



Part **IV**

Core Elements Comprising Defense Capability, etc.

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Human Resource Base that Sustains the Defense Capability

Section

1

Reinforcing Human Resource Base

The National Defense Program Guidelines for FY2019 and beyond (NDPG) 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 qualified human resources with a strong desire to join the SDF, by sufficiently explaining to them the missions, roles, duties, welfare programs, and privileges 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 is strengthening collaboration with local governments to ensure necessary cooperation including information provision on recruitment targets, which is indispensable for 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



Newly joined members of the GSD, MSDF, and ASDF attending the induction ceremony

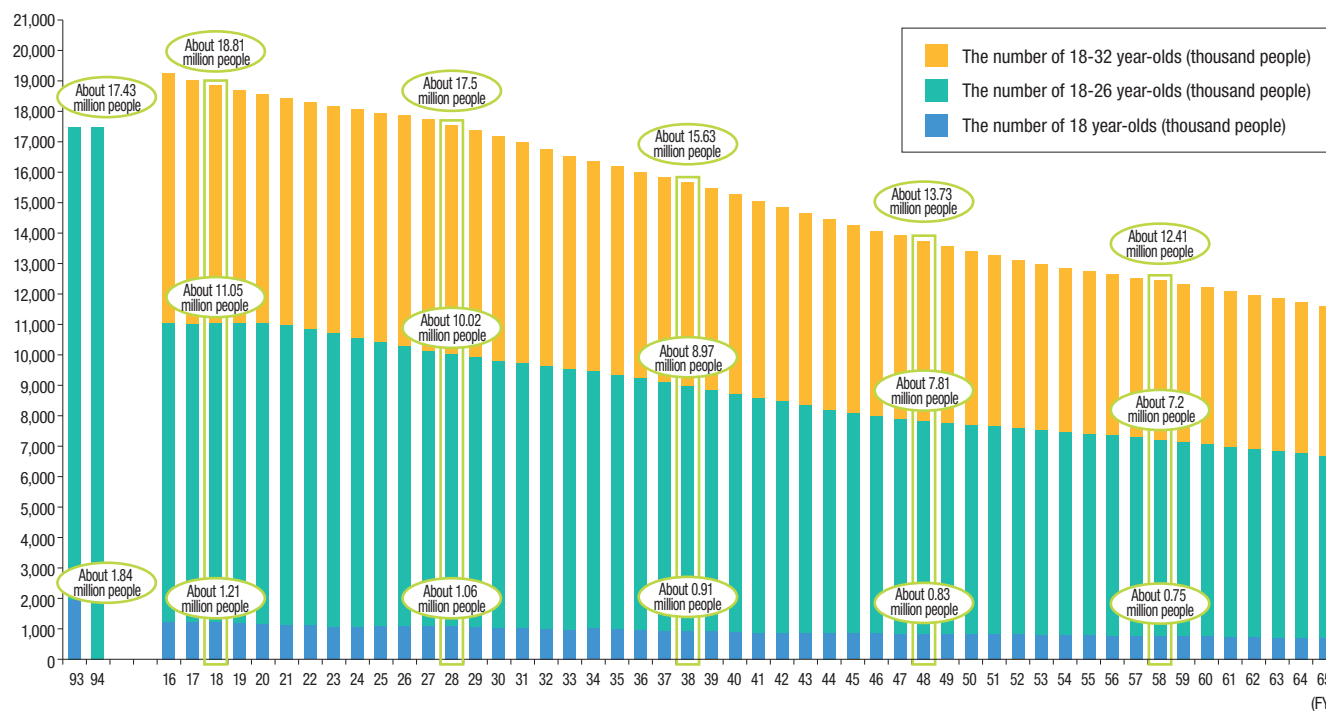


Video : Advertisement for Recruitment of Uniformed SDF Personnel

URL : https://www.youtube.com/watch?v=Jtxwcm_YCCo

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.

enlistment (Upper) and candidates for uniformed SDF personnel was raised from "under 27" to "under 33" in 2018 in order to secure diverse human resources from a broader range, including people with work experience in private companies. A review of the examination for candidates for uniformed SDF personnel started in 2020 in order to ensure quality improvement of uniformed SDF personnel in fixed term system (candidate for uniformed SDF personnel) while at the same time securing human resources with diverse backgrounds and capabilities.

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)

Personnel management of uniformed SDF personnel differs from that of general civilian government employees,¹ due to the uniqueness of their duties and the need to maintain the SDF's strength. With consideration given to the knowledge, experience, physical strength and other factors necessary for the duties of the respective ranks, the SDF has "Early Retirement System" where the majority of personnel retire in their mid-50s and "Fixed Term System" where one term is two or three years.

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 52 (Authorized and Actual Strength of Uniformed SDF Personnel and Changes in Them)
Reference 53 (Status of Application and Recruitment of Uniformed SDF Personnel [FY2019])

(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

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

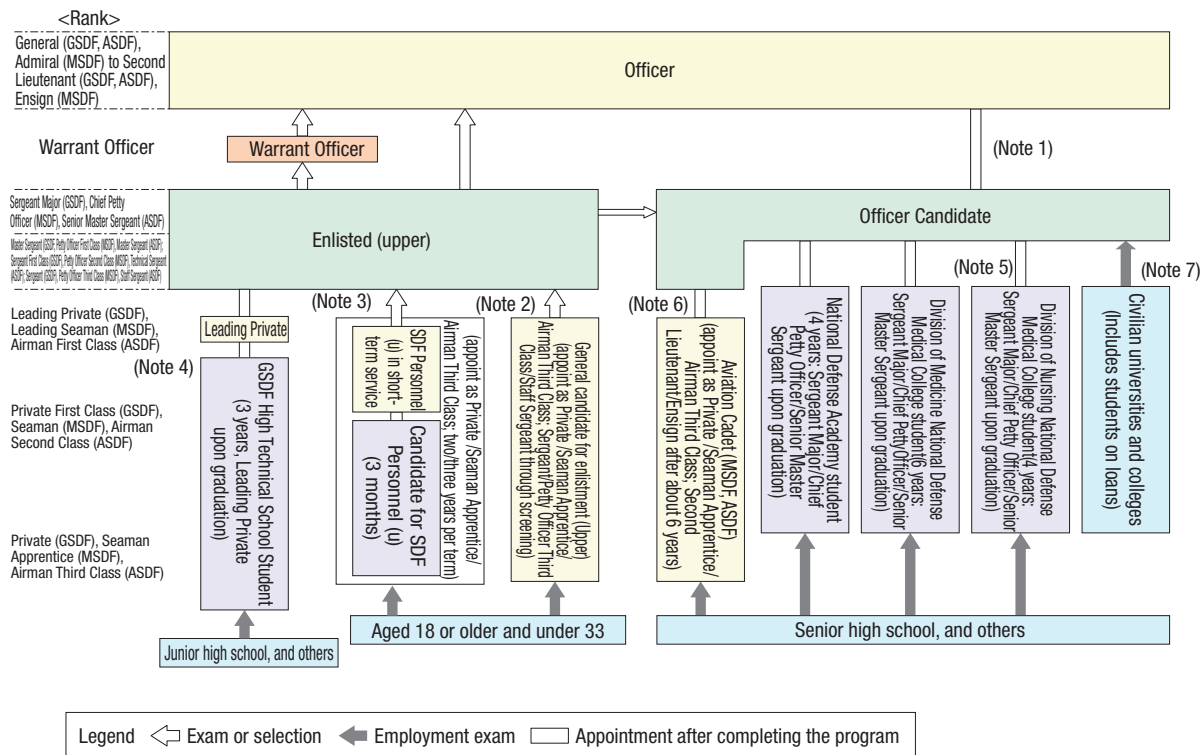


Video : Overview of Systems Related to SDF Reserve Personnel
URL : https://twitter.com/jgsdf_reserve/status/1247004431922561026?s=09

¹ SDF personnel are designated as special national government employees under Article 2 of the National Civil Service Law.
² Many other countries also have reserve personnel systems.

Fig. IV-1-1-2

Overview of Appointment System for SDF Personnel



- Notes: 1 Staff candidates for the medicine, dentistry, and pharmacy faculties will be promoted to the position of First Lieutenant if they pass the national examinations in medicine and complete the prescribed education and training.
- 2 General candidate for enlistment (upper) refers to a candidate who has been enlisted 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 FY2007, candidates have been appointed as "General candidates for enlistment (upper)."
- 3 As for the candidate for uniformed SDF personnel, in order to enhance the initial education of SDF personnel in fixed-term service, in July 2010, it was decided that their status during the first three months of their enlistment would be as non-SDF personnel, and they would engage exclusively in fundamental education and training as non-regular Ministry of Defense personnel.
- 4 GSDF 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 GSDF but also of conducting missions in the international community. Starting from FY2010 appointments, the status of the school's students 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 GSDF 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 Division of Nursing, National Defense Medical College, in FY2014.
- 6 For Aviation Cadets, 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.
7. For students on loans, the SDF lends school expenses (54,000 yen per month) to students who major in medicine, dentistry, or science and engineering at a university or a graduate school (excluding professional graduate schools) and have an intention to continue serving as SDF personnel after graduation (completion) by taking advantage of academic knowledge in their specialized fields.

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
Eligibility	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: between the age of 18 and under 53 or 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 SDF Personnel: Designated rank at the point of retirement in principle Former SDF 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 three years Technical: Within 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: ¥9,100/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 Reserve Personnel	—	Special subsidy for companies employing SDF Ready Reserve Personnel: ¥42,500/month Special subsidy for companies cooperating with training of SDF Ready Reserve Personnel: ¥560,000/personnel	—
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

VOICE

Voice of an Active SDF Reserve Personnel and His Employer

Mr. INOKUCHI Masataka,
President, Chokuwakai Medical Corporation

Our hospital opened 17 years ago with the goal of contributing to and enhancing regional medical care in Katsushika Ward, Tokyo. In order to further enhance the emergency care system of the community, and in response to its designation as a disaster base hospital of Tokyo, there is an urgent need to enhance our disaster medicine system. This is why we invited Lieutenant Colonel Ohmomo. It is a great honor for his employer that he was called for disaster relief activities in response to Typhoon Hagibis. Because he plays a central role in the emergency medical care of the hospital, his absence affects the operations of many departments, but we adjusted the hospital system during his absence so that he could focus entirely on his activities as SDF personnel without any anxiety. We can expect a positive effect from his love of Japan, discipline and control over staff of other job categories. I am happy that we can serve Japan indirectly by employing an SDF Reserve Personnel who works for the country.



Recent photograph of the author
in the hospital

Reserve Lieutenant Colonel OHMOMO Taketomo,
Tokyo Provincial Cooperation Offices

While working as a doctor, I wanted to serve the country through my profession and was appointed as an SDF Reserve Personnel after serving as an SDF Reserve Candidate (technical). It is my irreplaceable asset that I got to know many like-minded fellows through call training of SDF Reserve Personnel and other occasions. At the call for the disaster relief in response to Typhoon Hagibis, the president made adjustment for my absence, saying with a smile, "There are things that only you can do. Render service to the country." In order to meet that expectation, I made full efforts in the office of medical officers, Ground Component Command Headquarters. I would have not been able to carry out the activities without the understanding of my workplace and support by people around me. It could not have been done with my own will alone. I am grateful to all staff involved. I will continue to study hard in preparation for the day when I can support permanent SDF Personnel who are working hard on the front line to protect our beautiful country that has nurtured us. The SDF Reserve Personnel System allows us to contribute to Japan using our occupational ability. There are many like-minded people. Would you take the first step and walk together with us?



Author providing an explanation on medical
support activities during the disaster relief

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

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 (2) if they have no choice but to leave their regular occupations due to injuries during their duties, etc. In addition, a special subsidy to the companies that cooperate with training of SDF Ready Reserve Personnel was established in 2020. The subsidy is paid to companies that employ people who, after being a Candidate for SDF Reserve Personnel with no prior experience as uniformed SDF personnel, are appointed as SDF Ready Reserve Personnel after completing the necessary education and training, and that take necessary measures to allow such employees to attend training sessions.

SDF Ready Reserve Personnel were called up at the time of the 2016 Kumamoto Earthquake³, the 2018 July Heavy Rain,⁴ and the 2018 Hokkaido Eastern Iburi Earthquake,⁵ while SDF Ready Reserve Personnel and SDF Reserve Personnel were called up at the time of the 2019 East Japan Typhoon (Typhoon Hagibis).⁶ They carried out their missions, including transportation of goods and water supply. In 2020, in a disaster relief mission to prevent infection of the novel coronavirus disease (COVID19) from spreading, SDF Reserve Personnel with medical qualification were called up and handled the situation.⁷ 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 Personnel was raised from “under 32” to “under 50.” In 2019 a new system

was established to appoint SDF Reserve Personnel without experience in the SDF 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 were reemployed in the private sector through the re-employment system, as SDF Reserve Personnel.⁸

(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 — in addition to uniformed SDF personnel in the MOD/SDF.⁹ 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

³ In response to the Kumamoto Earthquake in 2016, a call-up order for SDF Ready Reserve Personnel was issued, and approximately 160 Ready Reserve Personnel engaged in activities such as livelihood support to the affected people.

⁴ In response to the heavy rain in July 2018, SDF Ready Reserve Personnel were called up. From July 12 to 30, approximately 310 SDF Ready Reserve Personnel engaged in life support and activities, including removal of disaster waste.

⁵ At the time of the 2018 Hokkaido Eastern Iburi Earthquake, SDF Ready Reserve Personnel were called up. From September 8 to 23, approximately 250 SDF Ready Reserve Personnel engaged in life support and other activities.

⁶ At the time of the 2019 East Japan Typhoon (Typhoon Hagibis), approximately 410 SDF Ready Reserve Personnel and SDF Reserve Personnel were called up and carried out life support and other activities, including removal of disaster waste for the period from October 15 to November 9.

⁷ In a disaster relief mission against COVID-19 in 2020, 10 SDF Reserve Personnel with a medical qualification were called up and worked to prevent the disease from spreading for the period from February 18 to March 12.

⁸ The reemployment 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.

⁹ 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.

Academy, the National Defense Medical College, and other organizations.

In response to the “Directive for Organization and Allocation of Personnel Expense in JFY2020 to Proceed with the Core Issue of the Cabinet Office” (decision by the Prime Minister on July 31, 2019), which listed “development of

security arrangement while further improving the efficiency of defense force development” as one of the priority areas, the MOD has increased the number of defense officials in FY2020 in preparation for the implementation of NDPG and The Medium Term Defense Program (MTDP).

 Reference 54 (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 MTDP, 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.

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 authorized number of SDF personnel has been on a decline. On the other hand, there has been the need for more-skilled personnel and personnel with expertise in order to respond to the sophistication 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 retirement age of personnel from the rank of Ichii (Captain (Ground Self-Defense Force [GSDF], Air Self-Defense Force [ASDF])/Lieutenant (Maritime Self-Defense Force [MSDF])) to Issso (Master Sergeant (GSDF, ASDF)/Petty Officer 1st Class (MSDF)) was raised in 2020. 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. In addition, in order to ensure an operating ratio with a limited number of personnel, the crew system was introduced in some MSDF vessels, where some crews take shifts to increase the number of operation days. The introduction of this crew system to new types of destroyers (FFM) is being considered.

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	
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	
Master Sergeant (GSDF), Petty Officer First Class (MSDF), Master Sergeant (ASDF)	Isso	53
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.

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

VOICE

Voice of SDF Personnel Studying at Graduate Schools etc. at Home or Abroad

**KINA Satoshi, First Lieutenant, Institute of Urban Innovation,
Yokohama National University (Yokohama City, Kanagawa Prefecture)**

After graduating from the JGSDF Officer Candidate School and then working in the SDF for several years, I applied for a graduate school trainee and entered Yokohama National University graduate school. After earning a master's degree, I am now working on research concerning "rescue activities in the event of a Tokyo inland earthquake" in a doctoral course.

At the moment, a dozen or so GSDF officers, including myself, are studying in graduate schools at home and abroad to cultivate the ability to think for problem solving, which is required from technical officers. After my study, I want to exercise my ability to identify and solve problems in R&D of defense equipment, for example.



The author analyzing research data

Georgetown University, School of Foreign Services the United States)

Lieutenant Commander OKADA Wataru (currently belongs to JMSDF Staff College)

I have been studying foreign policy and international relations since September 2019 at Georgetown University's School of Foreign Services in Washington DC. The study is scheduled to run for two years. Teachers include active officials of the Department of State and the Department of Defense in addition to scholars. Students of diverse nationalities and social experiences are heatedly discussing all sorts of issues facing the international community, from human rights and development to military affairs, from multilateral viewpoints.

I will study hard in friendly rivalry with classmates who aspire to exert themselves for international peace at a government agency, United Nation's organization, international NGO, etc. after graduation. After returning to Japan, I will contribute to Japan's defense and stability of the international community.



The author at Georgetown University

**Major NAGAYOSHI Takeshi, Student, Republic of Korea Joint Forces
Military University**

**(currently belongs to Operations Division, Operations and
Intelligence Department, Air Staff Office)**

In the one year since January 2019, I have completed an official course at the Joint Forces Military University of the Republic of Korea. The students of the course included 53 international students from 29 countries in addition to 303 Korean officers. I have been able to cultivate the knowledge and abilities necessary for a future commander and staff while communicating not only with Korean officers but also officers from other countries. At the time of graduation, I was the best student and wrote the best research paper among 14 students from foreign air forces and ASDF, and I received the Joint Forces Military University President Prize for the achievements. I would be happy if I could bridge the two countries by taking advantage of the bonds that I have built through my study at the university.



The author receiving the Joint Forces Military University President Prize at the graduation ceremony (3rd from the left)

Column

SDF's Emergency Rations

The SDF is routinely stocking emergency rations in preparation for various contingencies. On the occasions of disaster relief operations and various exercises, SDF personnel consume the rations in order to take in nutrients necessary for maintaining and enhancing their physical fitness. The emergency rations are suitable for long-term storage of three years. They are stored at supply depots across Japan in the first year after procurement and at camps in the second year. They are consumed during exercises and on other occasions in the third year. The list of emergency rations includes 20 food items, such as “chikuzen-ni” (braised chicken and vegetables), pork roast chicken, “mabo tofu” (a spicy dish of tofu and minced meat). The items are well-balanced between Japanese, Chinese and Western foods in order to provide a sufficient variety to enable SDF personnel to consume the rations every day without

losing appetite. While emergency rations currently procured are retort pouch foods, a set of which contains rice and side dishes as well as a spoon and a tray, those procured previously were canned foods. The procurement of canned foods, which were first adopted in 1954, has been discontinued because, thanks to technological advances, retort pouch foods currently available are as suitable for long-term storage as canned foods are. While emergency rations provided to units are usually consumed after being boiled using field cooking appliances, they can be consumed anywhere and at any time as they can also be warmed using heating agents. The list of rations is periodically changed. Items to be procured in the future, which will be selected from the viewpoints of increasing the nutrition volume and better meeting preferences, include pastas and buns.



An example of emergency rations item: pork roast chicken



SDF personnel consuming emergency rations

Column

Defensive Memorial Cordons, Defensive Meritorious Badges and Medals for Contribution to Unit Merits

As one of the important personnel measures for enhancing morale of SDF personnel and harmonizing units, Defensive Meritorious Badges and Medals for Contribution to Unit Merits are awarded to personnel who worked hard on their duties and who contributed to their unit with commendable achievements in carrying out their duties.

Recognized personnel may wear Defensive Meritorious Badges and Medals for Contribution to Unit Merits on their left chest at SDF ceremonies and other occasions.

In particular, wearing decorations and medals to mark honor and pride is customary in places for exchange with foreign military personnel. Therefore, these medals are useful for SDF personnel who work globally and engage in international exchanges.



(Left) Rear Admiral Gregory J. Fenton, former Commander, U.S. Naval Forces Japan (retired)
(Right) Admiral YAMAMURA Hiroshi, Chief of Staff, MSDF

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 proofing of 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 to special work allowance,¹⁰ etc. and procure portable beds and better emergency rations to improve their ability to respond to disasters. 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 appropriately acknowledge their achievements.

In light of the severe recruitment environment, the Act on Remuneration, etc. of Ministry of Defense Personnel was revised in 2019 to raise salaries with a focus on starting pay.

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 to mid-30s (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.



Improvement of living and work environment

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 expanding vocational training subjects and support for step-by-step acquisition of qualifications before their retirement. The MOD also strives to further utilize 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. Specifically, as of the end of March 2020, a total of 575 retired SDF personnel work as crisis management officers at local governments' disaster prevention bureaus—46 prefectural bureaus have 102 of them in total, and 398 municipal bureaus have 473. 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.



Figure IV-1-1-5 (Major Vocational Training Provided to Support Re-employment)

Figure IV-1-1-6 (Re-employment Support in the FY2019)
Reference 55 (Main Measures for Re-employment Support)
Reference 56 (Employment Situation of Retired Uniformed SDF Personnel in Disaster Prevention-related Bureaus in Local Government)

¹⁰ In 2020, special provisions are made for disaster dispatch allowances for employees engaged in disaster dispatch to prevent the spread of new coronavirus infections.

Fig. IV-1-1-5 Major Vocational Training Provided to Support Re-employment

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 to mid-30s (uniformed SDF personnel serving under the fixed-term service system).

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.

■ Re-employment support for uniformed SDF personnel serving under the fixed-term service system



■ Re-employment support for uniformed SDF personnel retiring at an early age



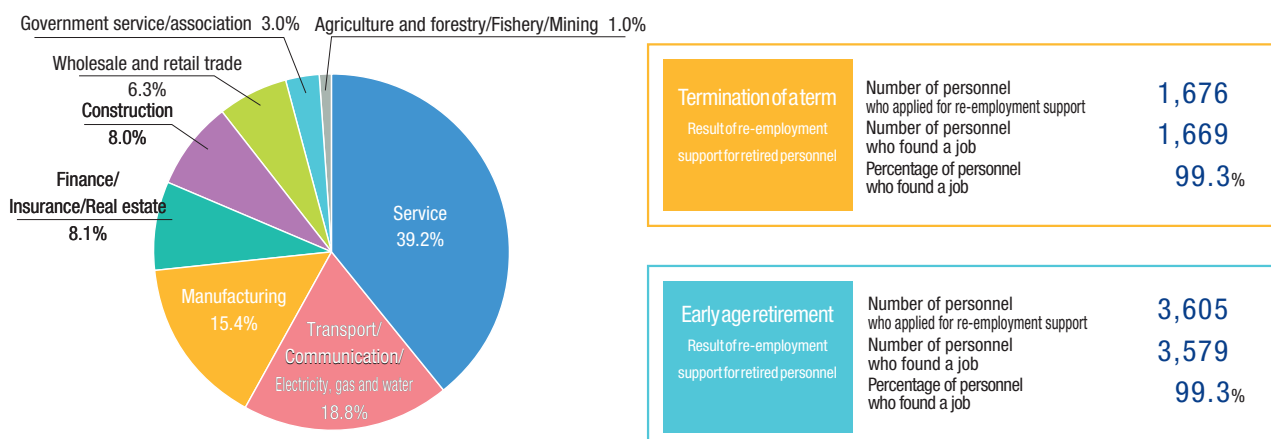
■ Major occupational training for re-employment

Vehicle operation	<ul style="list-style-type: none"> Large-sized Regular-sized Semi-medium-sized Special (large-sized) Medium-sized
Operation of facility machines	<ul style="list-style-type: none"> Forklift Boiler engineer Heavy-duty vehicle Crane Vehicle for high-place work
Telecommunication technology	<ul style="list-style-type: none"> Electrician Licensed electrician Telecommunication worker Special radio communication operator
Handling of dangerous materials	<ul style="list-style-type: none"> Hazardous material engineer Person responsible for handling poisons and deleterious substances Person responsible for class 3 refrigerating machinery Person responsible for manufacturing safety of high pressure gas
Labor management practice, etc.	<ul style="list-style-type: none"> Security guard certification examination Operation manager Drone operator Marine technician Social and labor insurance consultant
Information processing technique	<ul style="list-style-type: none"> Examination for basic computer skills Microsoft Office Specialist IT Passport Fundamental information technology engineer
Social welfare	<ul style="list-style-type: none"> First-level training for nursing care workers Housing environment coordinator for elderly and disabled people Mental health management Care fitter
Legal practice, etc.	<ul style="list-style-type: none"> Real estate transaction specialist Administrative scrivener Certified professional secretary examination Certified domestic travel service supervisor Registered customs specialist
Others	<ul style="list-style-type: none"> Disaster prevention and crisis management education Medical office work Course for civil servant examination Welding technician Financial planner Fire defense equipment officer Health officer Condominium manager Official Business Skill Test in Book-keeping Care clerk Auto technician Medical clerk Chef TOEIC Dispensing fee calculation

* Occupational training in about 150 topics, including those above, are conducted.

Fig. IV-1-1-6 Re-employment Support in FY2019

■ Re-employment Support in FY2019



VOICE

Voice of a Re-employed SDF Personnel and His Employer

Voice of a Re-employed SDF Personnel

Mr. ABE Asao, Licensed Pilot, Tokyo Bay Licensed Pilots' Association

I am working as a maritime pilot at the Tokyo Bay Licensed Pilots' Association.

My job is to be on board and provide advice on the steering of large ships when they enter and leave ports in Tokyo Bay, including Port of Tokyo, Kawasaki, Yokohama and Chiba, to ensure safety of the ships and ports. The knowledge and experience I have developed in my SDF career are helpful in acquiring the national maritime pilot qualification and for my job performance as a licensed pilot. Working as a pilot is a rewarding job. I will further develop my knowledge and experience so that I can contribute to society.



ABE Asao, Licensed Pilot,
Tokyo Bay Licensed Pilots' Association

Voice of the Employer

Mr. FUNAKURA Kazuhisa, Chairman, Tokyo Bay Licensed Pilots' Association

With about 170 licensed pilots, ours is the biggest pilots' association in Japan and handles pilot operations over the entire Tokyo Bay. The job of licensed maritime pilots is to direct steering for captains of huge tankers, LNG ships, large container ships and other ships. With the enforcement of the amended Pilotage Act in 2007, not only former captains of ocean-going ships but also captains of coasting vessels and public ships may become licensed pilots. There are eight licensed pilots who are SDF veterans across the country, and one of them is working at our association. He tirelessly strives for safe and efficient navigation of ships taking advantage of his experience as a former ship captain.



FUNAKURA Kazuhisa, Chairman,
Tokyo Bay Licensed Pilots' Association

Voice of a Re-employed SDF Personnel

Mr. KURIHARA Kazuto, Section 2, Production Division 1, Narita Laboratory, Dainichiseika Color & Chemicals Mfg. Co., Ltd.

After completing my four-year term of service at 3rd Anti-aircraft Company, GSDF Air Defense School Unit, I joined Dainichiseika Color & Chemicals Mfg. Co., Ltd. I was anxious about re-employment, but was able to successfully balance my job searching and SDF duties thanks to dedicated support from my re-employment supporter. After joining the company, I was assigned to Narita Laboratory, where I am producing colorant for plastics. My products are used for caps of shampoo and food bottles. I feel greatly satisfied with my work when I see such products sold in stores. We have many former SDF personnel in my workplace, and I am working happily and positively every day.



KURIHARA Kazuto, Section 2, Production Division 1,
Narita Laboratory, Dainichiseika Color & Chemicals Mfg. Co., Ltd.

Voice of the Employer

Mr. HAGIWARA Kunio, Manager of the General Affairs Department, Narita Laboratory, Dainichiseika Color & Chemicals Mfg. Co., Ltd.

Our company produces "colors," including paints, colorant and print inks. Our laboratory produces colorants for plastic daily necessities, home appliances and automobiles.

Over 100 out of the 230 employees are former SDF personnel, forming the core of the production department. (Almost 500 former SDF personnel are working in the whole company.) I am pleased to see that, in recent years, more former SDF personnel have a sense of responsibility and a cooperative nature in addition to patience and physical strength cultivated in the SDF. With a high retention rate, they will continue to be indispensable members of our company. Actually, I myself retired from SDF 35 years ago and have now become a general manager of our company.



HAGIWARA Kunio, Manager of the General Affairs
Department, Narita Laboratory, Dainichiseika Color &
Chemicals Mfg. Co., Ltd.

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.¹¹ 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 FY2018 were compiled, and a total of 231 cases were officially announced in September 2019.

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. The MTDP also includes promotion of various family support measures in order to ensure a sustainable response posture for a long period of time. 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.

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.

In addition, under the leadership of Minister of Defense Kono, in order to eradicate disciplinary violations such as assault, injury and power harassment, the standards for disciplinary action have been tightened since March 2020.

6 Initiatives to Prevent Suicide among SDF Personnel

SDF personnel suicides reached a record 101 in FY2005, and have subsequently increased and decreased, with 59 suicides in FY2019. 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

¹¹ Stipulated in Parts 2, 3 and 4 of Article 65 of the SDF Law

MOD/SDF promoted measures including the establishment of a counseling service by lawyers experienced in harassment cases 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



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

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. Achievements of 12 SDF members (4 GSDF, 4 MSDF, and 3 ASDF members, and one member of another organization) who lost their lives in the line of duty were recognized in a Memorial Service in FY2019.¹²

¹² 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.