Since 1998, the annual number of suicides in Japan has exceeded 30,000. This is a serious social problem, and the number of SDF personnel committing suicide has also been increasing in recent years, setting a record-high of 94 personnel in FY 2004, followed by a figure of 93 personnel for both FY 2005 and FY 2006.

The suicide of an SDF personnel is truly a great tragedy for both the personnel 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 continue to be made to prevent suicide.

### Fig. III-4-1-10 Main Measures on Personnel Matters

<table>
<thead>
<tr>
<th>Items</th>
<th>Measures by the Ministry of Defense and the SDF</th>
<th>Related governmental actions, and movements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussions on Reform of the Public Servant System</td>
<td>○ A new personnel evaluation system was introduced on a trial basis in January 2006.  ○ Laws have been organized: 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 leave of absence for self-development. These laws have been prepared in accordance with those applied to other Ministries and Agencies.  ○ In response to the submission 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 the special service.</td>
<td>Reform of the Public Servant System (Approved in the Cabinet meeting on April 24, 2007)</td>
</tr>
<tr>
<td>Efforts for Gender-Equality</td>
<td>○ The Defense Agency Headquarters for the Promotion of a Gender-Equal Society was established in 2001, with the Senior Vice-Minister for Defense heading the organization. It has implemented various measures.  ○ In 2006, the headquarters drew up the Basic Plan on Gender Equality in the Defense Agency and made other decisions to promote: the expansion of recruitment and employment of female personnel; support for female personnel to balance work with family life; the improvement of facilities and accommodation on ships and other work areas to fit situations where more and more female personnel are placed.</td>
<td>Gender-Equal Society Law (1999)</td>
</tr>
<tr>
<td>Promotion of Measures to Support the Development of the Next Generation</td>
<td>○ The Defense Agency Committee for the Promotion of Measures to Support the Development of the Next Generations was established.  ○ The Defense Agency drew up the Action Plan of the Defense Agency as Specific 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 the SDF)</td>
<td>Law for Measures to Support the Development of the Next Generation (2003)</td>
</tr>
<tr>
<td>Approaches to Mental Health</td>
<td>○ The Defense Agency Headquarters for the Prevention of Suicide was established in 2003. It has discussed measures to prevent suicides, and distributed referential materials on suicide prevention to garrisons and bases.  ○ Efforts to enhance the awareness of SDF personnel have been made through improvement in a counseling system, and the production and dissemination of educational videos.  ○ Measures on Post-Traumatic Stress Disorder (PTSD) and stress disorder, resulting from critical incidents, have been examined as one of the issues on mental health.</td>
<td></td>
</tr>
<tr>
<td>Active Utilization of Warrant Officer and Enlisted (Upper) Personnel</td>
<td>○ The GDSF, MSDF, and ASDF have assigned Warrant Officers and senior enlisted personnel new roles, which include giving instruction on service discipline to enlisted personnel. For example, the MSDF introduced the Command Master Chief System in April 2003, while the GSDF and ASDF introduced the Master Sergeant Major System and Command Master System respectively on a trial bases last year and are examining those new systems.</td>
<td></td>
</tr>
</tbody>
</table>


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.
Part III  Measures for Defense of Japan

(1) Expanding the counseling system (inside counselors, outside counselors, and 24-hour telephone hotline for counseling)

(2) Promoting education, to ensure that commanders sense signs of mental problems among the subordinates, and that general personnel are aware of their mental health

(3) Instituting a campaign period for 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 who undergo a change in environment due to personnel transfer; distributing 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 dealing with various changes surrounding Japan, and devoting themselves unstintingly to training day and night to fulfill the expectations and trust of the Japanese citizens, regardless of danger and with a strong sense of responsibility. During this time, however, more than 1700 personnel have been killed 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.

The Ministry of Defense and the SDF carry out an annual memorial ceremony for SDF personnel killed in the line of duty, in the Memorial Zone, on the premises of the Headquarters of the Ministry of Defense, on the SDF Commemoration Day, or other nearby days. This ceremony is joined by the bereaved families of the personnel, the Prime Minister, high-ranking officials of the Ministry of Defense and the SDF, including the Minister of Defense and past Minister of State for Defense. At the ceremony, the Prime Minister, the Minister of Defense, and others give memorial addresses; the Guard of Honor carries out a funeral gun salute; and all participants bow in honor of the deceased. Plates, on which names of the deceased are inscribed, are placed inside the memorial stone located in the Memorial Zone.

When key figures, such as a minister of defense from overseas, pay a courtesy call to the Ministry of Defense, they offer a floral tribute and express respect and condolences to the martyrs to duty. There have been 50 visitors from about 25 countries to the present. Ministry of Defense officials, such as the Minister of Defense, also express respect and condolences on leaving and taking up the post.

In addition, memorial ceremonies of the same kind are carried out in each garrison and base of the SDF.

See the section titled “Presence of the Prime Minister at a Funeral Ceremony of a Martyr of Duty”
As part of its efforts to help SDF personnel with child-rearing1, the Ministry of Defense opened a day care center for children on the premises of the Mishuku Garrison (City of Setagaya, Tokyo) in April this year as a model facility to meet the needs specific to the SDF.

The day care center is on the first floor of a four-story barrack, which has been refurbished. It consists of a nursery room, post-illness nursery room, kitchen, and medical treatment room, and offers services for preschool children aged up to five.

The day care center is designed to meet the needs specific to the SDF, where working hours tend to be irregular. It features long-hour services from early morning to night, as well as night-time and holiday services. Many SDF personnel with children are pleased, saying, “It’s very helpful because its around-the-clock service fits every working situation such as night shifts and disaster relief missions.”

The Ministry of Defense will further enhance the quality of the service to make the center even more convenient for SDF personnel, while considering the establishment of facilities of the same kind, based on demands from personnel, in other garrisons and bases.

1) The Ministry of Defense formulated the Action Plan of the Defense Agency as Specific Proprietor in March 2005 in accordance with the Action Plan Development Guidelines (announced in August 2003) provided under the Law for Measures to Support the Development of the Next Generation (enforced in July 2003). In the Action Plan, the importance of providing facilities to support the balance of working and family life of the SDF personnel is cited, and the establishment of day care centers on the SDF premises is defined as one of the most urgent matters.

2) Due to around-the-clock duties, shift-based work, emergency calls, long-time exercises, trainings, disaster relief missions, and other irregular assignments

How is mental health care provided to personnel of the Ministry of Defense/ the Self-Defense Forces?

The Ministry of Defense/the Self-Defense Forces consider mental health care of their personnel extremely important to enable them to maintain their commitment to missions and perform their lofty assignment of defending Japan, and is currently implementing various plans.

As a result of hearings from SDF units conducted between March and May 2000, it was pointed out that a consultation service that can be used easily by SDF personnel and other services should be provided, and the Study Group Regarding Mental Health Care for SDF personnel receiving mental health education. They are wearing private clothes so that they do not mind ranks.
4. 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 they can live a steady 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.

Specific measures include: provision of education and training to acquire useful knowledge and skills for outplacement; promotion of employment of retiring SDF Regular Personnel in the public sector; networking of employment information at each SDF; and improvement of job-seekers’ skills by enhancing the job training curricula.

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 on reaching mandatory retirement age have great leadership skills cultivated through many years of service. (See Fig. III-4-1-11)

2. Regulations on Outplacement of Personnel after Retirement

There are restrictions on the outplacement of SDF Regular Personnel to prevent impropriety. 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 organization where the person worked within five years before leaving the SDF, then the approval of the Minister of Defense or other regulated personnel is required. In 2006, the Minister of Defense approved 78 individual cases (78 persons) of reemployment of SDF Regular Personnel at private companies.

3. Reappointment System

The reappointment system allows the re-employment of personnel who have the desire and capabilities to continue working as SDF personnel when 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 221 personnel as of the end of May 2007. (See Fig. III-4-1-12)
**Fig. III-4-1-12 Overview of Reappointment System**

<table>
<thead>
<tr>
<th>Item</th>
<th>Administrative Officials, and others</th>
<th>SDF Regular Personnel</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Basic approach</strong></td>
<td>Present mandatory retirement age to remain in place; personnel in their early 60’s who have the ability and motivation to work in the public service to be reappointed</td>
<td>While maintaining present mandatory retirement age, personnel with the motivation and ability to work as a SDF Regular Personnel beyond the mandatory retirement age remains to be appointed to a position determined by the Minister of Defense.</td>
</tr>
<tr>
<td><strong>Job conditions</strong></td>
<td>Full-time</td>
<td>Full-time</td>
</tr>
<tr>
<td></td>
<td>Shorter-time service</td>
<td></td>
</tr>
<tr>
<td><strong>Period of reappointment</strong></td>
<td>One year, with renewal allowed</td>
<td>One year, with renewal allowed</td>
</tr>
<tr>
<td></td>
<td>Extension is allowed for a certain period of time (between six months to a year) in the case of mobilization.</td>
<td></td>
</tr>
<tr>
<td><strong>Maximum age for reappointment</strong></td>
<td>65 (Maximum age was 61 between fiscal 2001 to fiscal 2003. After this, the age is being increased incrementally by one year, every three years)</td>
<td></td>
</tr>
<tr>
<td><strong>Salary and allowance</strong></td>
<td>Fixed monthly salary is provided based on job level and rank. Allowances, such as a commuting allowance, are provided.</td>
<td></td>
</tr>
</tbody>
</table>

**[COLUMN]**

**COMMENTARY**

The Prime Minister Attends the Memorial Service for SDF Personnel who Lost Their Lives on the Duty

A helicopter belonging to the 101st Squadron of the Ground Self-Defense Force 1st Combined Brigade, which was heading from Naha to Tokunoshima Island on a disaster relief mission upon request from the governor of Kagoshima Prefecture to transport an urgent patient, crashed on March 30 this year. This accident claimed precious lives of four SDF members.

Prime Minister Abe attended the memorial service for these members held in the Air Self-Defense Force Naha Base on April 15. He prayed for their souls, paying respect to their dedication in his heartfelt words, “As the supreme commander of the SDF, I am utterly aggrieved at having lost these four men, who demonstrated the pride and the responsibility of SDF members through their firmly-held sense of mission to save patients at night despite harsh weather conditions. It is the responsibility of each of us to respect their noble sacrifice and inherit their will to protect our people and land.”

Disaster relief missions are performed in an urgent situation where there is a need to maintain public order and to protect life and property, and when no one but the SDF can handle the situation. The missions often have to be performed in dangerous and harsh conditions or places. The SDF will continue to fulfill its missions to protect what they must protect under even the most dangerous conditions.
5. Enhancing Information and Communications Capabilities

Information and communication in the Ministry of Defense and the SDF are the basis for command and control, extending from the central command, to the headquarters of GSDF, MSDF, and ASDF, 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 in 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: a) Developing sophisticated networks, including the Defense Information Infrastructure (DII) or Common Operating Environment (COE), b) Enhancing information and communications functions, such as the Central Command System (CCS) and the command system of the GSDF, MSDF, and ASDF, and c) Assuring information security, such as protection of the Ministry of Defense and the SDF systems against cyber attacks.

2. Future Policy for Information and Communications (Action Plan)

Going forward, the Ministry of Defense and the SDF must meet the new roles expected of the SDF, such as promoting joint operations and ensuring that international peace cooperation activities are carried out smoothly. Therefore, various mobile information and communications systems using the existing information and communications infrastructure must be developed. To this end, policy targets for strengthening command and communications capabilities and related capabilities have already been set. The Ministry of Defense and the
SDF are now developing sophisticated information and communication systems in line with superior technological advances both inside and outside Japan.

As a result, DII has become the standardized network for all SDF services, with the majority of information systems of the Ministry of Defense being linked (approximately 130 information systems). By the end of fiscal 2006, the COE has been developed and a common environment has been established for all command systems. Procedures for complying with the information system are now underway, and a common environment with information systems used in support operations, such as supply and accounting, is being constructed.

In fiscal 2007, in addition to enhancing DII and COE, new measures will be taken. These will include establishing a new organization—the SDF Command and Communication Squadron (tentative name)—and strengthening analysis and countermeasures against cyber attacks through simulations. (See Fig. III-4-1-13) (See Part II, Chapter 2, Section 4)

6. Efforts for Efficient Acquisition of Defense Equipment
Efficient acquisition of equipment and material is one of the most important elements for our defense. It is also imperative to maintain production and technological bases for defense equipment within Japan even in peacetime.

To achieve these goals, the Ministry of Defense has been promoting multidimensional reforms aimed at bringing about more efficient and effective acquisition of defense equipment and materials, while enhancing R&D activities including those at the Technical Research & Development Institute (TRDI). Details of these efforts are as follows.

1. Promotion of Acquisition Transformation—the Reform Process and Outline of Various Efforts—
The Ministry of Defense has been promoting acquisition transformation. The major goals are; more efficient and streamlined procurement, supply, and life-cycle management of defense equipment and materials; enhancement of open and transparent procurement processes; as well as preservation and upgrading of the necessary defense production and technological bases.

Major defense equipment is used over a period of 10 to 20 years after procurement. Furthermore, advanced capabilities and reduced acquisition quantities have pushed up acquisition costs of current equipment. Under these conditions, acquisition transformation towards more efficient and streamlined management of equipment—from concept-refining, development, procurement, operation (incl. maintenance and repairs), to disposal—is of increasing importance.

The ministry’s Equipment Procurement Office was established in July 2006 to provide efficient acquisition of equipment. Enhanced life-cycle management of equipment through advanced life cycle cost information management is being introduced to the MOD.

The Ministry of Defense is pursuing a variety of efforts for efficient procurement of equipment and material. These include bulk purchase of equipment in a single fiscal year rather than over multiple fiscal years; bulk purchase of equipment and material instead of separate purchases by the three SDF services; commoditization of some specifications at the development stage; introduction of commercial off-the-shelf products; private consignment; and review of the ways of maintenance of equipment. Moreover, a review is under way to improve cost accounting of equipment and materials, while improvement of the efficiency of the procurement of stock components are in progress.

While the Japanese government is making efforts to assure appropriate public purchase in all fields, the Ministry of Defense has also been reviewing private contract procedures to enhance the transparency and fairness of the procurement process. Private contract procedures are being reformed by expanding the scope of the comprehensive evaluation bidding system, increasing the number of contracts for bulk purchase of
equipment over multiple fiscal years, and introducing efficient bidding procedures. A vice-chief in charge of auditing has been appointed at the Equipment Procurement Office, while a councilor in charge of auditing and an Audit Division have been set up in the Internal Bureau in the Ministry of Defense.

Moreover, from the view of preventing information leakages from contractors, a new special contract clause has been added that imposes penalties for failing to protect classified information on protection of classified information; and the scope of the special contract on information security has been expanded to cover all contracts.

2. Enhancement and Strengthening of the Defense Industry & Technological Bases

The defense industry is an important sector for national security. Therefore, in order to “acquire high-quality equipment in a shorter time at a lower cost,” it is essential to (even in peacetime) secure, defense production and technological bases that are capable of designing, manufacturing, and maintaining equipment and materials. Only a few companies have the capacity to develop and produce equipment because the production quantities are small, while large initial investment and highly advanced technologies are required. This is especially so in the case of major equipment, such as aircraft, warships, tanks, guided missiles, and related items. As a result, the withdrawal of a company involved in manufacturing of equipment or material from the market can immediately lead to an obstacle to the stable acquisition or maintenance of equipment and materials. Moreover, it is critical to maintain this manufacturing base, in case that equipment is to be procured from a foreign country, in order to maintain bargaining power with counterparts in the country and acquire the equipment at the best condition.

On acquisition of equipment and materials, appropriate methods (e.g. domestic development, domestic production based on license or import) have been decided after deliberate consideration on the costs and availabilities of maintenance, supply, and education/training, and the potential necessity of making improvements in the future, in addition to the performance and procurement cost. Taking the present severe financial situation and the increasing price of equipment and materials into consideration, it is difficult to expect large increase in acquisition quantity in the coming years. Therefore, it becomes all the more important to make renewed efforts so that defense production and technological bases with high productivity, high technological capability and sound financial conditions, are maintained and fostered.

On the other hand, in the private sector, Japan possesses the high-tech capabilities to realize cutting-edge performance and the production capabilities to manufacture highly reliable products as well. By appropriately combining such technologies with existing defense technologies, and utilizing dual-use technologies, it is possible to establish technologies for high-quality equipment. In addition, expanding the ‘spin off’ of defense technologies to the private sector may contribute to the maintenance and promotion of defense production and technological bases.

Amid such an environment, to “establish truly necessary defense production and technological bases,” the Ministry of Defense is focusing attention on the defense production and technological bases that should be maintained and promoted. (See Reference 60)

7. Enhancement of Technical Research & Development

1. Research & Development of the Technical Research & Development Institute (TRDI)

In the Ministry of Defense, it is required to select and concentrate research programs (e.g. by sharing works with the private sector, focusing on fields of our country’s superiority) due to strict financial situations. 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. In the outlook, focus was placed on advanced
technologies that may produce equipment superior in the future battle space, not depending on the prepossession evoked by the conventional equipment and materials system. Examples of priority areas are improvement in detection and precision interception capabilities against new threats such as cruise missiles; improvement in autonomy and networking of unmanned aerial vehicles (UAVs) and robots; improvement in the protection capability of soldier equipment and NBC detection capabilities; and improvement in stealth treatment and mobility of aircraft, ships, etc. In addition, for the response to various situations and joint operations, it becomes necessary to introduce up-to-date technologies into R&D, and conduct deeper analysis on operational needs. For these purposes, a number of new R&D methods are being adopted27.

In order to optimize the performance, schedule, and cost throughout the life-cycle of equipment or materials, it is effective to thoroughly conduct trade-off analysis 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 under way as part of efforts to enhance the R&D system. (See Figs. III-4-1-14 • 15)

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 Guideline 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, from fiscal 2007, basic (element) technology research themes have been selected, and investigation & research projects that invite public participation by not only private corporations, but also universities and independent administrative institutions, have been newly introduced. Implementation of such projects are intended to push forward introduction of superior technology from a wide range of organizations, including research organizations such as universities and independent administrative institutions, without direct past contact with the Ministry of Defense, and corporations not related to the defense industry.

Together with the use of COTS technology, 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 Aircrafts28.
8. Preventing Information Leaks

1. Protection of Classified Information

Unauthorized leakage of some of the information handled by the Ministry of Defense could seriously damage national security. Classified information must be kept secure for the sake of national defense and safety.

The Ministry of Defense defines three classifications and stipulates procedures for designation and handling such as communication, storage, and disposal for each classification, in order to prevent unrelated personnel from inappropriately accessing information. The three types of classified information are “Special Defense Secret” which is information concerning materials, equipment, and other items provided by the United States based on the Mutual Defense Assistance Agreement between Japan and the United States of America; “Defense Secret” that is designated by the Minister of Defense as information concerning SDF operations, defense capability development, and related issues that must be kept highly confidential for national defense; and the so-called “Ministry of Defense Secret” that is classified information, other than those listed above, related to the services of the Ministry of Defense.

Following an information leak via the Internet (in February 2006), the Ministry of Defense has taken drastic measures to prevent a recurrence, as explained below in detail. Moreover, in view of cases of information leaks at contractors, it is essential to ensure that private companies working for the Ministry of Defense and the SDF handle information, particularly classified information, with the greatest care. The
Ministry of Defense will therefore add a clause to contractual documents stipulating fines as civil punishment in the event of any leakage of secret information.

2. Countermeasures for Information Leaks through the Internet

(1) A Case of Information Leakage and Its Background
A series of information leaks via the Internet occurred at the Ministry of Defense and the SDF. In February 2006, a case of leakage of classified information on the MSDF destroyer Asayuki from a privately-owned PC through file-sharing software came to light.

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#### Fig. III-4-1-15 Major Systems and Equipment Currently under Development at the Ministry of Defense

<table>
<thead>
<tr>
<th>Category</th>
<th>Item</th>
<th>Start of development (FY)</th>
<th>Features</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aircraft</td>
<td>Next fixed-wing maritime patrol aircraft and air carrier</td>
<td>2001</td>
<td>Next fixed-wing maritime patrol aircraft and air carrier planned to be operable from 2011 in order to replace P-3C and C-1. Low cost development will be achieved by commonality of applied technology.</td>
</tr>
<tr>
<td></td>
<td>Unmanned aircraft research system</td>
<td>2004</td>
<td>System for operation of unmanned aircraft (fixed wing) that automatically gathers and transmits images and other data by autonomous flights, and returns. The system is achieved by establishing technologies for automatic running and landing, and image processing by unmanned aircrafts.</td>
</tr>
<tr>
<td></td>
<td>Type 99 air-to-air guided missile (remodeled)</td>
<td>2002</td>
<td>Intermediate-range air-to-air missile with improved functions and performance compared to the original Type-99 air-to-air guided missiles in survivability, shooting coverage, and jamming features</td>
</tr>
<tr>
<td></td>
<td>Intermediate-range multipurpose missile</td>
<td>2004</td>
<td>Multipurpose missile used in infantry units and others to destroy enemy units in diverse situations</td>
</tr>
<tr>
<td>Guided missile</td>
<td>Short-range SAM (Rev. II)</td>
<td>2005</td>
<td>Surface-to-air missile to provide overall air defense coverage in the operation area as a replacement of Type-81 short range surface-to-air guided missiles. It will also be used as major air defense means at bases.</td>
</tr>
<tr>
<td></td>
<td>New guided missiles for ballistic missiles defense</td>
<td>2006</td>
<td>Advanced ship-board guided missiles for ballistic missiles defense that will be jointly developed by Japan and the U.S. It will have improved capability to respond to the threats of existing ballistic missiles, and potential to respond to advanced and diversified ballistic missiles.</td>
</tr>
<tr>
<td>Artillery and vehicle</td>
<td>New tank</td>
<td>2002</td>
<td>Tanks that will be used in tank units to replace the present tanks to destroy enemy units in diverse situations</td>
</tr>
<tr>
<td></td>
<td>NBC detection vehicle</td>
<td>2005</td>
<td>Vehicle used by Chemical Protection Units (platoons) to promptly reconnoiter (e.g. detect, identify) a wide area contaminated by harmful chemical or biological agents, or radioactivity</td>
</tr>
<tr>
<td>Naval vessel and submarine equipment</td>
<td>New ASROC</td>
<td>1999</td>
<td>System equipped on destroyers to attack and destroy submarines in long distance by combined use with surface ship sonar systems</td>
</tr>
<tr>
<td></td>
<td>New anti-submarine short torpedo</td>
<td>2005</td>
<td>Short torpedo for attacking advanced submarines that run in all sea areas from shallow to deep</td>
</tr>
<tr>
<td>Electronic devices</td>
<td>IRST system for fighters</td>
<td>2003</td>
<td>Infra-Red Search and Track (IRST) system used to complement the weakening detection capability of fire-control radar in electronic warfare environment and similar conditions, and fire control for air-to-air missiles on board, as well as detection and tracking of target</td>
</tr>
<tr>
<td></td>
<td>Anti-aircraft combat command and control system</td>
<td>2004</td>
<td>System used by anti-aircraft artillery units to collect, process and transmit necessary information for anti-aircraft combat; and to implement prompt and accurate command and control needed in anti-aircraft combat unit</td>
</tr>
<tr>
<td></td>
<td>Firing combat command and control system</td>
<td>2006</td>
<td>System used by field artillery units and others to collect, process and transmit target information; and to implement prompt and accurate command and control needed in firing combat</td>
</tr>
<tr>
<td></td>
<td>New outdoor telecommunication system</td>
<td>2007</td>
<td>System for Regional Armies, Divisions, and other levels to assure continuous telecommunication for command, control, and communication</td>
</tr>
<tr>
<td>Others</td>
<td>Air-to-air small sized target</td>
<td>2006</td>
<td>Small sized, light weight, low cost targets that will be used in place of some multifunction and expensive targets that are presently used. It will be loaded on target mother planes (F-15) for various air-to-air missile fire training</td>
</tr>
</tbody>
</table>
The Ministry of Defense’s information security systems and the attitudes of personnel toward rapid IT innovation lay behind this case. Specifically, as personal computers and portable memory devices have become more powerful and mobile, it has become easy to save, copy, and carry enormous quantities of information. Personal computers are now commonly used to give presentations, and can even handle music and video. Although PCs were quickly introduced in a planned manner by central organizations such as the Internal Bureau from around 1997, local organizations have been slower due to the number of staff (approximately 270,000), units and organizations scattered across the nation, and the fact that most units operate in the field or on board vessels. As a result, many privately-owned PCs and portable memory devices were brought in and used in the workplace. Consequently, both work-related and personal data (e.g. music) coexisted on private PCs and memory devices, and personnel inadvertently took work-related data home with them on their PCs and memory devices. This has caused information to be leaked onto the Internet by file-sharing software.

(2) Preventing Recurrence

1) Emergency Measures
In reaction to the information leak in February 2006, the Ministry of Defense issued the following emergency instructions.
(a) File-sharing software installed in privately-owned PCs used for work must be immediately deleted.
(b) Among the work-related data saved on privately-owned PCs and memory devices, classified information and unnecessary data must be immediately deleted.
(c) Handling of classified information by privately-owned PCs and other memory devices, which had been allowed with official permission in the past, is totally prohibited.

2) Drastic Measures to Prevent Recurrence
In addition to these emergency measures, the Commission on Drastic Measures to Prevent Recurrence of Computer Related Classified Information Leakages, headed by the Parliamentary Secretary for Defense (at the time), was established in February 2006. The Commission discussed specific ways to prevent recurrence and published its findings on April 12, 2006.

From April 2006, the Committee to Implement Measures for the Prevention of the Recurrence of Computer Related Classified Information Leakages, headed by the Parliamentary Secretary of Defense and attended by the heads of all institutions within the Ministry of Defense, has held meetings to implement specific measures. The specific measures now being taken are listed below.
(a) Specific measures for information security
   a. Technology and hardware measures (e.g. introduction of new technology)
      ○ Immediate procurement by the government of approximately 56,000 PCs, and total removal of privately-owned PCs from the workplace by November 2006.
      ○ Implementation of measures to prevent leaks of work-related data from portable memory devices, such as by introducing software that automatically encrypts data when saving it to such devices.
   b. Review of the system
      ○ Total ban on privately-owned PCs in the workplace, and introduction of government-supplied PCs.
      ○ Total ban on privately-owned portable memory devices from April 2006. Concentrated control of government-supplied portable memory devices.
      ○ Preparation of a Ministry-wide response manual to cope with information leaks on the Internet.
      ○ Investigation on the state of compliance with the information security system, including spot-checks.
c. Leveling up education
- Provision of periodic education programs on the information security system and system for protecting classified information. The education programs are tailored according to needs, such as the ranks of personnel and types of information they handle.
- Establishment of contact desks in each organization to answer questions and provide advice on information security (Help Desk) quickly and directly to personnel, and generate greater awareness of information security.

(b) Drastic measures for protecting classified information
a. Strengthening the deterrent effect
- To change the classification of classified documents from “Ministry of Defense Secret (Top Secret/Secret/Confidential)” for which punishment is relatively light, to “Defense Secret” for which punishment is heavier, based on a close examination of the content of such documents. This was completed in April 2007 to strengthen the deterrent effect.
- To prevent excessive designation of classified information through a strict process of designation, and to reduce the number of unnecessary classified documents by declassifying those which no longer need to be treated as secret.
- To obligate all personnel handling classified information to submit a written oath to make them aware of their serious duty to protect classified information.

b. Strengthening the inspection system
To carry out spot examinations (e.g. body searches on entering and leaving off-limit zones; inspections of data kept on computers which are not allowed to handle classified information, and spot inspections of contractors which handle classified information), in order to prevent problems, such as taking out classified information or inappropriately saving such information on portable memory devices or other tools.

(c) Drastic measures from the standpoint of disciplinary action
The deterrent effect, awareness and responsibility toward information security have been upgraded by clarifying the punishment standard. The standard has been clarified by giving examples of violations that can occur relevant to information leaks in this Internet society and notifying personnel that violators will be strictly punished, including the person responsible for controlling information.

3) Further Measures
While these measures were still being carried out, an information leakage occurred at a Naha ASDF base in November 2006. The Ministry of Defense therefore prepared and issued the following additional countermeasures at a meeting of the Committee to Implement Measures for the Prevention of Recurrence of Computer Related Classified Information Leakage on January 19, 2007.

a. Preparation and distribution to individual personnel of a pamphlet citing case examples of the risks of information leakage. The level of personnel’s understanding is checked.

b. February every year has been designated as “Information Security Month of the Ministry of Defense,” and awareness activities and other events are carried out.

(b) Measures against non-compliance by personnel
a. Strengthening of inspections to prevent privately-owned portable memory devices and other tools being brought into the workplace.

b. Making sure that privately-owned PCs at home do not contain work-related data, with permission from the owner. Measures are again taken to confirm that work-related data is not saved in privately-owned PCs, etc. Personnel are encouraged to delete file-sharing software by providing education on the threat of information leakage caused by such software.
(c) Strengthening the control system for preventing information leakage
a. Personnel who support the administrator shall be assigned carefully: they shall have a good knowledge of
computers and related matters.
b. Education and inspection shall be strengthened when personnel are under special working conditions outside
of the reach of the administrator.

3. Occurrence of Case Regarding the MSDF Destroyer Shirane and Responses
In March 2007, it was found that a crew member of the MSDF Destroyer Shirane had saved information that
was thought to be classified on a privately-owned external hard disk drive at home.
   As this case could constitute a violation of the law on the handling of classified information, the police
affairs unit of the MSDF is working with the Kanagawa prefectural police to clarify the details. An
Investigation Commission headed by the Vice Chief of Staff at the MSDF was established on April 4, 2007 to
carry out detailed investigations, including the timing at which the information was taken out.
   Details, including the cause, will become apparent as the investigation proceeds, yet the case reveals a lack
of awareness of the importance of information handled by the SDF, and the risk of information leaks caused by
computerization. Efforts to raise awareness seem not to have reached rank-and-file staff. The possibility that
work-related data taken out before drastic measures were implemented may still exist on privately-owned PCs
at home and in other places is a real threat.
   The Ministry of Defense takes such cases extremely seriously. For the Minister of Defense to head the
prevention of information leaks, the Committee to Implement Measures for the Prevention of the Recurrence of
Computer Related Classified Information Leakage was abolished on April 24, 2007 and the Council for
Prevention of Information Leakage was newly established. This Council is chaired by the Minister of Defense,
and consists of the heads of all organizations within the Ministry of Defense, such as the Administrative Vice
Minister, Director-General of the Secretariat, all the Director-Generals of Bureaus, GSDF Chief of Staff,
MSDF Chief of Staff, and ASDF Chief of Staff.
   At the first meeting of the Council, some measures were decided to address the lack of awareness. These
measures include dispatching a special action team, consisting of high-ranking personnel and others belonging
to the Internal Bureau and other organizations, to local regions, to instill the importance of recurrence
prevention measures among local personnel; and conducting individual training for those involved in
preventing information leaks. These efforts will raise staff awareness of information security and related issues.
   Through the Council, the Ministry of Defense will continue to do its utmost to prevent information leaks.