In order to exert its defense capabilities with the maximum effectiveness, it is necessary that the MOD/SDF further enhances and strengthens its human foundation, which supports the defense force, as well as further deepening mutual trust among local communities, the people, and the SDF.

### Recruitment and Employment

#### Recruitment

It is vital to secure highly qualified personnel for the MOD/SDF to carry out various missions appropriately. Expectations from the public for the MOD/SDF have continued to rise. In Japan, however, due to the declining birthrate and popularization of higher education, the general recruitment condition of uniformed SDF personnel is anticipated to become increasingly severe. In light of these circumstances, it is necessary to recruit personnel with superior abilities and a strong desire to enlist, after carefully explaining to them the missions, roles, duties, and working conditions of the SDF.

For this reason, the MOD/SDF holds recruiting meetings at schools and also maintains Provincial Cooperation Offices in 50 locations throughout Japan to respond to the individual needs of applicants, with the understanding of educators and support from recruitment counselors. Moreover, local governments are also carrying out some of the administrative activities regarding the recruitment of uniformed SDF personnel and candidates for uniformed SDF personnel, such as announcing the recruitment period and promoting the SDF as a workplace, for which the MOD allocates them the requisite budget.

#### Employment

(1) Uniformed SDF personnel

Based on a voluntary system, respecting individuals’ free will, uniformed SDF personnel are recruited under various categories.

For this reason, the MOD/SDF holds recruiting meetings at schools and also maintains Provincial Cooperation Offices in 50 locations throughout Japan to respond to the individual needs of applicants, with the understanding of educators and support from recruitment counselors. Moreover, local governments are also carrying out some of the administrative activities regarding the recruitment of uniformed SDF personnel and candidates for uniformed SDF personnel, such as announcing the recruitment period and promoting the SDF as a workplace, for which the MOD allocates them the requisite budget.

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**Fig. II-2-5-1** Changes in the Number of People Eligible to Join the SDF

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of 18–26 year-olds (thousand people)</th>
<th>Number of newly-employed personnel (people)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1989</td>
<td>About 17 million</td>
<td>About 11 million (down by about 40%)</td>
</tr>
<tr>
<td>1990</td>
<td>About 13,000 people</td>
<td></td>
</tr>
<tr>
<td>1991</td>
<td>About 12,000 people</td>
<td></td>
</tr>
<tr>
<td>1992</td>
<td>About 11,000 people</td>
<td></td>
</tr>
<tr>
<td>1993</td>
<td>About 10,000 people</td>
<td></td>
</tr>
<tr>
<td>1994</td>
<td>About 9,000 people</td>
<td></td>
</tr>
<tr>
<td>1995</td>
<td>About 8,000 people</td>
<td></td>
</tr>
<tr>
<td>1996</td>
<td>About 7,000 people</td>
<td></td>
</tr>
<tr>
<td>1997</td>
<td>About 6,000 people</td>
<td></td>
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<tr>
<td>1998</td>
<td>About 5,000 people</td>
<td></td>
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<tr>
<td>1999</td>
<td>About 4,000 people</td>
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</tr>
<tr>
<td>2000</td>
<td>About 3,000 people</td>
<td></td>
</tr>
<tr>
<td>2001</td>
<td>About 2,000 people</td>
<td></td>
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<tr>
<td>2002</td>
<td>About 1,000 people</td>
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<td>2003</td>
<td>About 1,000 people</td>
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<td>2004</td>
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<td>2007</td>
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<td>2008</td>
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<td>2009</td>
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<td>2010</td>
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<td>2011</td>
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<td>2012</td>
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<td>2013</td>
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<td>2014</td>
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<tr>
<td>2015</td>
<td>About 1,000 people</td>
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<tr>
<td>2016</td>
<td>About 1,000 people</td>
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<tr>
<td>2017</td>
<td>About 1,000 people</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>About 1,000 people</td>
<td></td>
</tr>
</tbody>
</table>

Material sources:
- Data for FY2005 and FY2010 are the proportionally adjusted populations of unknown age ascertained by the National Institute of Population and Social Security Research based on “Population Censuses,” Statistics Bureau, Ministry of Internal Affairs and Communications.
- Data from FY2015 onward are based on “Population Projection for Japan” (medium estimates in January 2012), National Institute of Population and Social Security Research.

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1 SDF personnel are designated as special national government employees under Article 2 of the National Civil Service Law.
“Early Retirement System” and “Fixed Term System” to maintain the SDF’s strength. After employment, uniformed SDF personnel are assigned their branch of service and duties at units all around Japan, in accordance with their choice or aptitude, following basic education and training at respective training units or schools of respective SDF services.

See>> Reference 16 (Authorized and Actual Strength of Uniformed SDF Personnel); Reference 17 (Status of Application and Recruitment of Uniformed SDF Personnel (FY2015))

See>> Fig. II-2-5-3 (Rank and Retirement Age of SDF Regular Personnel)
The aim of the aviation student system of the ASDF is to nurture pilots for aircraft of the ASDF, and the system celebrated its 60th anniversary last year. Young men and women who have begun pursuing careers as pilots after passing the aviation student examination are enrolled in the 12th Flying Training Wing for a two-year aviation student program at Hofu Kita Air Base in Yamaguchi Prefecture, from which one can see the Seto Inland Sea, for basic education mainly composed of classroom lectures. Upon completing the program, this time as an officer candidate, they go through two years of operators’ education which places an emphasis on flying training as an officer candidate. After this, they acquire qualification as a pilot and the pilot insignia, “Wing mark,” is pinned on their uniform.

One of the major advantages of the aviation student system is that one can become a pilot at a young age regardless of gender. Since the flying training starts from only two years after joining the ASDF, some begin to fly in an aircraft at the age of twenty, and acquire “Wing mark” and national qualification as “commercial pilot” at twenty three.

The inaugural class enrolled in training in June 1955, and currently the 71st and 72nd classes are working hard day and night to become pilots in the future. The aviation student system has produced over 5,000 aviation officer candidates so far, and approximately 60% of the pilots of the ASDF are graduates of the system. They are playing a core role in the aviation units.

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

It is essential to secure the required number of uniformed SDF personnel promptly depending on situational changes in the event of a crisis. To secure the required number promptly and systematically, the MOD maintains the following three systems: the SDF Reserve Personnel system, the SDF Ready Reserve Personnel system, and the Candidates for SDF Reserve Personnel system.²

See Fig. II-2-5-4 (Overview of Systems Related to SDF Reserve Personnel)

SDF Reserve Personnel become uniformed SDF personnel after the issuance of a defense call-up order and others, and carry out logistical support and base guard duties. SDF Ready Reserve Personnel become uniformed SDF personnel, and are assigned to carry out their mission together with uniformed SDF regular personnel as part of frontline units following the issuance of a defense call-up order and others. SDF Reserve Personnel candidates, some of whom are recruited among those with no prior experience as uniformed SDF personnel, are to be assigned as SDF Reserve Personnel after completing the necessary education and training to work as uniformed SDF personnel.

As SDF Reserve Personnel and others work in their own civilian jobs during peacetime, they need to adjust their work schedule to participate in periodic training exercises. Therefore, understanding and cooperation from the companies that employ these personnel are essential for the smooth operation of the systems.

For this purpose, the MOD provides a special subsidy to the companies that employ SDF Ready Reserve Personnel and take necessary measures to allow such employees to attend training sessions for 30 days a year, by taking into consideration the burden on such companies. Moreover, the MOD takes various measures to gain understanding and cooperation from those companies, such as issuing special certificates³ to offices that strive to create an environment for their employees to participate in training sessions.

Furthermore, the MOD promotes the use of SDF Reserve Personnel in a range of fields, such as by appointing retired SDF pilots, who are to be reemployed in the private sector, to SDF Reserve Personnel through the reemployment system.⁴

2 Many other countries also have reserve personnel systems.
3 The SDF Reserve Personnel Cooperation Offices Display System was introduced in FY2015, and was certified by the directors of Provincial Cooperation Offices, followed by the issuance of the special certificates in the same fiscal year. The Minister of Defense will be in charge of certification starting in FY2016. The certified offices are listed on the websites of the MOD and the Provincial Cooperation Offices.
4 The reemployment system for SDF pilots is aiming to prevent the outflow of active young SDF pilots to civil aviation companies in an unregulated manner. This system is also designed to utilize SDF pilots over a certain age as pilots of commercial airlines. It is significant from the perspective of the development of the airline industry in Japan as well.
Overview of Systems Related to SDF Reserve Personnel

<table>
<thead>
<tr>
<th>Basic concept</th>
<th>SDF Reserve Personnel</th>
<th>SDF Ready Reserve Personnel</th>
<th>SDF Reserve Candidate Personnel</th>
</tr>
</thead>
<tbody>
<tr>
<td>After the issuance of defense call-up order and others, serve as SDF Regular Personnel</td>
<td>Serve as SDF Regular Personnel in a pre-designated GSDF unit, as part of the basic framework of defense capability</td>
<td>Appointed as SDF Reserve Personnel in the GSDF or MSDF upon completion of education and training</td>
<td></td>
</tr>
<tr>
<td>Candidate</td>
<td>Former SDF Regular Personnel, former SDF Ready Reserve Personnel, former SDF Reserve Personnel</td>
<td>Former SDF Regular Personnel, former SDF Reserve Personnel</td>
<td>(Common to General and technical Employment Categories) Those with no experience as SDF personnel (includes those with less than a year of SDF experience)</td>
</tr>
<tr>
<td>Age</td>
<td>Enlisted (Lower): 18–36 years old</td>
<td>Enlisted (Lower): 18–31 years old</td>
<td>General: 18–33 years old; Technical: between the age of 18 and 52–54 depending on technical skills possessed</td>
</tr>
<tr>
<td>Employment</td>
<td>Employed by screening, based on application</td>
<td>Employed by screening, based on application</td>
<td>General: Employed by examination, based on application</td>
</tr>
<tr>
<td>Rank</td>
<td>Former SDF Regular Personnel: Rank at the point of retirement in principle</td>
<td>Former Regular Personnel: Rank at the point of retirement in principle</td>
<td>Not designated</td>
</tr>
<tr>
<td>Term of service</td>
<td>Three Years/One term</td>
<td>Three Years/One term</td>
<td>General: Maximum of three years</td>
</tr>
<tr>
<td>Education/Training</td>
<td>Although the Self-Defense Forces Act designates a maximum of 20 days per year, actual implementation is 5 days per year as a standard</td>
<td>30 days per year</td>
<td>Technical: Maximum of two years</td>
</tr>
<tr>
<td>Promotion</td>
<td>Promotion is determined by screening the service record of personnel who have fulfilled the service term (actual serving days)</td>
<td>Promotion is determined by screening the service record of personnel who have fulfilled the service term (actual serving days)</td>
<td>Since there is no designated rank, there is no promotion</td>
</tr>
<tr>
<td>Benefits, allowances, and other terms</td>
<td>Training Call-up Allowance: ¥6,100/day</td>
<td>Training Call-up Allowance: ¥10,400–14,200/day</td>
<td>Education and Training Call-up Allowance: ¥7,300/day</td>
</tr>
<tr>
<td>Call-up duty and other duties</td>
<td>Defense call-up, civil protection call-up, disaster call-up, training call-up</td>
<td>Defense call-up, civil protection call-up, security call-up, disaster call-up, training call-up</td>
<td>Education and training call-up</td>
</tr>
</tbody>
</table>

Companies that Support SDF Reserve Personnel
(SDF Reserve Personnel Cooperation Offices)

Mr. Masao Yamamasu
President, Kyodo Keibi Hosho Co., Ltd.

Ever since its foundation in 1986, our company has contributed to the safety and security of the community, mainly through providing security for machines and traffic control with the following three basic ideas: employment creation, sound management ensuring tax payment, and participation in volunteer activities. We have been a member of the Council for the Employment of Retired SDF Personnel since the company’s foundation, and have employed SDF Ready Reserve Personnel since 2004. SDF Ready Reserve Personnel are playing active roles as vital members of the company, exerting their sense of responsibility and the physical and mental strength they have acquired through their service in the SDF.

It was very encouraging for us to be certified as a SDF Reserve Personnel Cooperation Office. We would like to continue to make further efforts as a bridge between the SDF and the local community, and do our best to contribute to national security and safety.
There are approximately 21,000 civilian personnel—administrative officials, technical and engineering officials, instructors, and others—in addition to uniformed SDF personnel in the MOD/SDF. Civilian personnel are mainly employed from among those who have passed the Examination for National Public Officials for either career track or general staff run by the National Personnel Authority (NPA), and those who have passed the Examination for Defense Ministry Professional Civilian Officials run by the MOD. After participating in the common training course, civilian personnel recruited in this process undertake a wide range of work.

Administrative officials are engaged in defense-related policy planning in the Internal Bureau of the MOD and at the Acquisition, Technology and Logistics Agency (ATLA); analysis and research at the Defense Intelligence Headquarters; and a variety of administrative work at the SDF bases, the Regional Defense Bureaus, and other locations throughout the country.

Technical and engineering officials are engaged in constructing various defense facilities (headquarters, runways, magazines, etc.), carrying out R&D, as well as effective procurement, maintenance and improvement of a range of equipment, and providing mental health care for SDF personnel at the Internal Bureau of the MOD, ATLA, as well as at the SDF bases, the Regional Defense Bureaus, and other locations throughout the country.

Instructors conduct advanced research on defense-related issues and provide high-quality education to SDF personnel at the National Institute for Defense Studies, the National Defense Academy, the National Defense Medical College, and other organizations.

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5 Among the employees of the MOD, special national government employees are called "SDF personnel," which include administrative officials, technical and engineering officials, instructors, and others in addition to uniformed SDF personnel.
2 Daily Education and Training

Education of Uniformed SDF Personnel

Enhancing the ability of the individual uniformed SDF personnel who comprise SDF units is essential for the execution of the units’ duties. For this purpose, the respective SDF training units and schools provide opportunities for phased and systematic education according to rank and duties to nurture necessary qualities and instill knowledge and skills.

A considerable extent of human, temporal, and economic efforts such as securing instructors with special skills, and improving equipment and educational facilities, are necessary for providing education. In the event that personnel need to further improve their professional knowledge and skills, or that it is difficult for them to acquire such knowledge and skills within the SDF, the MOD and the SDF commissions education to external institutions, including those abroad, as well as domestic companies and research institutes.

SDF Training

(1) Training by Each SDF

Training conducted by units in each service can be broadly divided into training for individual SDF personnel to improve the necessary proficiency for their respective fields, and training for units to enhance their systematic capabilities. Training for individuals is conducted one-on-one in stages based on occupational classification and individual ability. Training for units is conducted depending on the size of unit, from small to large; meanwhile, large-scale comprehensive training including coordination between units is also conducted.

See>> Reference 19 (Major Exercises Conducted in FY2015)

In addition to such training for national defense, enhanced training is given in response to the diversified roles required of the SDF in recent years, such as peacekeeping operations and large-scale disaster relief operations. Moreover, in order to strengthen joint operational capabilities and to respond better to various situations, efforts are being made including the expansion of the scope of joint exercises and bilateral and multilateral exercises participated in by the individual SDF services.

(2) Training Environment

SDF training has been planned and conducted under conditions that are as close as possible to actual combat situations, yet many restrictions remain. Therefore, the SDF makes maximum use of its limited domestic training areas, including further use of the prime training environment of Hokkaido stated in the National Defense Program Guidelines (NDPG) and other guidelines. They also strive to carry out more practical combat training by conducting joint exercises and other training and exercises in the United States and surrounding sea and airspace where they can secure training conditions not available in Japan.

See>> Reference 20 (Results of Firing Training and Related Training by Dispatch of Each of the Self-Defense Forces to the United States (FY2015))

Safety Management Initiatives

Any accidents that can cause injury to the public, damage to its property, or the loss of life of SDF personnel, must be avoided at all costs. Therefore, during routine training, the MOD/SDF makes a united effort to ensure the constant management of safety through the utmost mindfulness of ensuring safety.

See>> Reference 19 (Major Exercises Conducted in FY2015)

Newly joined members of the GSDF, MSDF, and ASDF giving their all during training

6 Training includes SDF Joint Exercises, Japan-U.S. Bilateral Joint Exercises, and Ballistic Missile Response training which are to prevent and repel direct threats to Japan. Other additional training includes International Peace Cooperation Exercises that assumes SDF’s international peace cooperation activities and Joint International Humanitarian Operation Training, in which the treatment of prisoners of war and other detainees is practiced.
3 Promotion of the Careers of Female Personnel

Expansion of the Recruitment and Appointment of Female Personnel

The MOD/SDF has been proactively encouraging the active participation of female personnel, and the number of female personnel is on the rise. In January of 2015, the MOD formulated the “Action Plan for Promoting the Active Participation of Female Employees and Work-Life Balance,” which incorporated three reforms—“Working style reform,” “Reform to realize a successful career with a balanced life between childrearing and nursing, etc.,” and “Reform for promoting successful female personnel,” and the “Action Plan of the MOD Based on the Law to Promote the Role of Women in the Workforce (FY2016-FY2020)” in April 2016 in order to promote the work-life balance of the personnel in a unified manner whilst further expanding the recruitment and promotion of female personnel. Along with these initiatives, the MOD is also making various efforts to advance the promotion of motivated and qualified female personnel by setting up specific goals with regard to the recruitment and promotion of female personnel.

(1) Female Administrative Officials, Technical and Engineering Officials, Instructors, and Others

As of the end of March 2016, the number of female administrative officials, technical and engineering officials, and instructors, etc., is approximately 3,200 (about 23.4% of total administrative officials). Compared with ten years ago (end of March 2006, at around 23.1% of total administrative officials), this is a rise of 0.3 percentage point, indicating that the ratio of female civilian personnel has been on an increasing trend in recent years.

With regard to recruitment, in line with the central government target, the MOD has set up its goal of ensuring that women account for over 30% of newly hired staff at the ministry from FY2016 and onward. Moreover, regarding furthering the careers of women, as a goal to be achieved by the end of FY2020, the proportion of women reaching the Division-Director level at local organizations and Assistant-Division-Director or equivalent level at the ministry proper should be approximately 5%, and the proportion of women serving at the Division-Director level or equivalent level at the ministry proper should be about 2%, and the proportion of women reaching the Unit-Chief or equivalent level at the ministry proper should be around 20%.

(2) Female SDF Personnel

As of the end of March 2016, the number of female uniformed SDF personnel is about 13,000 (about 5.9% of total uniformed SDF personnel). Compared with ten years ago (end of March 2006, at around 4.8% of total uniformed SDF personnel), this is a rise of 1.1 percentage point, indicating that the ratio of female uniformed SDF personnel has been on an increasing trend in recent years.

In order to increase the proportion of female uniformed SDF personnel among total uniformed SDF
personnel to over 9% by 2030, there are plans to ensure that women account for more than 10% of total newly employed uniformed SDF personnel starting in FY2017. In addition, with regard to furthering their careers, the proportion of women among uniformed SDF personnel with a rank of field officer or higher is planned to be increased from the current 3.1%. As for the careers of the personnel anticipated to reach a rank of field officer or higher in the future, an emphasis is given on assigning them to a command or assistant command post in a unit at the rank of company officer, with the hope of allowing them to gain experience and grow.

While all service areas in the SDF are open to female uniformed SDF personnel, there are still limitations to certain assignments such as infantry companies and submarines, etc., due to the requirement for protecting motherhood and securing privacy. In order to appropriately respond to the diversified missions of the SDF in recent years, the restriction preventing women from working in the flight squadrons of anti-tank helicopter units and part of the GSDF Central NBC Weapon Defense Unit, missile boats and minesweepers as well as the Special Boarding Units of the MSDF, and fighter and reconnaissance aircraft of the ASDF was lifted in FY2015 from the viewpoint of utilizing human resources more effectively. Following this, female uniformed SDF personnel can now be assigned to all posts of the MSDF except for submarines, and all posts of the ASDF. In addition, all pilot assignments have been opened to female uniformed SDF personnel.

See>> Fig. II-2-5-5 (Trends in Incumbent Female SDF Personnel)

Fig. II-2-5-5  Trends in Incumbent Female SDF Personnel

Note: As of the end of March 2016, the total number of female uniformed SDF personnel is 13,476 (approximately 5.9% of the total number of the current uniformed SDF personnel)

Improving the Working Environment for All Personnel

Based on the “Action Plan for Promoting the Active Participation of Female Employees and Work-Life Balance at the MOD” formulated in January 2015 and the “Action Plan to Support a Good Work-Life Balance of the Personnel of the MOD” (FY2015-FY2020) formulated in March 2015 based on the Act on Advancement of Measures to Support Raising Next-Generation Children (Act No. 120 of 2003), and the “Action Plan of the MOD Based on the Law to Promote the Role of Women in the Workforce (FY2016-FY2020)” formulated in April 2016,
the MOD/SDF encourages personnel to use the system, which supports them in their efforts to balance work with family through educational lectures, etc., in order to make the MOD a workplace where both male and female personnel with time constraints due to child rearing or nursing care for elderly relatives can play an active role. In addition, the MOD/SDF is also committed to changing the mindset of personnel, and streamlining and simplifying work through the expansion of the flextime system, information sharing as well as publicity with the use of mascots so that a good work-life balance can be promoted.

To allow personnel who are rearing children to concentrate on their duties without anxiety, internal crèche facilities have been developed to respond to the need for special working arrangements within the SDF. Including the facility opened at ASDF Iruma Air Base in April 2016, internal crèche facilities have been opened at six locations so far (GSDF Camp Mishuku, GSDF Camp Kumamoto, GSDF Camp Makomanai, GSDF Asaka dormitory district, MSDF Yokosuka Naval Base district, and ASDF Iruma Air Base). Additionally, three internal crèche facilities are scheduled to be opened at Ichigaya district, ASDF Fuchu Air Base, and ASDF Hamamatsu Air Base in the future. In addition, the required supports are being enhanced on an ongoing basis, to facilitate the temporary care of children when personnel must suddenly attend to duties, such as disaster relief operations.

**Participating in Support Operations for the 57th Antarctic Expedition**

**MSDF Yokosuka Naval Base district (Yokosuka City, Kanagawa Prefecture)**
Petty Officer First Class Mayumi Hirakawa, Icebreaker “Shirase”

The news that female uniformed SDF personnel were going to participate in the supporting operation of the 57th Antarctic Expedition onboard “Shirase” for the first time drew much attention, and as the ten female members of the crew we did our best to fulfill the duties given to us, in the hope that our hard work would open new doors for other women in the service. While I felt truly honored that my first assignment on board a ship was on “Shirase,” I also felt some pressure to make it a successful tour.

“Shirase” was able to berth off the coast of Showa Base again, and the female crew worked with the male crew on missions such as transporting fuel and supplies as well as carrying out other work at Showa Base and on the Antarctic. We gained a wide range of experiences through our missions, including assisting the transfer of an observation crew off a stranded Australian icebreaker. Moreover, having the opportunity to admire the magnificent, beautiful nature of the Antarctic was an invaluable experience for me.

A tour on “Shirase” was a long deployment in the harsh environment of the Antarctic with only a few port calls. It gave me great confidence that we, the female crew, were able to fully leverage our skills. I believe we were able to pave a new path not only for female personnel currently in the service but also for women who are considering joining the SDF to serve onboard “Shirase.”

“Shirase” berthed off the coast of Showa Base and the ten female crew (author: far right)

“Kids Garden Asaka” – Internal crèche facility in GSDF Asaka dormitory district
Measures Aimed at Ensuring Effective Use of Human Resources

1. Measures for Personnel System Reform and for the Enhancement of Pay and Conditions

With regard to the personnel structure of the SDF, the fixed number of the SDF personnel has been constantly reduced. On the other hand, there has been the need for further skilled and professional personnel in order to respond to the advancement of equipment as well as diversification and internationalization of SDF missions.

In light of such circumstances, it is stated in the NDPG that measures are to be implemented with regard to personnel system reform in order to ensure the robustness of the SDF and to make effective use of human resources under the constrained budget. Specifically, the MOD will implement the following measures to ensure an appropriate age distribution, taking into account the various missions and characteristics of each branch of the SDF: the retirement age of 60 will be reviewed; an early retirement system will be proactively adopted; more suitable personnel management of personnel will be implemented; and the re-employment of aircraft pilots in the private sector will be carried out. Furthermore, final promotion rates of officers, warrant officers, sergeants and petty officers will be reviewed, and in order to maintain the strength of the SDF, more appropriate personnel management, which takes into account physical attributes, will be adopted.

Furthermore, due to the harsh environmental circumstances under which uniformed SDF personnel have to perform their duties, the MOD and the SDF strive to provide salaries, allowances, welfare and other benefits that reflect the special nature of their duties in order to let uniformed SDF personnel concentrate on their duties with pride, relieved of anxiety. The MOD and the SDF also promote measures relating to awards and honors, beginning with the expansion of the system of Defense Meritorious Badges.

2. Initiatives to Support Families

Exchanges between units and personnel’s families, as well as between families are pursued as routine initiatives. Furthermore, specific welfare services for SDF personnel deployed overseas include facilitating direct communication between SDF personnel and their families in Japan by means such as e-mail and video conference systems. In addition, support for sending comfort items from their families on a later day is also provided. Moreover, briefing sessions for families of the dispatched personnel are held to provide them with a variety of information, and family support centers and similar facilities have been established to answer the various questions and concerns raised by the families.

3. Initiatives to Maintain Strong Discipline

The MOD/SDF strives to foster well-disciplined personnel by impressing in them an awareness of compliance with the law through setting up such campaign periods as the “Anti-Drug Abuse Month,” the “Self-Defense Forces Personnel Ethics Week,” and “Self-Defense Personnel Sexual Harassment Prevention Week.” With regard to the prevention of power harassment in particular, the MOD established a directive in April 2016 with the aim of creating a healthy work environment in which its personnel can fully perform their abilities and their individuality and dignity are respected. Measures to prevent power harassment include providing education to personnel, assigning counsellors to units and organizations around the country, and setting up hotlines connected to the Internal Bureau, as well as the Staff Offices of the GSDF, MSDF and ASDF.

4. Initiatives to Prevent Suicide among SDF Personnel

While a record was set in FY2005, with 101 SDF personnel suicides, subsequent figures have shown a decline, with 73 suicides in FY2015. The suicide of SDF members is truly a great tragedy for both the individuals themselves and their bereaved families. It also represents a great loss to the MOD/SDF in terms of the loss of capable personnel, and the MOD/SDF is taking on-going measures to prevent suicides, including the following initiatives: (1) Expansion and enhancement of the counseling system (internal/external counselors, a 24-hour telephone counseling hotline, assignment of clinical psychotherapists at camps and bases, etc.); (2) Strengthening of education to raise awareness about mental health for commanders as well as enlisted personnel; (3) Establishment of a campaign period for enhancing mental health care, close monitoring by commanders of the mental health condition of their subordinates whose working environment has been changed due to personnel transfers, etc., and distribution of various reference materials.

5. Commemorating Personnel who Perished in the Line of Duty

Since the establishment of the National Police Reserve in 1950 and through its evolution via the National Safety
Force and the Coastal Safety Force into the SDF today, SDF personnel have been striving to accomplish the noble mission of protecting the peace and independence of Japan. They have been devoting themselves unstintingly to training, day and night, to live up to the expectations and trust of the Japanese citizens, regardless of danger, and with a strong sense of responsibility. During this time period, however, more than 1,870 personnel have lost their lives in the line of duty.

In the MOD/SDF, funeral ceremonies are carried out by each unit to which the personnel who perished in the line of duty belonged, in order to express condolences. Moreover, in order to eternally recognize the achievements of the SDF personnel who perished in the line of duty, and to express deep honor and condolences, memorial ceremonies are carried out in various forms, such as the Memorial for SDF Members Killed in the Line of Duty conducted with the participation of the Prime Minister.

Dealing with Retirement and Re-employment of SDF Personnel

In order to maintain the strength of the SDF, many uniformed SDF personnel retire in their mid-50s (personnel serving under the early retirement system) or in their 20s (most uniformed SDF personnel serving under the fixed-term service system). Therefore, many of them need to find another job after retirement in order to secure their livelihoods.

Since supporting re-employment is the responsibility of the Japanese government (the MOD) as the employer, and is crucially important both for resolving any concerns that uniformed SDF personnel may have about their future as well as for securing qualified human resources, the MOD conducts support measures such as occupational training useful for their re-employment. The measures to support the re-employment of retired uniformed SDF personnel is also important from the perspective of enabling them to give back to society with their various skills, thereby reinforcing human resources infrastructure.

As the MOD does not have the authority to provide them with employment placement, the Foundation for the SDF Personnel Support Association provides free job consultation services with permission from the Minister of Health, Labor and Welfare and the Minister of Land, Infrastructure, Transport and Tourism.

Retired uniformed SDF personnel have excellent abilities in planning, leadership, faculty, cooperativeness and responsibility gained through their work performance, education, and training. Furthermore, they have various qualifications and licenses acquired through their duties and occupational training. Therefore, they are making positive contributions in a broad range of sectors, including the manufacturing and service industries, as well as the finance, insurance, real estate, and construction industries, in addition to the areas of disaster prevention and risk management at local governments. Based on the NDPG, the MOD will make further effort to improve the re-employment of retired uniformed SDF personnel by considering measures to increase incentives for private companies to hire them, and by promoting further use of retired uniformed SDF personnel in the public sector.

For the purpose of ensuring an environment where uniformed SDF personnel can devote themselves to their duties without any concerns, the MOD allows uniformed SDF personnel to be reappointed for fixed terms within three years before the age of 60 (one year for SDF administration officials and others). The Mid-Term Defense Program (MTDP) states that the SDF will actively reappoint retiring personnel possessing advanced knowledge, skills and experience where such personnel prove beneficial to the SDF’s strength.

Meanwhile, with regard to the re-employment of SDF personnel, new regulations about re-employment were introduced in October 2015 replacing the former prior approval system. As are the cases of other national government employees, the following three regulations were put in place in order to ensure the trust of the public regarding the fairness of official duties: 1) Regulation on...
**Successful First Flight of the MRJ**

Mr. Yoshiyuki Yasumura  
Chief test pilot for the MRJ, Mitsubishi Aircraft Cooperation

I had been an ASDF pilot for 23 years, during which time I was on assignments that include the 8th Air Wing, and Air Development and Test Wing. After my 23 years with the ASDF, I was hired by Mitsubishi Heavy Industries through the reemployment system and have been here since.

Since the MRJ’s development (Mitsubishi Regional Jet) gained momentum in 2008, I have offered ideas from the viewpoint of a pilot about navigation systems and the design of the cockpit, and I was also responsible for maneuverability tests using a simulator. After the aircraft’s first flight in November last year, we have been carrying out flight tests to check the aircraft’s maneuverability, engine systems and power supply, while gradually increasing the altitude and speed of flight.

I may be in a different field now but my seniors in the SDF have ingrained in me the mindset of a pilot and attitude as a person involved in the development of an aircraft, which is helping me greatly as I work on the development of a commercial aircraft.

I want to make the MRJ an aircraft that satisfies users around the world. I wish for the success and good health of all uniformed SDF personnel on active duty who exert themselves to meet the great expectation and responsibility required of them.

Mr. Kazuo Toda  
Test pilot for the MRJ, Mitsubishi Aircraft Cooperation

I had been working as a pilot during my 35 years with the Ministry of Defense (MSDF Air Development Squadron 51, MSO, and so on). Since I had completed the MSDF test pilot course and had experience working on the development of an MSDF aircraft, I got employed by Mitsubishi Heavy Industries through the reemployment system. I attend meetings on development, test the flight control system simulator, and conduct test flights of the MRJ.

When I flew aircraft in the MSDF, I was engaged in surveillance activities with a crew of about a dozen in addition to the pilots. Similarly, with test flights for the MRJ, the mission is carried out in a team with a crew consisting of test flight engineers (engineers who collect data and other engineers who analyze the data), designers, mechanics, suppliers, and pilots, all of whom fly together on a test flight.

Such a flight mission would not be possible without the cooperation of the crew. Furthermore, the safety of a test flight would be at risk unless all involved in the flight work earnestly and coordinate closely with one another. Needless to say, the goal of a test flight would otherwise not be possible to reach. We must work as a team while maintaining harmony.

Our urgent task is to make the MRJ, an aircraft that everyone has been dreaming of, a beloved and reliable aircraft. However, test flights have only just begun, so we will work as a team and overcome the challenges while collaborating closely with the public sector. We appreciate your support.
Active Roles Played by Retired Uniformed SDF Personnel

Mr. Kiminori Hiura
President, Nichitoku Kisen Inc.

My first impression of him was that he was polite and honest, and that remains unchanged even today. Being a crew member onboard a domestic vessel can be a tough job both mentally and physically, since you have to face the perils of nature and be away from your family and society. Nevertheless, he has been operating ships safely with excellent responsibility and toughness that he gained in his duties in the SDF. In our company, you are required to have wide-ranging skills in order to operate a large 10,000-ton vessel with a small number of crew. He has been making steady progress since he joint our company. I expect him to do a great job as an executive crew member in the future.

Mr. Bunta Sawai
Nichitoku Kisen Inc. (Retired as Leading Seaman, MSDF)

I was able to get used to my new job on domestic vessels right away thanks to my job experience on MSDF destroyers. I am enjoying my time on the ships with my colleagues now. We are all given private rooms on the ships, and we get a month-long leave period after working on the ships for three months, enriching my private life with distinct work hours and off hours. Moreover, there is a chance for us to become a ship’s captain if we get the necessary qualifications. That keeps me motivated and encourages me to set goals for myself.

Mr. Yuya Kawamura
Managing Director of Kyoto Office, Tokusyu Kousyo Gijutsu Inc.

Our company provides services such as surveys, inspections and repairs of infrastructure including bridges, hydroelectric plants, and wind turbine generators designed for use in high places with special technology.

The physical strength and skills cultivated through my duties in the SDF are useful in my current work which requires using ropes. A strong sense of responsibility and organizational skills are also helpful when working as a team to complete the work.

Mr. Masuhara, whom we employed last year, is demonstrating his physical strength, initiative and perseverance he acquired in the SDF. He stands out from the other young employees and is bringing vitality to our company. He is well trusted by his bosses, making us feel that we want to let him do various works. This job involves protecting social infrastructure, which is in common with the missions of the SDF to protect our country. I am looking forward to his continued success in the future.

Mr. Takayuki Masuhara
(Retired as Leading Private GSDF)
Kyoto Office, Tokusyu Kousyo Gijutsu Inc.

My responsibilities here include inspections of bridges and repairs of blades on wind turbine generators. I feel that the physical strength and perseverance I gained through my duties in the SDF is a great help when I perform field works bringing a sense of tension and put together survey results requiring responsibility. I still have a lot to learn from my seniors, but I am working hard every day so that they can entrust various works to me.
requesting re-employment of other personnel and retired personnel and requesting information; 2) regulation on seeking employment opportunities at companies in which retired personnel had a stake whilst in office; and 3) regulation on re-employed personnel making requests. In order to ensure strict observation of these regulations, bodies comprised of academic experts with no history serving as SDF members (Defense Personnel Review Board’s Separate Meeting for Monitoring Re-employment and Cabinet Office’s Re-employment Surveillance Commission) monitor the situation and any violation will be met with penalties. Additionally, re-employment information is carefully managed in a centralized manner and appropriately disclosed to the public by institutionalizing notification and announcement of such information.

5 Enhancement of Medical Functions

◆ Enhancement of Education of Medical Officers and Nurses

While greater abilities are required of personnel engaged in medical care, such as medical officers, due to the diversification of missions, only 80% of medical officer positions in particular have been filled. Such low sufficiency is caused by medical officers leaving the SDF, one of the major reasons of which is the lack of opportunity to engage in medical training and practice. The MOD/SDF will make efforts to implement various measures to prevent medical officers from leaving the SDF by enhancing clinical education after graduation from the National Defense Medical College and so on, providing them with more opportunities to engage in training and medical practice, helping them acquire and improve specialized knowledge and skills in areas such as infectious diseases, as well as increasing their motivation for work.

Furthermore, with the aim of training and securing high-quality nurses who are capable of fully responding to the diversification of missions and the sophistication of medical technology, a four-year “nursing program” was established in the School of Medicine at the National Defense Medical College in April 2014 for the training of public health/registered nurses.

◆ SDF Hospitals as Hub Hospitals with Enhanced Functions

SDF hospitals play the role of hospitals that are to admit SDF personnel injured while in service in response to various emergency events, and in normal circumstances, these hospitals are required to play a role in providing medical treatment and also educating medical staff.

For this reason, based on the NDPG, etc., SDF hospitals will be centralized and their performance levels increased, making an active contribution to local medical care, in order to establish a high-quality medical care system, while also improving the aid capabilities on the front line when responding to contingencies and promoting the improvement of the arrangements for prompt onward transfer of patients. In addition, the function of the National Defense Medical College will be strengthened to make it a center of training and research for defense medicine, with features not available in general medical schools.

Minister of Defense Nakatani conferring a diploma during a graduation ceremony at the National Defense Medical College

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8 Stipulated in Parts 2, 3 and 4 of Article 65 of the SDF Act
9 The nursing program consists of two training courses: one for fostering nurses who will be SDF officers, and the other for fostering nurses who will be technical officials.