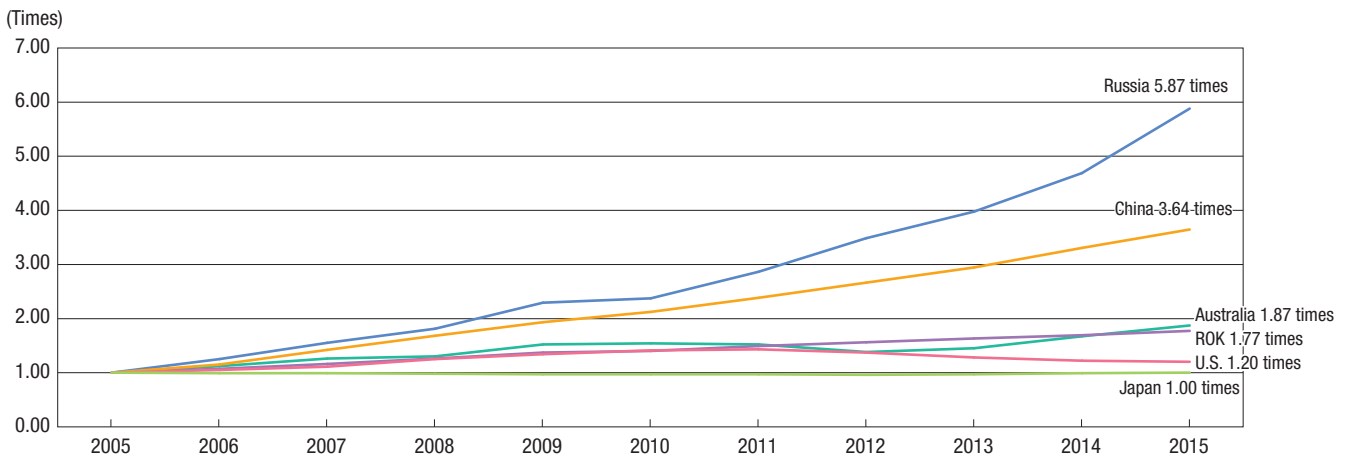


Fig. III-1-3-5 Changes in Defense Budgets in Surrounding Countries Over the Past Ten Years



- Notes: 1. Created based on the defense budgets published by each country.  
 2. These are numerical values obtained by simple calculation of the ratio between the defense budgets each year, with the FY2005 value as 1 (times) (rounded to two decimal places).  
 3. The definition and breakdown of the defense budgets of each country are not necessarily clear. As we must take into account various factors such as foreign exchange fluctuations and price levels of each country, it is very difficult to draw a comparison of defense budgets among countries.

## Section 4 Human Foundation and Organization that Supports the Defense Force

In order to exert their defense capabilities with the maximum effectiveness, it is necessary that the MOD and the SDF enhance their human foundation as well as further

deepening mutual trust between local communities, the people, and the SDF.

### 1 Recruitment and Employment

#### 1 Recruitment

Expectations from the public for the MOD and the SDF have continued to rise. In Japan, however, due to the declining birthrate and increasing university enrollments, the general recruitment climate for uniformed SDF personnel is anticipated to become increasingly severe. In light of these circumstances, it is necessary to recruit personnel with superior abilities and a strong desire to enlist, after carefully explaining to them the missions and duties as well as the working conditions of the SDF.

See Fig. III-1-4-1 (Changes in the Number of People Eligible to Join the SDF)

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

#### 2 Employment

##### (1) Uniformed SDF personnel

Under a voluntary system, which is based on individuals' free will, uniformed SDF personnel are recruited under various categories.

See Fig. III-1-4-2 (Overview of Appointment System for SDF Regular Personnel)

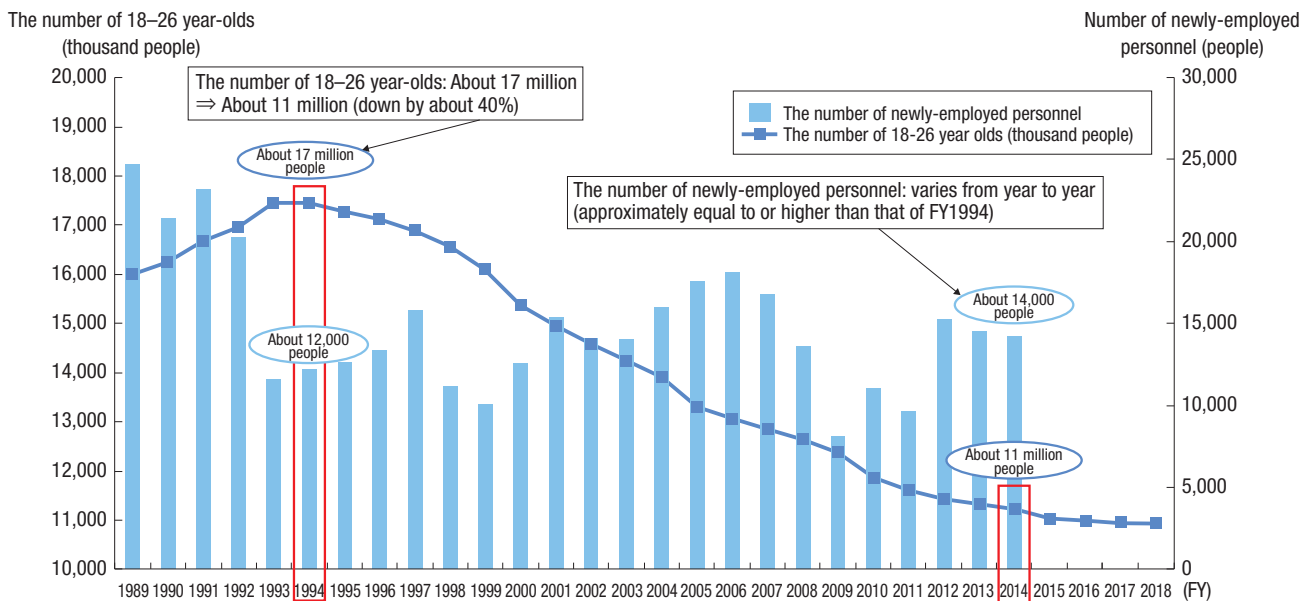
Due to its uniqueness as a career, personnel management of uniformed SDF personnel differs from that of general civilian government employees<sup>1</sup>, including aspects such as an "Early Retirement System" for maintaining a powerful SDF, and "Fixed Term System." Upon employment, uniformed SDF personnel are assigned a job appropriate to their choice or aptitude in a training unit or at a school belonging to the respective branch of the SDF, followed by an appointment to units and positions all around the country.

See Reference 46 (Authorized and Actual Strength of Uniformed SDF Personnel), Reference 47 (Status of Recruiting and Employing Uniformed SDF Personnel (FY2014))

See Fig. III-1-4-3 (Rank and Retirement Age of SDF Regular Personnel)

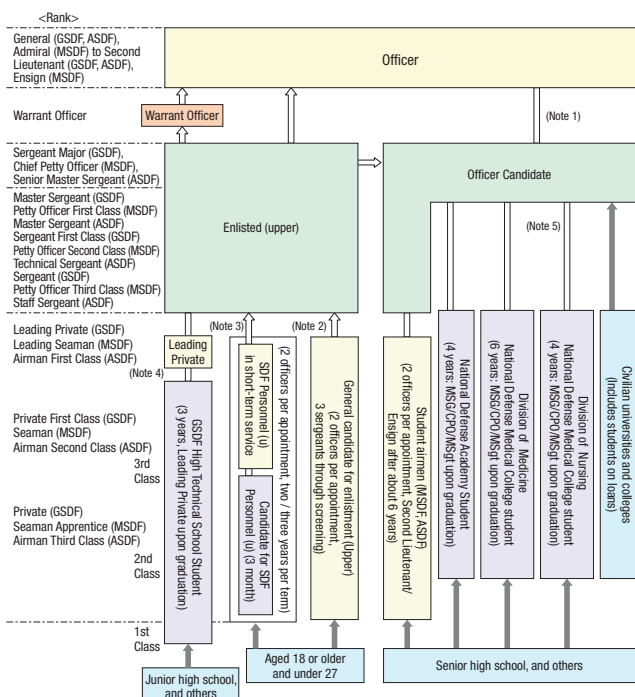
<sup>1</sup> SDF personnel are designated as special national government employees under Article 2 of the National Civil Service Law.

Fig. III-1-4-1 Changes in the Number of People Eligible to Join the SDF



Material sources: Data before FY2014 (excluding data for FY2005 and FY2010) are based on "Population Estimates of Japan 1920-2000" and "Annual Report on Population Estimates," Statistics Bureau, Ministry of Internal Affairs and Communications. Data for FY2005 and FY2010 are the proportionally adjusted populations of unknown age ascertained by the National Institute of Population and Social Security Research based on "Population Census," Statistics Bureau, Ministry of Internal Affairs and Communications. Data from FY2015 onward are based on "Population Projection for Japan" (medium estimates in January 2012), National Institute of Population and Social Security Research.

Fig. III-1-4-2 Overview of Appointment System for SDF Regular 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. 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 Ministry of Defense personnel. 4. GSDP 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 GSDP 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 GSDP 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.

Fig. III-1-4-3 Rank and Retirement Age of SDF Regular Personnel

Rank	Designation	Mandatory Retirement Age
General (GSDF), Admiral (MSDF), General (ASDF)	Sho	60
Major General (GSDF), Rear Admiral (MSDF), Major General (ASDF)	Shoho	
Colonel (GSDF), Captain (MSDF), Colonel (ASDF)	Issa	56
Lieutenant Colonel (GSDF), Commander (MSDF), Lieutenant Colonel (ASDF)	Nisa	
Major (GSDF), Lieutenant Commander (MSDF), Major (ASDF)	Sansa	55
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	53
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 First Class (GSDF), Petty Officer Second Class (MSDF), Technical Sergeant (ASDF)	Sanso	53
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 Regular Personnel who hold the rank of General (GSDF and ASDF) or Admiral (MSDF), and serve as Chief of Staff of Joint Staff Office, GSDF Chief of Staff, MSDF Chief of Staff, or ADSF Chief of Staff, is 62. 2. The mandatory age of retirement for SDF Regular Personnel who hold positions such as physician, dentist, pharmacist, musician, military police officer, or information analyst, is 60. The New MTDP states that it will review this system of retirement at the age of 60.

Fig. III-1-4-4 Overview of Systems Related to SDF Reserve Personnel

	SDF Reserve Personnel	SDF Ready Reserve Personnel	Candidate for SDF Reserve Personnel
Basic concept	○ When defense call-up or disaster call-up is received, they will serve as SDF Regular Personnel	○ When defense call-up is received, or under similar conditions, they will serve as SDF Regular Personnel in a pre-determined GSDF unit, as part of the basic framework of defense capability	○ Appointed as SDF Reserve Personnel upon completion of education and training
Candidate	○ Former Regular Personnel, former SDF Ready Reserve Personnel, former Reserve Personnel	○ Former Regular Personnel, former Reserve Personnel	(Same for General and Technical) ○ Inexperienced SDF Personnel (includes those with less than a year of SDF experience)
Age	○ Enlisted (Lower): 18–36 years old ○ Officer, Warrant Officer, Enlisted (Upper): Under two years above the retirement age	○ Enlisted (Lower): 18–31 years old ○ Officer, Warrant Officer, Enlisted (Upper): Under three years below the retirement age for each rank	○ General: over 18 and under 34 years old; Technical: over 53 and under 55 years old depending on technical skills possessed after the age of 18
Employment	○ Employment on screening, based on application ○ Candidate for SDF Reserve Personnel is appointed as SDF Reserve Personnel upon completion of education and training	○ Employment on screening, based on application	○ General: Employment on examination, based on application ○ Technical: Employment on screening, based on application
Rank	○ Former Regular Personnel: As a rule, rank at the point of retirement ○ SDF Ready Reserve Personnel: Current specified rank ○ Former Reserve Personnel and Former Ready Reserve Personnel: As a rule, rank at the point of retirement ○ Candidate for Reserve Personnel • General: Private • Technical: Assignment based on skills	○ Former Regular Personnel: As a rule, rank at the point of retirement ○ Former Reserve Personnel: As a rule, designated rank at the point of retirement	○ Not designated
Term of service	○ Three Years/One term	○ Three Years/One term	○ General: Maximum of three years ○ Technical: Maximum of two years
Education/ Training	○ Although the Self-Defense Forces Law designates a maximum of 20 days per year, actual implementation is a minimum of 5 days per year	○ 30 days per year	○ General: 50 days within a maximum of three years (equivalent to SDF personnel cadet course) ○ Technical: 10 days within a maximum of two years (training to serve as an SDF Regular Personnel by utilizing each skill)
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 ○ Special subsidy for corporations employing Ready Reserve Personnel: ¥42,500/month	○ Education and Training Call-up Allowance: ¥7,900/day ○ Allowance as Candidate for SDF Reserve Personnel is not paid because defense call-up duty is not imposed on them
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

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

The number of uniformed SDF personnel should be expanded promptly in the event of a crisis, to meet the needs of each contingency. To fulfill such needs promptly and systematically, the MOD maintains three systems: the SDF Reserve Personnel system, the SDF Ready Reserve Personnel system, and the system for Candidates for SDF Reserve Personnel<sup>2</sup>.

See Fig. III-1-4-4 (Overview of Systems Related to SDF Reserve Personnel)

SDF Reserve Personnel become uniformed SDF personnel in cases such as the issue of muster orders for defense, and carry out logistical support and base guard duties as uniformed SDF personnel. SDF Ready Reserve Personnel introduced into the GSDF are assigned to carry out their mission together with active duty uniformed SDF personnel as part of frontline units following the issue of muster orders for defense and other orders. SDF Reserve Personnel candidates are to be assigned as SDF Reserve Personnel after completing the necessary education and training to work as uniformed SDF personnel.

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

of the system.

To enable Ready Reserve Personnel to participate in training sessions without any constraint, the MOD takes into consideration the burden on the companies that employ these personnel and takes necessary measures to allow such employees to attend training sessions, and provides a special subsidy to companies.

Furthermore, the MOD promotes the use of retired ASDF pilots more widely over a range of fields by appointing them as SDF reserve personnel through the reemployment system<sup>3</sup>. At the same time, it also implements measures to increase the rate fulfillment of actual uniformed SDF personnel, for example, by promoting a system in which a special sticker is issued to offices that have provided cooperation in employing SDF reserve personnel and other reserve personnel.

**(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 and the SDF. Civilian personnel are mainly employed from among those who have passed the Examination for National Public Officials for either career track or general staff run by the National Personnel Authority (NPA), and those who have passed the Examination for

<sup>2</sup> Many countries other than Japan also have reserve personnel systems.

<sup>3</sup> The reemployment system for SDF pilots is intended to prevent the outflow of active young SDF pilots to civil aviation companies in an unregulated manner. This system is also designed to utilize SDF pilots over a certain age as pilots of commercial airlines. It is significant from the perspective of the development of the airline industry in Japan.

## VOICE

## “SDF Personnel” Who Carry out Their Missions Only When the Need Arises

The SDF Reserve Personnel System is a system supported by the understanding and cooperation provided not only by the Reserve Personnel themselves but also by the parties concerned such as companies employing them. During FY2015, the “SDF Reserve Personnel Cooperation Offices Display System” will be introduced in order to facilitate collaboration and cooperation with business offices that employ SDF Reserve Personnel.

Below are comments from people who have registered as SDF Reserve Personnel with no previous experience of serving as SDF Personnel.

- I attended my first mobile training and visited a base of the U.S. Marine corps in Okinawa for a study tour. In Marine Corps Air Station Futenma I was shown the inside of an Osprey aircraft and received an explanation about it, which broadened my knowledge. In addition, I had an opportunity to exchange opinions regarding the Reserve Personnel Systems both in Japan and the U.S. as well as on the subject of balancing being a reserve personnel with my work, and I was impressed by the professionalism of the Reserve Personnel of the U.S Marines regarding national defense.

**SDF Okayama Provincial Cooperation Office**  
Reserve Master Sergeant Ikuko Kamimoto,  
Trade Administration Interpreter and Translator

- I was employed as an SDF Reserve Personnel Candidate in the second batch of personnel belonging to the “Technical” category. I joined Camp Takeyama and the first words I received were “Your status outside of the SDF has no bearing here.” Over time I gradually began to realize how much sense that made and completed education in Takeyama. Even now, when I think about taking things a little easy, I think of what my leader would say if he saw me doing this. Currently, I work at Camp Narashino as a commissioned doctor. Going forward, I will continue to keep in mind the importance of one’s rank and improve my proficiency by taking part in many different training sessions.

**SDF Chiba Provincial Cooperation Office**  
Reserve Lieutenant Colonel Masatoshi Sassa, Medical Doctor



Defense Ministry Professional Civilian Officials run by the MOD. After participating in the common training course, civilian personnel recruited in this process undertake a wide range of work.

Administrative officials are engaged in policy planning in the Internal Bureau, and analysis and research at the Defense Intelligence Headquarters as well as a variety of administrative work (general affairs, personnel affairs, budget, public relations, military facilities-related activities, etc.) at the SDF bases, the Regional Defense Bureaus, and other locations throughout the country.

Technical and engineering officials are engaged in constructing various defense facilities (headquarters,

runways, magazines, etc.), carrying out R&D, as well as effective procurement, maintenance and improvement of a range of equipment, and providing mental health care for SDF personnel at the Internal Bureau, Technical Research and Development Institute, and Equipment Procurement and Construction Office, as well as at the SDF bases, the Regional Defense Bureaus, and other locations throughout the country.

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

See Reference 45 (Breakdown of Ministry of Defense personnel)

## 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 to the execution of the units’ duties. At its schools and training units, therefore, the SDF provides opportunities for systematic and phased education according to rank and

duties, in order to nurture the necessary qualities and instill knowledge and skills.

A considerable level of effort in terms of personnel, time, and funding, such as securing instructors with special skills, and improving equipment and educational facilities, is necessary in order to provide education. In the event that personnel need to further improve their professional

knowledge and skills, or where it is difficult for them to acquire such knowledge and skills within the SDF, the MOD and the SDF commission external educational institutions<sup>4</sup>, including those abroad, as well as domestic companies or research institutes to provide such education to SDF personnel.

## 2 SDF Training

### (1) Training by Each SDF

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

**See** Reference 48 (Major Exercises Conducted in FY2014)

In addition to such training for national defense, enhanced training is given in response to the diversified roles required of the SDF in recent years, such as peacekeeping operations and large-scale disaster relief operations. Moreover, in order to strengthen joint operational capabilities

and to better respond to various situations, efforts are being made to expand the scope of bilateral and multinational exercises engaged by the individual SDF services<sup>5</sup>.

### (2) Training Environment

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

**See** Reference 49 (Results of Firing Training and Related Training by Dispatch of Each of the Self-Defense Forces to the United States (FY2014))

## 3 Safety Management Initiatives

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

## 3 Promotion of the Careers of Female Personnel

### 1 Specific Initiatives

The MOD and the SDF open their doors wide not only to men but to women to fulfill their duties. As of the end of March 2015, the number of female personnel is about 13,000 (about 5.6% of total uniformed SDF personnel). Compared with ten years ago (end of March 2005, at around 4.6% of total uniformed SDF personnel), this is a rise of 1.0 percentage points, indicating that the ratio of female personnel has been on an increasing trend in recent years. While there are still limitations to certain assignments, due to the requirement for protecting motherhood and securing privacy (excluded from assignment to tanks, submarines, fighters, etc.), female uniformed SDF personnel engage in boarding escort vessels and piloting antisubmarine patrol aircraft and transport aircraft, and their roles are expanding even at the nucleus of the SDF, such as the staff offices and headquarters.

In order to continue the further expansion of recruitment and promotion of female uniformed SDF personnel, the MOD and the SDF call for the consideration and implementation of various measures to allow female uniformed SDF personnel to lead a balanced life between work and family without

having to quit their job, and to further expand the range of activities available to them. The MOD and the SDF also promote the active participation of female uniformed SDF personnel with the motivation and the ability. For example, since December 1, 2014, a female uniformed SDF personnel has been sent to NATO Headquarters as the adviser to NATO Special Representative for Women, Peace and Security for approximately two years.

On January 28, 2015, the MOD formulated the “Action Plan for Promoting the Active Participation of Female Employees and Work-Life Balance,” which incorporated three reforms—“Working style reform,” “Reform to realize a successful career with a balanced life between child-rearing and nursing, etc.,” and “Reform for promoting successful female personnel”—in order to promote the work-life balance of the personnel in a unified manner whilst promoting further recruitment and promotion of female personnel. Along with these initiatives, with regard to the recruitment and promotion of female personnel, the MOD is also planning to actively work for the promotion of successful female personnel by setting up specific goals.

<sup>4</sup> Such external educational institutions in FY2015 include the Tokyo Institute of Technology and Waseda University in Japan, and the National Defense University (United States) overseas.

<sup>5</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 training includes International Peace Cooperation Exercises that assumes SDF's international peace cooperation activities and Joint International Humanitarian Operation Training, in which the handling of prisoners is practiced.



Female uniformed personnel serving in the GSDF, MSDF and ASDF

## 2 Expansion of the Recruitment and Promotion of Female Personnel

With regard to the promotion of active participation by female personnel, whilst taking into account the maintenance of strength as well as ability, aptitude and motivation of each individual, the MOD plans to actively expand the recruitment and promotion of female personnel by implementing initiatives aiming for the expansion of recruitment and systematic development of female personnel, career development support, and initiatives to raise the motivation of female personnel.

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

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

With regard to the personnel structure of the SDF, the

### (1) Female Administrative Officials, and Others

As a goal to be achieved from FY2016 onwards, women should account for 30% of newly hired staff at the MOD. Regarding furthering the careers of women, as a goal to be achieved by the end of FY2015, the proportion of women reaching the Division-Director level at local organizations and Assistant-Division-Director or equivalent level at the ministry proper should be over 2.8%, and the proportion of women serving at the Division-Director level or equivalent level at the ministry proper should be 1.2%.

### (2) Female SDF Personnel

The goal, by the end of FY2015, is to increase the proportion of women among newly hired staff from the current 7.6%. As for FY2016 and beyond, based on the uniqueness of the career and recruitment environment going forward, necessary measures for active recruitment will be formulated by the end of FY2015. In addition, with regard to the goal of furthering women's careers to be realized by the end of FY2015, the proportion of women accounting for uniformed SDF personnel with a rank of field officer or higher is planned to increase from the current 2.8%.

See Appendix 5 (Trends in Incumbent Female SDF Personnel)

allotted number of the SDF personnel has been constantly reduced. On the other hand, there has been the need for further skilled and professional personnel in order to respond to the sophistication of equipment as well as

## VOICE

## Successful Female SDF Personnel

In light of the severe recruitment environment associated with the declining birth rate and the popularization of higher education, the maintenance and enhancement of the SDF's strength, amid the diversification and globalization of the duties of the MOD and the SDF, as well as based on the perspective of realizing a society in which both men and women can fully express their individuality and abilities, the MOD and the SDF promote effective utilization of human resources. Specifically, various initiatives that expand opportunities for women to be more active are being promoted, such as disaster relief dispatch, including responses to the Great East Japan Earthquake, international peace cooperation activities, and dispatch to international organizations.

### NATO Headquarters, Advisor to the NATO Secretary General's Special Representative for Women, Peace and Security Lieutenant Colonel Chizu Kurita

Since December 2014, I have been serving at the NATO Headquarters and have been learning a great deal about their mission everyday. NATO is implementing advanced initiatives in the fields of women, peace and security, as well as gender, and women account for approximately 10% of the military personnel in the member states of NATO. "No Women, No Peace" is a slogan I have with my colleagues. Going forward, I intend to make great efforts to bring most of the knowledge and experiences I have acquired through this experience back to Japanese society, while contributing to the development of Japan-NATO cooperation.

\* Details of Lieutenant Colonel Kurita's activities are available on "Chizu's room" on the website of the Embassy of Japan in Belgium. (<http://www.be.emb-japan.go.jp/japanese/>)



The Special Representative, colleagues and the author (second from the left) in front of the main entrance to NATO.

diversification and internationalization of SDF missions.

The MOD will employ measures for personnel system reform as stipulated in the NDPG and other programs in order to ensure an appropriate age distribution, taking into account the various missions and characteristics of each branch of the SDF. Specifically, the MOD will implement the following measures: the retirement age of 60 will be reviewed; an early retirement system will be proactively employed; more suitable personnel management will be implemented; and the re-employment of aircraft pilots in the private sector will be mediated. Furthermore, final promotion rates of officers, warrant officers, sergeants and petty officers will be reviewed, and in order to maintain the strength of the SDF, more appropriate personnel management, which takes into account physical attributes, will be employed.

Within the Ground, Marine, and Air SDF etc., serving as senior sergeant, petty officers or other similar positions, veteran warrant officers, sergeants and petty officers who possess a superior sense of responsibility, knowledge, skills, and leadership will be assigned the role of managing uniformed SDF personnel of warrant officer, sergeant, or petty officer rank. By doing so and based on the characteristics of each of the Ground, Marine, and Air SDF etc., the MOD and the SDF are striving to activate uniformed SDF personnel of warrant officer, sergeant or petty officer rank by, for example, promoting support for the leadership of commanders, maintenance of discipline among the units, and raising the morale of personnel. Furthermore, due to the harsh environmental circumstances under which uniformed SDF personnel have to perform their duties, the MOD and the SDF strive to provide salaries, allowances, welfare and other benefits that reflect the special nature of their duties in order to instill uniformed SDF personnel with pride and allow them to concentrate on their duties without anxiety. The MOD and the SDF will also promote measures relating to awards and honors, beginning with the expansion of the system of Defense Meritorious Badges.

## 2 Promotion of Measures to Support Child-Raising

Based on the “Action Plan for Promoting the Active Participation of Female Employees and Work-Life Balance at the MOD” formulated in January 2015 and the “Action Plan to Support a Good Work-family Balance of the Personnel of the MOD” (FY2015-FY2020) formulated in March 2015, the MOD currently implements measures aimed at encouraging its personnel to use the system, which supports them in their efforts to balance work with family, by creating a “Work-Family Balance Handbook,” holding lectures to educate them and so on, in order to make the MOD a workplace where both male and female personnel with time constraints due to child rearing and nursing of the elderly can play an active role.

Internal crèche facilities have been developed to respond to the need for special working arrangements

within the SDF. So far, internal crèche facilities have been opened at five locations including one in the JGSDF Asaka dormitory district that was opened in April 2015 (JGSDF Camp Mishuku, JGSDF Camp Kumamoto, the JMSDF Yokosuka Naval Base district, JGSDF Camp Makomanai, and the JGSDF Asaka dormitory district). In addition, the required conditions are being enhanced on an ongoing basis, to facilitate the temporary care of children when personnel must suddenly attend to duties, such as when dispatched to a disaster area.

## 3 Initiatives to Support Families

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

## 4 Discipline-related Initiatives

The MOD and the SDF strive to foster well-disciplined personnel by distributing the “discipline reference material,” which explains the gist of instructing subordinates. Moreover, by setting up such campaign periods as the “Anti-Drug Abuse Month,” the “Self-Defense Forces Personnel Ethics Week,” and “Self-Defense Personnel Sexual Harassment Prevention Week,” the MOD and the SDF are making efforts to instill in personnel an awareness of compliance with the law.

## 5 Initiatives towards the Prevention of Bullying and Other Similar Incidents within the Ministry of Defense

Based on the fact that the defense of Japan, which is a mission of the SDF, will never be achieved without continuous trust and support from the people of Japan, the MOD recognizes that the prevention of bullying and similar incidents is extremely important from the perspective of promoting the maintenance of rigorous service disciplines. For this reason, the “Review Committee on the Prevention of Bullying within the Ministry of Defense” chaired by the Parliamentary Senior Vice-Minister of Defense was established on September 17, 2014, and the examination of valid measures with regard to the prevention of bullying is being undertaken.

## 6 Initiatives to Prevent Suicide among SDF Personnel

While a record was set in FY2005, with 101 SDF personnel suicides, subsequent figures have shown a decline, with 83 suicides in 2012, 82 suicides in 2013, and 69 suicides in 2014. The suicide of a member of the SDF is truly a great tragedy for both the persons who committed suicide and their bereaved families. It also represents a great loss to the MOD and the SDF in terms of the loss of capable personnel, and the MOD and the SDF are taking on-going measures to prevent suicides, including the following initiatives:

(1) Expansion and enhancement of the counseling system (internal/external counselors, a 24-hour telephone counseling hotline, assignment of clinical psychotherapists at camps and bases, etc.); (2) Strengthening of education among commanders as well as enlightening education for enlisted personnel such as mental health education; (3) Establishment of a campaign period for enhancing mental health measures, close monitoring by commanders of the mental health condition of their subordinates whose environment has been changed due to personnel transfers, etc., and distribution of various reference materials.

## 7 Commemorating Personnel 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 accomplished this by devoting themselves unstintingly to training, day and night, to live up to the expectations and trust of the Japanese citizens, regardless of danger, and with a strong sense of responsibility. During this time, however, more than 1,850 personnel have lost



Memorial service for SDF personnel who perished in the line of duty in FY2014

their lives in the line of duty

In the MOD and the SDF, funeral ceremonies are carried out by each unit to which the personnel who perished in the line of duty belonged, in order to express condolences. Moreover, in order to eternally recognize the achievements of the SDF personnel who perished in the line of duty, and to express deep honor and condolences, memorial ceremonies are carried out in various forms, such as the Memorial for SDF Members Killed in the Line of Duty conducted with the participation of the Prime Minister<sup>6</sup>.

## 8 Dealing with Retirement and Outplacement of SDF Personnel

In order to maintain the strength of the SDF, many uniformed SDF personnel retire by their mid-50s (personnel serving under the early retirement system) or 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.

It is the responsibility of the Japanese government (the MOD) as the employer to support this re-employment. As this is of the utmost importance both for resolving any concerns that uniformed SDF personnel may have about their future, and for securing high-quality human resources, support measures such as occupational training is provided. The re-employment of retired uniformed SDF personnel is also important from the perspective of enabling them to serve society, making the best use of their various skills, thereby reinforcing human resources infrastructure.

As the MOD does not have the authority to work as an employment agency, the SDF Personnel Support Association has permission from the Minister of Health, Labor and Welfare and the Minister of Land, Infrastructure, Transport and Tourism to provide free job consultations.

Retired uniformed SDF personnel have excellent abilities in planning, leadership, faculty, cooperativeness and responsibility gained through work performance, education, and training. Furthermore, they also have various qualifications and licenses acquired through their work and occupational training. For these reasons, they are making positive contributions in a broad range of sectors, including the manufacturing and service industries, as well as the finance, insurance, real estate, and construction industries, in addition to the areas of disaster prevention and risk management at local governments. Going forward, based on the NDPG, the MOD will make an effort to improve the reemployment of retired uniformed SDF personnel by developing measures to increase incentives

6 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. A memorial ceremony for SDF personnel who perished in the line of duty is held annually by the MOD. This ceremony is attended by surviving family members of the honored dead, and also attended by the Prime Minister and high-ranking officials of the MOD and the SDF including the Minister of Defense, former Directors-General of the Defense Agency, 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.



for private companies to hire them, and by promoting their appointment to positions in the public sector further.

With a view to creating an environment where uniformed SDF personnel can devote themselves to their duties without any worry, the MOD has a reappointment system that enables uniformed SDF personnel to be appointed for fixed terms of up to three years before the age of 60 (for SDF administration officials and others, up to one year). The Mid-Term Defense Program (MTDP) states that, regarding SDF personnel who possess advanced knowledge, skills and experiences, the MOD will actively re-appoint these personnel if such an appointment is recognized to contribute to the enhancement of the comprehensive strength of the organization.

See Reference 53 (Main Measures for Re-employment Support)

## 5 Enhancement of Medical Functions

### 1 Opening of a Four-year Nursing Course at the National Defense Medical College

Aiming to train high-quality nurses who are capable of fully responding to the diversification of duties and the sophistication of medical technology, a four-year “nursing program” was established for the training of public health/registered nurses at the Division of Nursing, School of Medicine, National Defense Medical College, in April 2014. The nursing program consists of two courses: one for fostering nurses who will be SDF officers, and the other for fostering nurses who will be technical officials requiring high-level medical skills.



Administrative Vice-Minister of Defense Nishi addressing the enrollment ceremony of the National Defense Medical College

### 2 Enhancement of Education of Medical Officers and Nurses

The fill rate of SDF medical personnel is currently low, particularly for mid-level personnel. Such low sufficiency

Meanwhile, reemployment of SDF personnel is regulated<sup>7</sup> in order to ensure public service impartiality. When SDF personnel become employed at private companies within two years of retirement, and if that company had a contract with the MOD within five years before that SDF member's retirement, the approval of the Minister of Defense or other delegated authority must be sought in accordance with the regulation. In 2014, the MOD approved 81 cases (81 individuals) of reemployment individually.

As a part of the government-wide Reform of National Public Officers' Systems, the MOD will introduce new re-employment regulations<sup>8</sup> in accordance with the examples of civilian government employees as early as autumn 2015.

is caused by medical officers leaving the SDF, one of the major reasons of which is the lack of opportunity to engage in training and medical practice. The MOD and the SDF will make efforts to implement various measures to prevent medical officers from leaving the SDF by providing them with more opportunities to engage in training and medical practice as well as increasing motivation for their work. Furthermore, in light of the MTDP, the training system for nurses will be strengthened, and efforts made to ensure the availability of staff possessing high-level skills.

### 3 SDF Hospitals as Hub Hospitals with Enhanced Functions

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

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

<sup>7</sup> "Seclusion from private companies" is stipulated in Article 62 of the SDF Act

<sup>8</sup> Under the new system, the following points among others will be regulated: 1. Requests regarding re-employment of other personnel and provision of information (mediation); 2. Seeking re-employment opportunities with companies in which a person had a stake whilst in office; 3. Taking an approach with respect to contract paperwork by re-employed personnel.