

# Human Resource Base and Medical Functions that Sustain the Defense Capability

Section  
1

## Reinforcing Human Resource Base that Sustains the Defense Capability

The National Defense Program Guidelines for FY2019 and beyond (NDPG)<sup>1</sup> specifies that the core element of defense capability is Self-Defense Forces (SDF) personnel, and that securing human resources for SDF personnel and improving their ability and morale are essential to strengthening defense capability. This has become an imminent challenge in the face

of shrinking and aging population with declining birth rates. Also in light of the sustainability and resilience of defense capability, the SDF needs to work even further to reinforce the human resource base that sustains the defense capability.

SDF's measures to reinforce the human resource base including those taken so far are explained below.

### 1 Recruitment and Employment

#### 1 Recruitment

It is vital to secure highly qualified personnel for the Ministry of Defense (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 recent economic and employment upturn, as well as the advancement of declining birthrate and popularization of higher education, the environment surrounding the recruitment of uniformed SDF personnel is severe. In such a situation, it is necessary for the MOD/SDF to recruit excellent human resources with a strong desire to enlist, by explaining sufficiently 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 will carry out some of the administrative activities regarding the recruitment of uniformed SDF personnel and candidates for uniformed SDF personnel, including announcing the recruitment period and promoting the SDF as a workplace, with the MOD bearing the requisite cost. At the same time, the MOD will strengthen coordination with local governments to ensure successful necessary collaboration including information provision on the recruitment target, which is indispensable for ensuring smooth administrative activities regarding the recruitment.

#### 2 Employment

##### (1) Uniformed SDF Personnel

Based on a voluntary system that respects individuals' free will, uniformed SDF personnel are recruited under various categories. The upper age limit of general candidate for enlistment (Upper) and candidates for uniformed SDF personnel was raised from "under 27" to "under 33" in October 2018 in order to secure diverse human resources from a broader range, including people with work experience in private companies.

**Q See** Fig. IV-1-1-1 (Changes in the Number of People Eligible to Join the SDF), Fig. IV-1-1-2 (Overview of Appointment System for SDF Personnel)

Due to the uniqueness of their duties, personnel management of uniformed SDF personnel differs from that of general civilian government employees,<sup>2</sup> including "Early Retirement System" and "Fixed Term System" to maintain the SDF's strength.

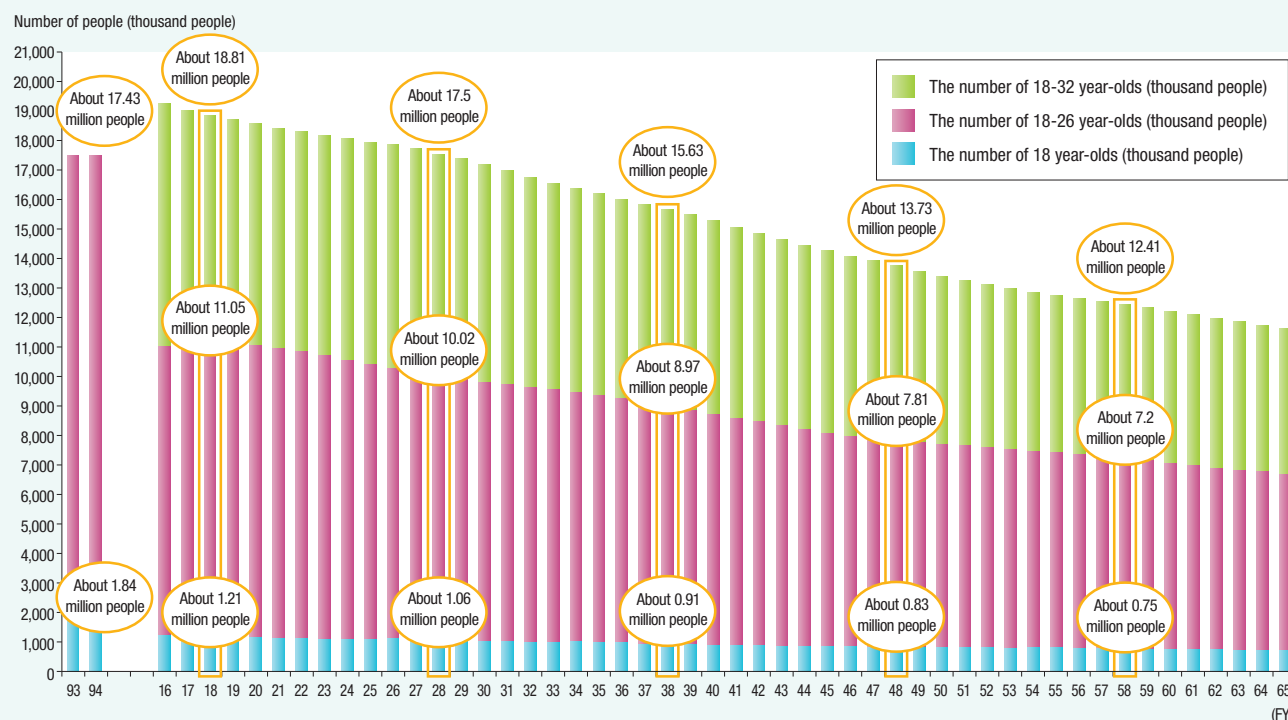
After employment, uniformed SDF personnel are assigned their branch of service and duties at units all around Japan, in accordance with their choice or aptitude, following basic education and training at respective training units or schools of respective SDF services.

**Q See** Reference 55 (Authorized and Actual Strength of Uniformed SDF Personnel), Reference 56 (Status of Application and Recruitment of Uniformed SDF Personnel (FY2018))

<sup>1</sup> Part II, Chapter 3, Section 1, Footnote 1

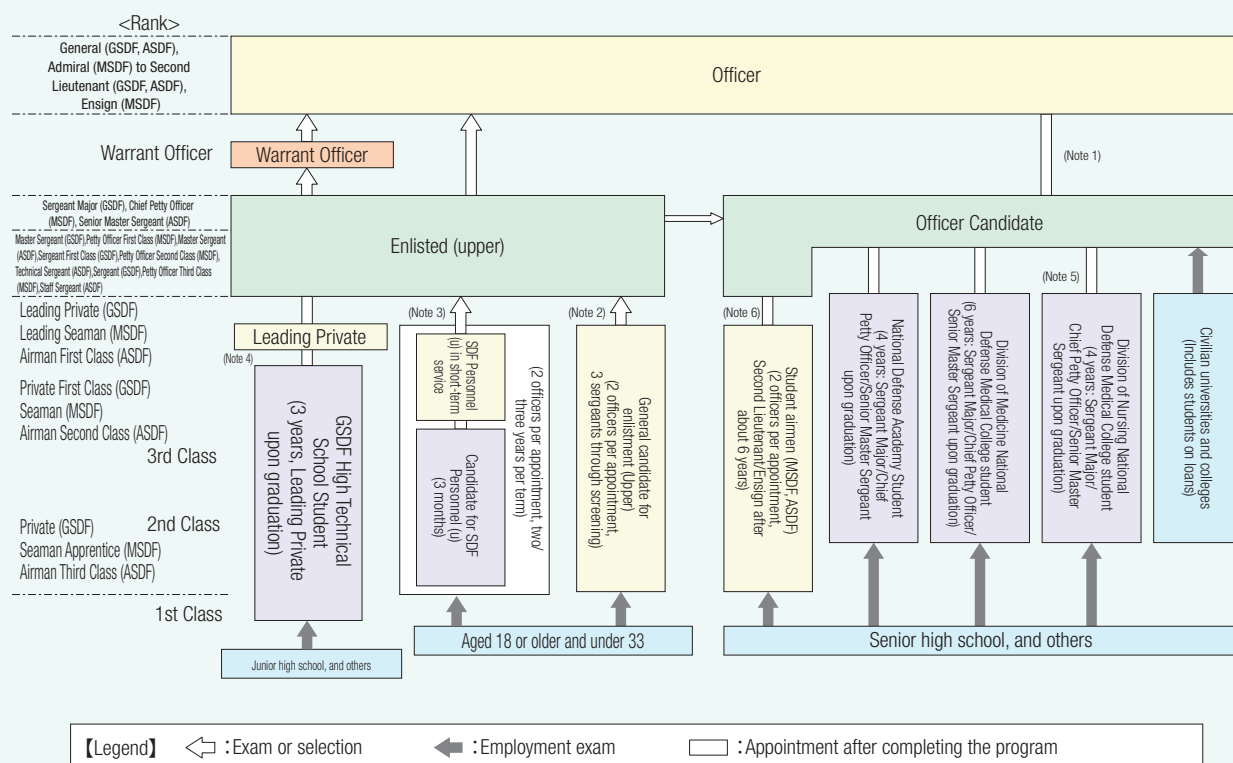
<sup>2</sup> SDF personnel are designated as special national government employees under Article 2 of the National Civil Service Law.

**Fig. IV-1-1-1** Changes in the Number of People Eligible to Join the SDF



Material sources: The numbers for FY1993 and FY1994 are based on "Population Estimates of Japan 1920 - 2000" and "Current Population Estimates," Statistics Bureau, Ministry of Internal Affairs and Communications.  
Data from FY2016 onward are based on "Population Projection for Japan" (medium estimates in April 2017). National Institute of Population and Social Security Research.

**Fig. IV-1-1-2** Overview of Appointment System for SDF Personnel



Notes: 1. Staff candidates for the medicine, dentistry, and pharmacy specialties will be promoted to the position of First Lieutenant if they pass the national examinations in medicine.

2. Student candidates for enlistment (upper) refers to a candidate who has been appointed as an officer with the premise that he/she will be promoted to a fixed-term position of "Enlisted (upper)." Until FY2006, there were two programs consisting of "Student candidates for enlistment (upper)" and "Enlisted (upper) candidates." However, these two programs were reorganized and combined, and since 2007, candidates have been appointed as "General candidates for enlistment (upper)."

3. As for the SDF candidates, in order to enhance the initial education of SDF personnel in short-term service, in July 2010, it was decided that their status for the first three months of their enlistment would be as non-SDF personnel, and they would engage exclusively in fundamental education and practice as non-regular Military of Defense personnel.

4. GDSF High Technical School trains people to be SDF personnel who will be capable not only of operating and making full use of equipment in the GDSF but also of conducting missions in the international community. For SDF students, starting from FY2010 appointments, their status was changed from SDF officer to "students," which is a new non-regular status. New students receive a high school diploma at the conclusion of a student course (three years) through distance learning. From the FY2011 appointments, a new recommendation system was introduced in which those who are considered appropriate to be a GDSF High Technical School student are selected from among the candidates based on the recommendation of the principal of their junior high school etc., in addition to the conventional general examination.

5. A three-year program ended in FY2013. A new four-year program was established at the National Defense Medical College, Faculty of Nursing in 2014.

6. For student airport, the Maritime Self-Defense Force selects from persons 18 or above and under 23 in age and the Air Defense Force 18 or above and under 21 in age.

## (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.<sup>3</sup>

**Q See** Fig. IV-1-1-3 (Overview of Systems Related to SDF Reserve Personnel)

SDF Reserve Personnel become uniformed SDF personnel upon the issuance of a defense call-up order or other orders, 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 incumbent uniformed SDF personnel as part of frontline units following the issuance of a defense call-up order or other orders. Candidates for SDF Reserve Personnel, some of whom are recruited among those with no prior experience as uniformed SDF personnel, are appointed as SDF Reserve Personnel after completing the necessary education and training.

As SDF Reserve Personnel and others work in their civilian jobs under normal circumstances, 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 this purpose, the MOD provides a special subsidy to



Graduation ceremony at the National Defense Academy (March 2019)

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. Also, in 2017, the MOD established a framework that allows the MOD/SDF to provide such information as the scheduled term of a training call-up and scheduled term during which SDF Reserve Personnel/SDF Ready Reserve Personnel are called up to perform actual operations and are appointed as uniformed SDF personnel, when requested by their employers. In 2018, the MOD established a system to provide a subsidy which aims to contribute to securing understanding and cooperation from the employers regarding the duties of SDF Reserve Personnel. Under the system, the employers are provided with a subsidy if (1) SDF Reserve Personnel or SDF Ready Reserve Personnel respond to a defense operation call-up order, civil protection dispatch call-up order, or disaster relief call-up order, etc. or if

**Fig. IV-1-1-3** Overview of Systems Related to SDF Reserve Personnel

	SDF Reserve Personnel	SDF Ready Reserve Personnel	Candidate for SDF Reserve Personnel
Basic concept	Upon the issuance of a defense call-up order or other orders, serve as SDF Personnel	Serve as SDF Personnel in a pre-designated GSDF unit, as part of the basic framework of defense capability	Appointed as SDF Reserve Personnel in the GSDF or MSDF upon completion of education and training
Candidate	Former SDF Personnel, former SDF Ready Reserve Personnel, former SDF Reserve Personnel	Former SDF Personnel, former SDF Reserve Personnel	(Common to General and Technical Employment Categories) Those with no experience as SDF personnel (including those with less than a year of SDF experience)
Age	Leading privates and lower SDF Reserve Personnel: 18 to under 55 years old Officer, Warrant Officer, Enlisted (Upper): Under the age of two years added to respective retirement age	Leading privates and lower SDF Ready Reserve Personnel: 18 to under 50 years old Officer, Warrant Officer, Enlisted (Upper): Under the age of three years subtracted from respective retirement age	General: 18 to under 34 years old; Technical: either between the ages of 18 and under 53 or 18 and under 55 depending on technical skills possessed
Employment	Employed by screening, based on application Candidate for SDF Reserve Personnel is appointed as SDF Reserve Personnel upon completion of education and training	Employed by screening, based on application	General: Employed by examination, based on application Technical: Employed by screening, based on application
Rank designation	Former SDF Personnel: Designated rank at the point of retirement in principle Former SDF Reserve Personnel and Former SDF Ready Reserve Personnel: Designated rank at the point of retirement in principle Candidate for SDF Reserve Personnel General: Private Technical: Designated according to skills and length of experience	Former Personnel: Designated rank at the point of retirement in principle Former Reserve Personnel: Designated rank at the point of retirement in principle	Not designated
Term of service	Three Years/One term	Three Years/One term	General: Within of three years Technical: Within of two years
Education/Training	Although the Self-Defense Forces Law designates a maximum of 20 days per year, actual implementation is 5 days per year as a standard	30 days per year	General: 50 days within three years (equivalent to Candidate SDF personnel (private level) course) Technical: 10 days within two years (training to serve as SDF Personnel by utilizing their special skills)
Promotion	Promotion is determined by screening the service record of personnel who have fulfilled the service term (actual serving days)	Promotion is determined by screening the service record of personnel who have fulfilled the service term (actual serving days)	Since there is no designated rank, there is no promotion
Benefits, allowances, and other terms	Training Call-up Allowance: ¥8,100/day SDF Reserve Allowance: ¥4,000/month	Training Call-up Allowance: ¥10,400-14,200/day SDF Ready Reserve Allowance: ¥16,000/month Continuous Service Incentive Allowance: ¥120,000/one term	Education and Training Call-up Allowance: ¥7,900/day Allowance as Candidate for SDF Reserve Personnel is not paid because defense call-up duty or any other duties are not required
Special subsidy for companies employing SDF Ready Reserve Personnel	—	Special subsidy for companies employing SDF Ready Reserve Personnel: ¥42,500/month	—
Call-up duty and other duties	Defense call-up, civil protection call-up, disaster call-up, training call-up	Defense call-up, civil protection call-up, security call-up, disaster call-up, training call-up	Education and training call-up

<sup>3</sup> Many other countries also have reserve personnel systems.



**VOICE****Outstanding Performance by a SDF Ready Reserve Personnel and a Business Owner Who Works with SDF Ready Reserve Personnel as His Employees****Ready Reserve Sergeant First Class Teruaki Shiina, 1st Infantry Company, 52nd Infantry Regiment (Makomanai, Sapporo)**

I participated in a disaster relief mission as a SDF Ready Reserve Personnel in the aftermath of the September 2018 Hokkaido Eastern Iburi Earthquake.

Immediately after the earthquake, I learned about the severity of damage in the affected areas, hinting that I would be called up for a disaster relief operation. I consequently asked my superior at work for permission to participate in a potential disaster relief assignment beforehand, with a desire to utilize the experience I gained in participating in a two-week disaster relief duty in response to the Great East Japan Earthquake. The permission was granted.

I initially worried about my family suffering from an ongoing power outage. However, my family supported and encouraged me to join the disaster relief mission as a SDF Ready Reserve Personnel.

In the afflicted areas, I transported relief goods, supplied drinking water and engaged in other activities. Although I am not sure how much assistance I was able to provide to disaster victims, they certainly cheered me up by showing their high spirits.

I sincerely hope that a disaster of this magnitude will never happen again. However, I will fully prepare for the next time I am called up for a disaster relief mission, whenever it might be, by working hard in training sessions, which amount to a total of 30 days annually.



Shiina (front right) supplying drinking water in Atsuma Town

**President Tsuyoshi Fukuzawa, Fukuzawa Order Nouki Co., Ltd. Memuro Town, Kasai County, Hokkaido**

Although the damage caused in Obihiro by the September 2018 Hokkaido Eastern Iburi Earthquake was relatively minor, I had to shut down the operation of my company there for several days due to a power outage, forcing us to deal with a lot of troubles. During the shutdown, the GSDF called up my employees for a disaster relief mission. As a business owner, I was anxious as to how to run a business with my employees away for the mission. At the same time, I was proud of the fact that my employees were selected for the mission as I am also an active SDF Reserve Personnel interested in joining disaster relief operations in affected areas.

My company currently employs three SDF Ready Reserve Personnel, and I agreed to send two of them this time. When I sent them off, I offered them encouragement, with the hope that they would earnestly carry out their assigned duty so that the livelihoods of affected people could be restored as quickly as possible.

When my employees returned from the disaster relief mission, they looked very satisfied. I believe that they gained valuable experience that will lead to personal growth as members of society and as people in general.



Recent photo of Fukuzawa in his workplace

(2) they have no choice but to leave their regular occupations due to injuries during their duties, etc.

SDF Ready Reserve Personnel were called up at the time of the 2016 Kumamoto Earthquake<sup>4</sup>, the 2018 July Heavy Rain,<sup>5</sup> and the 2018 Hokkaido Eastern Iburi Earthquake.<sup>6</sup> They carried out their missions, including transportation of goods and water supply. The MOD has been implementing various measures to increase and enhance SDF Reserve Personnel and others because SDF Reserve Personnel are anticipated to be called up more often in response to earthquake and other disasters. Specifically, recruitment and appointment were

expanded in 2018 to secure a wide variety of human resources from a broader range. The upper age limit for recruitment of leading privates and lower SDF Reserve Personnel was raised from “under 37” to “under 55” and the upper age limit for their continued appointment from “under 61” to “under 62.” An upper age limit is not set for persons with a license for a medical practitioner. Their continued appointment is approved when it is confirmed that they properly maintain their medical techniques and that there is no problem with their duties as SDF Reserve Personnel. The upper age limit for recruitment of leading privates and lower SDF Ready Reserve

<sup>4</sup> In response to the Kumamoto Earthquake in 2016, a call-up order for SDF Ready Reserve Personnel was issued for the second time in the SDF's history, and 162 Ready Reserve Personnel engaged in activities such as livelihood support to the affected people.

<sup>5</sup> In response to the heavy rain in July 2018, SDF Ready Reserve Personnel were called up for the 3rd time in its history. From July 12 to 30, 311 SDF Ready Reserve Personnel engaged in life support and other activities.

<sup>6</sup> At the time of the 2018 Hokkaido Eastern Iburi Earthquake, SDF Ready Reserve Personnel were called up for the 4th time in its history. From September 8 to 23, 251 SDF Ready Reserve Personnel engaged in life support and other activities.

Personnel was raised from “under 32” to “under 50.” In 2019 a new system was established to appoint Candidates for SDF Reserve Personnel who have been appointed as SDF Reserve Personnel without experience as SDF personnel as SDF Ready Reserve Personnel after certain education and training.

Also, the MOD promotes the use of SDF Reserve Personnel in a wide range of fields, such as the appointment of retired SDF pilots, who are to be reemployed in the private sector, to SDF Reserve Personnel through the re-employment system.<sup>7</sup>

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

There are approximately 21,000 civilian personnel — administrative officials, technical and engineering officials, instructors, and others<sup>8</sup> — in addition to uniformed SDF personnel in the MOD/SDF. Civilian personnel are mainly recruited from those who have passed the Recruitment Examination for Comprehensive and General Service National Public Employees conducted by the National Personnel Authority (NPA), and those who have passed the Recruitment Examination for Ministry of Defense Specialists conducted by the MOD. After participating in the common training course,

civilian personnel recruited in this process work in a wide range of fields.

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

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

Instructors conduct advanced research on defense 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.



Reference 57 (Breakdown of Ministry of Defense Personnel, etc.)

## 2 Daily Education and Training

### 1 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/SDF commissions education to external institutions, including those abroad, as well as domestic companies and research institutes. Furthermore, based on the Medium Term Defense Program (FY2019-FY2023; MTDP),<sup>9</sup> in order to promote cross-domain joint operations, the MOD/SDF will strengthen joint education and

standardize the curriculum, while at the same time improving the education infrastructure for the utilization of cutting-edge technology and expansion of recruitment including female SDF personnel.

### 2 SDF Training

#### (1) Training and Exercise by Each SDF

Training and exercise 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 and exercise 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 and exercise 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.

In order to effectively respond to various contingencies and enhance its deterrence effectiveness, based on the MTDP,

<sup>7</sup> The re-employment system for SDF pilots aims 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, and is also significant from the perspective of the development of the airline industry in Japan as a whole.

<sup>8</sup> Part II, Chapter 4, Section 1, Footnote 2

<sup>9</sup> Among the employees of the MOD, special national government employees are called “SDF personnel,” including administrative officials, technical and engineering officials, instructors, and others, in addition to uniformed SDF personnel.

SDF's joint training and exercises and Japan-U.S. bilateral training and exercises are to be conducted in a tailored and visible way. While leveraging the lessons learned from these training and exercises, the SDF will conduct regular studies and reviews of its plans to address contingencies.<sup>10</sup> The SDF will also strive to further enhance amphibious operation capability by the implementation of training by the Ground Self-Defense Force (GSDF) and Maritime Self-Defense Force (MSDF) in collaboration with U.S. Marines, the SDF will strive to enhance the effectiveness of the swift and continuous deployment of units and strengthen their presence on a steady-state basis by organically coordinating such training and exercises that utilize training environments in Japan and abroad.

Also, seeking to respond to various situations with a whole-of-government approach, coordination with relevant agencies including police, firefighters, and the Japan Coast Guard will be reinforced. The SDF will also actively utilize the opportunities presented by the joint training and exercises of the SDF and Japan-U.S. bilateral training and exercises as a way not only for considering and verifying plans for the actual SDF operations, but also for actively considering and verifying comprehensive issues including civil protection.

**Q See** Reference 58 (Major Exercises Conducted in FY2018)

## (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 will conduct effective training and exercises by expanding the establishment and utilization of the training areas in Hokkaido and elsewhere in Japan based on the NDPG and other guidelines. Furthermore, the SDF will also facilitate expanded joint/shared use of U.S. Forces facilities and areas with the SDF while accounting for relations with local communities. Furthermore, the SDF will facilitate the use of places other than SDF facilities or U.S. Forces facilities and areas, and the utilization of excellent training environments overseas, such as the U.S. and Australia, and introduce simulators actively.



Newly joined members of the GSDF, MSDF, and ASDF conducting basic training

**Q See** Reference 59 (Results of Firing Training and Related Training by Dispatch of Each of the Self-Defense Forces to the United States (FY2018))

## 3 Initiatives to Safety Management, etc.

The MOD/SDF constantly strive as one for safety management, such as by implementing the highest level of safety measures and precautions during routine training.

Despite these efforts, two F-2 fighters of Air Self-Defense Force (ASDF) Tsuiki Air Base (Fukuoka Prefecture) came into contact midair in the training air space at sea to the west of the base in November 2018. In the same month, a vehicle of ASDF Misawa Air Base (Aomori Prefecture) crashed into a house in Kamikita District, Aomori Prefecture. A shell hit a surrounding area and damaged a private vehicle when a unit belonging to Camp Shinodayama (Osaka Prefecture) was conducting firing training using 81mm mortar in the GSDF Aibano Training Area. Furthermore, in February 2019 an F-2 fighter of ASDF Tsuiki Air Base crashed in the Sea of Japan off Yamaguchi Prefecture. The MOD/SDF is fully enforcing recurrence prevention measures and expending all possible means to ensure safety. Also, in April 2019, an F-35A fighter of ASDF Misawa Air Base crashed in the Pacific Ocean to the east of Aomori Prefecture, losing one SDF personnel on duty. Regarding the cause of the accident, the MOD/SDF has come to the judgement that it is extremely unlikely that the pilot lost consciousness or the aircraft had a problem, and that the pilot was likely to have fallen into spatial disorientation (condition in which the pilot has lost sense of balance). Therefore, the MOD/SDF has taken thorough measures to prevent recurrence of the accident including providing education/training to the pilots and special inspection of F-35A aircraft just in case.

Any accident 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. The MOD/SDF as a whole is making its utmost effort to prevent recurrence of such accidents by thoroughly investigating their causes and making sure each member has recognized the importance of safety management once again.

<sup>10</sup> 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, which assumes SDF's international peace cooperation activities.



### 3 Measures Aimed at Ensuring Effective Use of Human Resources

#### 1 Effective Use of Human Resources

With regard to the personnel structure of the SDF, the fixed number of 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 the diversification and internationalization of SDF missions.

In light of such circumstances, while ensuring the robustness of the SDF, the NDPG and others plan to raise the mandatory early retirement age by one year during the period of the MTDP from 2020, and another one year during the period of the next MTDP in stages for each rank in order to ensure further utilization of older human resources who have rich knowledge, skills, and experience. The SDF also continues to expand reenrollment after retirement (up to the age of 65) and further promotes utilization of the skills of retired SDF personnel in fields requiring high levels of expertise. In addition, the SDF will promote manpower saving and automation by leveraging technological innovations such as artificial intelligence.

 Fig. IV-1-1-4 (Rank and Retirement Age of SDF Personnel)

#### 2 Improvement of Living and Work Environment and Treatment

To enable all SDF personnel to maintain high morale and continue to fully exercise their ability, the NDPG and the MTDP state that the MOD/SDF will improve living and work environment. Specifically, the SDF will steadily renew aged everyday life/workplace fixtures, secure the necessary quantities of everyday necessities in addition to accelerating the securing and reconstruction of the necessary barracks and housing, and proceed with measures against aging and earthquake resistance for facilities.

Because SDF personnel carry out their missions under a severe environment, the SDF will improve their treatment based on the special nature of their missions and work environment. Specifically, in order to ensure appropriate treatment in accordance with the risk and special nature of their missions and the characteristics of the area of the office, the SDF will make improvements, including special work allowance. To enable SDF personnel to fulfill their missions with high morale and pride, the MOD/SDF will improve their treatment through measures concerning honors and privileges, including the enhancement of the defensive meritorious badges to better acknowledge their achievements.

Although these measures have already been taken, the SDF will continue to work on various measures in line with the NDPG and the MTDP.

#### 3 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 crucial 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.

In addition, 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 for retired SDF personnel 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 vocational training. Therefore, they are making positive contributions in a broad range of sectors, including manufacturing and service industries, as well as 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 and MTDP, the MOD/SDF will strive to further improve re-employment support by such means as further utilization of retired SDF personnel while strengthening collaboration with local governments and related organizations from the perspective of utilizing the knowledge, skills, and experience of retired SDF personnel in addition to expanding vocational training subjects and support for step-by-step acquisition of qualifications before their retirement. Specifically, as of the end of March 2019, a total of 495 retired SDF personnel work as crisis management officers at local governments' disaster prevention bureaus—46 prefectural bureaus have 89 of them in total, and 348 municipal bureaus have 406. As this strengthens collaboration with local governments and enhances the ability to deal with crisis management, including disaster prevention, the MOD/SDF will continue active support for the utilization of retired SDF personnel in local governments' disaster prevention bureaus by further enhancing these efforts.

 Reference 60 (Main Measures for Re-employment Support)  
Reference 61 (Employment Situation of Retired Uniformed SDF Personnel in Disaster Prevention-related Bureaus in Local Government)

**Fig. IV-1-1-4** Rank and Retirement Age of SDF Personnel

Rank	Designation	Mandatory Retirement Age
General (GSDF), Vice Admiral (MSDF), General (ASDF)	Sho	60
Major General (GSDF), Rear Admiral (MSDF), Major General (ASDF)	Shoho	
Colonel (GSDF), Captain (MSDF), Colonel (ASDF)	Issa	
Lieutenant Colonel (GSDF), Commander (MSDF), Lieutenant Colonel (ASDF)	Nisa	55
Major (GSDF), Lieutenant Commander (MSDF), Major (ASDF)	Sansa	
Captain (GSDF), Lieutenant (MSDF), Captain (ASDF)	Ichii	
First Lieutenant (GSDF), Lieutenant Junior Grade (MSDF), First Lieutenant (ASDF)	Nii	54
Second Lieutenant (GSDF), Ensign (MSDF), Second Lieutenant (ASDF)	Sani	
Warrant Officer (GSDF), Warrant Officer (MSDF), Warrant Officer (ASDF)	Juni	
Sergeant Major (GSDF), Chief Petty Officer (MSDF), Senior Master Sergeant (ASDF)	Socho	53
Master Sergeant (GSDF), Petty Officer First Class (MSDF), Master Sergeant (ASDF)	Isso	
Sergeant First Class (GSDF), Petty Officer Second Class (MSDF), Technical Sergeant (ASDF)	Niso	
Sergeant (GSDF), Petty Officer Third Class (MSDF), Staff Sergeant (ASDF)	Sanso	—
Leading Private (GSDF), Leading Seaman (MSDF), Airman First Class (ASDF)	Shicho	
Private First Class (GSDF), Seaman (MSDF), Airman Second Class (ASDF)	Isshi	
Private (GSDF), Seaman Apprentice (MSDF), Airman Third Class (ASDF)	Nishi	

Notes 1: The mandatory age of retirement for SDF 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 personnel who hold positions such as physician, dentist, pharmacist, musician, military police officer, or information analyst, is 60.

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 in 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 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.<sup>11</sup> 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 Reemployment and Cabinet Office's Re-employment Surveillance Commission) monitor the situation, and any violation will be met with penalties. Additionally, for the purpose of appropriate implementation of unified management and disclosure of re-employment information by institutionalizing notification and announcement of such information by the Cabinet, it has been decided that information on the re-employment status of retired SDF personnel who were in managerial positions (equivalent to the position of Senior Coordinator in the MOD or higher) is to be published every fiscal year by the Cabinet. In response to the introduction of this system in FY2015, notifications of re-employment of the retired SDF personnel who were in managerial positions submitted during FY2017

<sup>11</sup> Stipulated in Parts 2, 3 and 4 of Article 65 of the SDF Law



Improvement of everyday life/workplace

were compiled, and a total of 225 cases were officially announced in September 2018.

#### 4 Initiatives to Support Families

In addition to exchanges between units and personnel's families, as well as between the families, the MOD in cooperation with relevant external groups and organizations is also actively working to develop a family support system to be implemented in the event of large-scale natural disasters and other events, which will include receiving cooperation in confirming the safety of the family members of SDF personnel. All of these are conducted as routine initiatives. Furthermore, specific welfare services for SDF personnel deployed overseas include facilitating direct communication with their families in Japan by means such as e-mail and video conference systems. Support for sending comfort items from their families at a later date is also provided. Moreover, briefing sessions for families of the dispatched SDF personnel are held to provide them with a variety of information, and a consultation desk exclusively for families of the dispatched SDF personnel (family support centers), a website for the families of the dispatched SDF personnel and similar facilities have been established to provide consolation for the various questions and concerns raised by the families.

#### 5 Initiatives to Maintain Strong Discipline

The MOD/SDF has gained great expectations from the public and in order for the SDF to perform its maximum ability on duty, it is essential to achieve support and trust from the public. To this end, the SDF is required to always maintain strong discipline.

The MOD/SDF has so far strived to foster well-disciplined personnel by impressing in them an awareness of compliance with the law through setting up such campaign periods as the "MOD Anti-Drug Abuse Month," "Self-Defense Forces Personnel Ethics Week," and "Self-Defense Personnel Harassment Prevention Week" and implemented various measures such as thorough instructions on service discipline.





DAPE personnel (MSDF) receiving comfort items in Djibouti



Memorial Service for members of the SDF personnel who lost their lives in the line of duty conducted with the participation of Prime Minister Abe

Since 2019 the MOD/SDF has been working to prevent harassment by such means as mandatory education on harassment prevention for newly appointed directors of the ministry and other executives.

## 6 Initiatives to Prevent Suicide among SDF Personnel

SDF personnel suicides reached a record 101 in FY2005, and have subsequently increased and decreased, with 62 suicides in FY2018. 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 ongoing 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; and (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. In 2019 the MOD/SDF has been promoting measures using external means, including proposals by outside experts, in order to further improve the effectiveness of suicide prevention measures.

## 7 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 Japanese citizens, regardless of danger, and with a strong sense of responsibility. During this time period, however, more than 1,900 personnel have lost their lives in the line of duty.

In the MOD/SDF, funeral ceremonies in order to express condolences are carried out by each unit to which the personnel who perished in the line of duty belonged. 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 Service for members of the SDF personnel who lost their lives in the line of duty conducted with the participation of the Prime Minister.<sup>12</sup>

<sup>12</sup> The Monument for SDF Personnel who Perished in the Line of Duty was constructed in 1962 in Ichigaya. In 1998, the Memorial Zone in its current form was completed by combining this monument with other monuments located in the same area. The MOD holds an annual memorial ceremony for SDF personnel who perished in the line of duty with the attendance of surviving family members, the Prime Minister, high-ranking officials of the MOD/SDF including the Minister of Defense, former Defense Ministers, and others. At the Monument for SDF Personnel who Perished in the Line of Duty in the Memorial Zone, there is an iron plate containing the names and other information of personnel who perished in the line of duty. When foreign dignitaries such as Defense Ministers visit the MOD, they make offerings of flowers, expressing their respect and condolences to personnel who perished in the line of duty. Memorial ceremonies are also held at individual SDF posts and bases.