



Óglaigh
na hÉireann
IRISH DEFENCE FORCES

RESERVE DEFENCE FORCE EMPLOYER ENGAGEMENT HANDBOOK



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DEFEND
OUR STATE



Óglaigh
na hÉireann
IRISH DEFENCE FORCES

'Óglaigh na hÉireann has been the people, is the people and will be the people. Our green uniform does not make us less people. It is a cloak of our service, a curtailer of our weaknesses, an amplifier of our strengths.'

General Richard Mulcahy.

We Are Volunteers...

We Are Soldiers...

We Are Sailors

We Are Specialists...

We Are Leaders...

We Are More...



**Be More with the
Reserve Defence Force**

FOREWORD - CHIEF OF STAFF

The Reserve Defence Forces (RDF), comprising the Army Reserve and Naval Service Reserve, is an integral component of Ireland's defence architecture. These dedicated volunteers embody the spirit of service, committing their time and expertise to strengthen national resilience and safeguard our sovereignty. Their contribution is not ancillary; it is essential. In times of crisis, the RDF stands ready to augment the Permanent Defence Force (PDF), ensuring that Ireland maintains a credible and flexible defence posture capable of responding to evolving threats across land, sea and multi-domain environments, such as cyber.



The Army Reserve provides capabilities across combat, combat support and combat service support functions, reinforcing operational readiness and enabling surge capacity when required. Similarly, the Naval Service Reserve plays a pivotal role in maritime security, augmenting ship crews, supporting port operations, and contributing to surveillance and intelligence tasks that protect Ireland's extensive maritime domain.

Beyond their operational roles, Reservists bring unique value to the Defence Forces and wider society. They volunteer their evenings, weekends and annual leave to undertake rigorous training, demonstrating commitment and selflessness that exemplify the Defence Forces' core values of respect, loyalty, integrity, selflessness and moral courage. This duality of service, balancing civilian careers with military responsibilities, enriches both spheres. Employers & Organisations benefit from staff who possess leadership, resilience and problem-solving skills, which have been honed in demanding environments, while Reservists gain experiences that enhance their professional and personal development.

As employers, your support is vital. By facilitating Reservists' training and service, you play a direct role in strengthening Ireland's defence and security and your organisation will benefit greatly from the professionalism & dedication of the Reservists you employ. This information booklet aims to deepen understanding of the RDF and highlight the mutual benefits of supporting those who serve. Together, we can ensure that the Reserve continues to thrive, defending our State, enriching our communities, and exemplifying the values that define Ireland's Defence Forces.

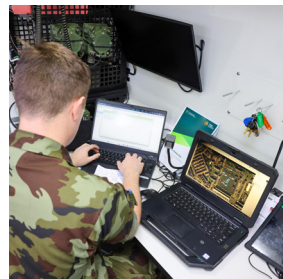
Lt Gen Rossa Mulcahy
Chief of Staff
Óglaigh na hÉireann

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INTRODUCTION

The Irish Defence Forces have produced this information booklet with the intention of creating a greater awareness of the Reserve Defence Force (RDF) amongst current or prospective employers of Reservists, and to generate a greater understanding of how supporting them in their training and service, can be mutually beneficial to the your organisation, the Reservist and the State.

It is only with the continued support of employers and organisations that Reservists can continue to develop and provide valuable service to the State in supporting Irish defence arrangements.

HOW CAN YOUR ORGANISATION SUPPORT?

1. Continued flexibility and support for Reservists applying for a period of annual leave from their employment to undertake their training and operational commitments, subject to their commitments of civilian employment.
2. Take a proactive interest in your employee's career as a Reservist and consider how their training will be of benefit to both your organisation and the Reservist.

3. Consider implementing a 'military leave policy' or connecting applications for reserve leave time to CSR (Corporate Social Responsibility) volunteering initiatives. Many organisations in both the public & private sectors provide paid time off from 3 days to 4 weeks per annum as an example.

THIS BOOKLET COVERS:

- What is the Reserve Defence Force.
- What is its mandate.
- Who are its members and what is the skillsets and commitment.
- How employers and organisations can benefit from employing Reservists and supporting them in their service.

The Defence Forces thanks you for your interest and hope this information booklet proves beneficial to you.

- Reserve Defence Force Strategic Engagement Team (ReSET)

WHAT IS THE RDF?

The Reserve Defence Force is the volunteer component of the Irish Defence Forces, comprising of members who commit a portion of their personal time to participate in military training and support of the State.

RDF ROLE

The role of the Reserve Defence Force can be described as follows:

- To augment the Permanent Defence Force in times of national emergency or crisis.
- To train, operate and deploy with the Permanent Defence Force, nationally and internationally.
- To carry out independent taskings at the discretion of command authorities, as deemed necessary for the safety and security of the State.



RDF UNITS / CORPS / SERVICE / SKILLSETS

Members of the Reserve Defence Force serve as fully integrated components in each of the following Corps/Service of the Irish Defence Forces, developing expert skillsets in each of their respective disciplines.



INFANTRY



CAVALRY CORPS



ARTILLERY CORPS



COMMUNICATION & INFORMATION SERVICES



ENGINEER CORPS



MEDICAL CORPS



MILITARY POLICE



TRANSPORT CORPS



NAVAL SERVICE

THE MODERN-DAY RESERVE DEFENCE FORCE

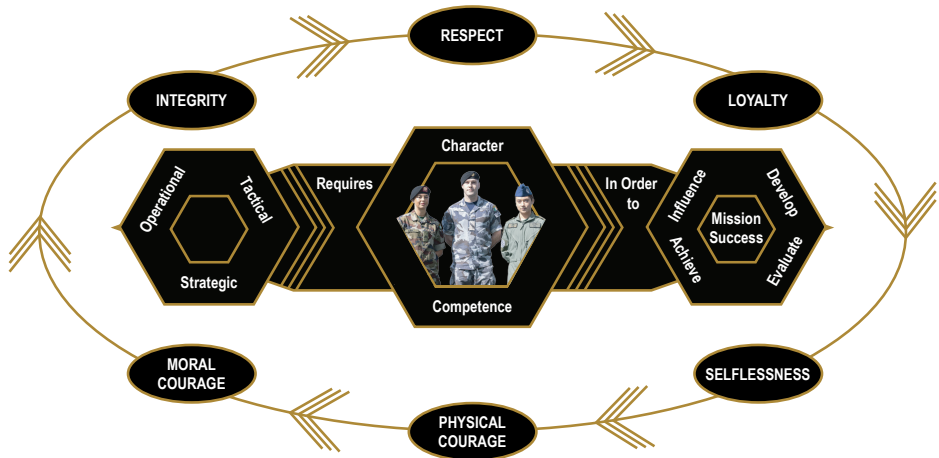
The modern Reserve Defence Force is derived from what used to be known as the FCA (An Fórsa Cosanta Áitiúil) or SM (An Slua Muiri). The strategic objective of the Single Force Concept is that by integrating reserves with the permanent establishment, both may become stronger through the mutual shared experience and expertise from both the military, and civilian domains.

It is this commitment to the mutual benefit, tighter integration, between military and civilian skills that is at the core of the modern-day Reserve Defence Force.



DEFENCE FORCES VALUES

The Defence Forces embraces 6 core values as part of our ethos. These values are at the heart of everything we do within the Defence Forces. The values are instilled in every Reservist from the moment of their first induction, and throughout their career in the Reserve Defence Force. Our core values are:



RESPECT

We must treat our comrades and those with whom we come into contact, whether on operations or not, with dignity, respect, tolerance and understanding.

LOYALTY

We must be loyal to our mission, our organisation and all those we come in contact with. It is the thread that binds all our actions together.

SELFLESSNESS

Our personal interests must come after the needs of the mission and our team/unit.

PHYSICAL COURAGE

We must have the physical courage to persevere with the mission regardless of dangers and difficulties. Physical courage comes with commitment and professionalism.

MORAL COURAGE

We must do what we know is right, not what is easier, or what is popular.

INTEGRITY

We must be honest, sincere and reliable. If we have integrity, others will trust us and the team will be strengthened.

INDUCTION CRITERIA

All applicants who are successfully inducted into the Reserve Defence Force, must meet the following as minimum criteria to be eligible for service:

1. Background vetting

A comprehensive background check conducted by An Garda Síochána ensuring that all enlisted personnel are of sound character.

2. Medical screening

A detailed screening ensuring all new inductees are in robust health.

3. Fitness assessment

A general fitness assessment to gauge new inductees' capability of reaching a sufficient grade of military fitness.

4. Screening for illegal substance use

A thorough screening for evidence of illegal substance.

5. Demonstration of Core Competencies.

A competency-based interview to establish evidence of key skills for success in the working environment of the RDF:

- Teamwork
- Resilience
- Motivation



TRAINING & COMMON SKILLS OVERVIEW

On successful induction into the Reserve Defence Force, all Reservists, undertake an initial generalised training programme which leads to more detailed training to enhance their general military skills and develop the skillsets and technical training required to fulfil their role as part of their corps unit.

1. Leadership

From the date of their enlistment all Reservists are taught the importance of leadership and this is fostered at all levels from recruit to the highest ranks. The Defence Forces Leadership Doctrine emphasises “Mission Command”, allowing freedom of action and decision making at all levels by understanding the “Superior Commander’s Intent”.

2. Military Discipline

Reservists are taught the importance of attention to detail in all aspects of their work, training, and personal admin. This is instilled into their every activity such that it becomes instinctual and is not compromised by external influences or pressures of their work.

3. Weapons Handling

While this is not a directly transferrable skill, every Reservist is taught to be proficient in every aspect of their primary weapons, including safe handling of dangerous equipment, technical specifications, physics & mechanism, marksmanship, stripping, assembly & maintenance.

4. Military Fitness

RDF recruits are subject to physical fitness training to bring them to the level of physical robustness and capability necessary to fulfil their role. This further develops their mental resilience, such that they can operate effectively even under less than optimal conditions.

5. Manual Handling

All personnel are given formal instruction in Manual Handling techniques by QQI Level 6 accredited instructors.

6. General Administration & Logistics

Education is provided to all Reservists is applicable generally in the workplace including working to administrative SOPs, codes of conduct and the Defence Forces policy around dignity and respect for all, and general logistics.

TRAINING & COMMON SKILLS OVERVIEW (CONTD)

In addition to the above, Reservists begin to carry out operational taskings within their home units including security duties in barracks and on-board ships.

The result on completion of this phase of recruit induction training are individuals who:

1. Fulfil the role of frontline soldiers - disciplined, self-motivated, integral team-members.
2. Display common sense and a logical approach to their work & reach sound conclusions in the absence of an explicit direction of a superior.
3. Use personal presence and interpersonal skills to communicate and collaborate with others.
4. Display good levels of physical and mental resilience & they maintain composure and display persistence when working under pressure.
5. Dependable and reliable, seek support when it is needed & take pride in delivering quality outputs.
6. Maintain high levels of situational awareness and are alert to potential hazards.
7. Are comfortable working within a hierarchical structure & they are positive, loyal and self-motivated.
8. Show respect to everyone they interact with and are always willing to step in to support others.



SPECIALIST COURSES

Supplementary training courses are conducted periodically which are open to application by all Reservists. These courses are varied but can include:

- Advanced communications using computer, radio, satellite and sonar technology.
- Driving and operating small and heavy goods vehicles or motorcycles.
- Handling explosives, dangerous chemicals or waste.
- First aid and military first responder training.
- Personnel management, logistics and supporting IT systems.
- Advanced fire-fighting.
- Advanced boat handling.



(AR) PRIVATE SOLDIER

My name is Gillian Cox; I enlisted in 7th Infantry Battalion in 2019

In my day job:

I have worked in the ESB for over 10 years. I am currently a Sales Channel manager within Electric Ireland. I manage key sales channels by developing partners, driving performance, collaborating across departments, providing training and analysing results to support revenue growth.

As a Soldier:

During my six years with the Unit, I have successfully completed both Recruit and Three Star training and have taken part in a wide range of exercises, duties, and competitions. More recently, I completed the Defence Forces Grooms course and am now attached to the Defence Forces Equitation School at McKee Barracks. Here, my responsibilities include the care and management of elite competition horses, as well as supporting Army riders at major national and international events.

How these complement each other:

My military background has taught me the importance of teamwork, the need to think ahead, plan carefully, and manage challenges, which I now apply to sales events and developing sales strategies, along with working with different teams and partners. The discipline and attention to detail I learned in training continue to guide me as I aim to deliver results and meet deadlines in my civilian role.



(AR) JUNIOR NON-COMMISSIONED OFFICER

My name is Brendan McCarthy. I've been a member of the Defence Forces for the last 21 years, serving in 2 Cavalry Squadron, Cathal Brugha Barracks.

In my day job:

In my civilian life, I am the Senior Developer on Sage CRM, a software package used by tens of thousands, all over the world.

My responsibilities include researching and creating functionality, supervising the work of other team members and mentoring new joiners to the team both locally and abroad.

As a Soldier:

My military rank is Corporal and my current appointment is Reconnaissance NCO.

My duties include the training of new members of the Defence Forces -teaching recruits basic military skills such as marching, arms drill, weapons handling and turning them into trained soldiers. In my Reconnaissance role, I train troops in different ways of acquiring and processing information gathered on

the battle space. Lastly, I have worked on several Defence Force cyber security exercises, working with cyber teams from NATO countries.

How these complement each other:

The skills and experiences that I've acquired during my military career have helped me to become a better, versatile individual. Taking part in the cyber security exercises has given me a new set of skills that have benefited my company as I apply them to my software development. Working as military instructor has made me aware of how information is communicated depending

on your target audience. Finally, as an NCO, the military has taught me management skills that are directly transferrable to my civilian job. This has resulted in project objectives being swiftly achieved through transparent, dynamic and efficient handling of the team's members and resources.



(NSR) SENIOR NON-COMMISSIONED OFFICER

My name is Liam Deasy. I've been a member of the Defence Forces for the last 20 years, serving in the Cork Unit Naval Service Reserve.

In my day job:

In civilian life I am engineering business unit lead for a Cork based Systems Integration and Engineering firm called NeoDyne. I'm responsible for our Digital Manufacturing business unit, with specific responsibility for strategic business development, customer engagement, project management, engineering design, recruitment, and employee mentorship.

As a Sailor:

My military rank is Chief Petty Officer Seaman, and my current appointment is NCO in Charge of Training for Cork Unit Naval Service Reserve.

Ashore, my duties include generation of unit training programmes, establishment of duty instructor rosters, administration of training logistics, and delivery and oversight of unit training, both lecture based, and practical.

On the water, my role changes to that of a Bosun (senior deck-hand) on-board our YP class patrol boats. I direct and oversee deck operations, and practical seamanship, ensuring effective, secure, and safe work practices are followed at all times in line with Standard Operating Procedures.

How these complement each other...

The skillsets I've gained and developed throughout my career in the NSR, have

always stood to me in my civilian work, particularly those as a military instructor.

Through robust military training, I've developed strong communication skills which enable me to engage in and lead external, often highly pressurised, customer workshops, as well as to teach and mentor my own internal staff to a very high standard, demonstrated by my team's growth and retention.



(NSR) COMMISSIONED OFFICER

My name is Simon Alvey. I have been a member of the Reserve Defence Force just shy of 20 years, and I have been a Commissioned Officer for 5 years.

Some highlights during that period are a 5-week trip to the Black Sea in 2008 aboard LE EMER, marching up O'Connell Street as a young recruit in 2006 as part of the 90th anniversary of the Easter Rising and participating again for the 100th anniversary in 2016.

In my day job:

I currently work in the Network Management department of Transport Infrastructure Ireland. My current roles involve the ongoing operation and maintenance of the motorway and dual carriageway network through various Motorway Maintenance and Renewals Contracts and PPPs as well as managing the creation of a Data Exchange Platform to share real-time availability of publicly accessible recharge points for Electric Vehicles.

As a Sailor:

As a Sub-Lieutenant, my current appointment is Officer in Charge of Training for the Dublin Unit of the NSR. Reporting to the Unit CO, this role involves the planning, organisation and implementation of all training activities at unit level as well as the oversight and approval of unit member's attendance on training courses.

In advance of the upcoming delivery of the 2nd purpose-built Motor Launch for the NSR, which will be located in Dublin, I have recently received my P5 Passenger Boat License. This enables me to fulfil the role of Skipper (Master), responsible for the safe operation of the craft.

How these complement each other...

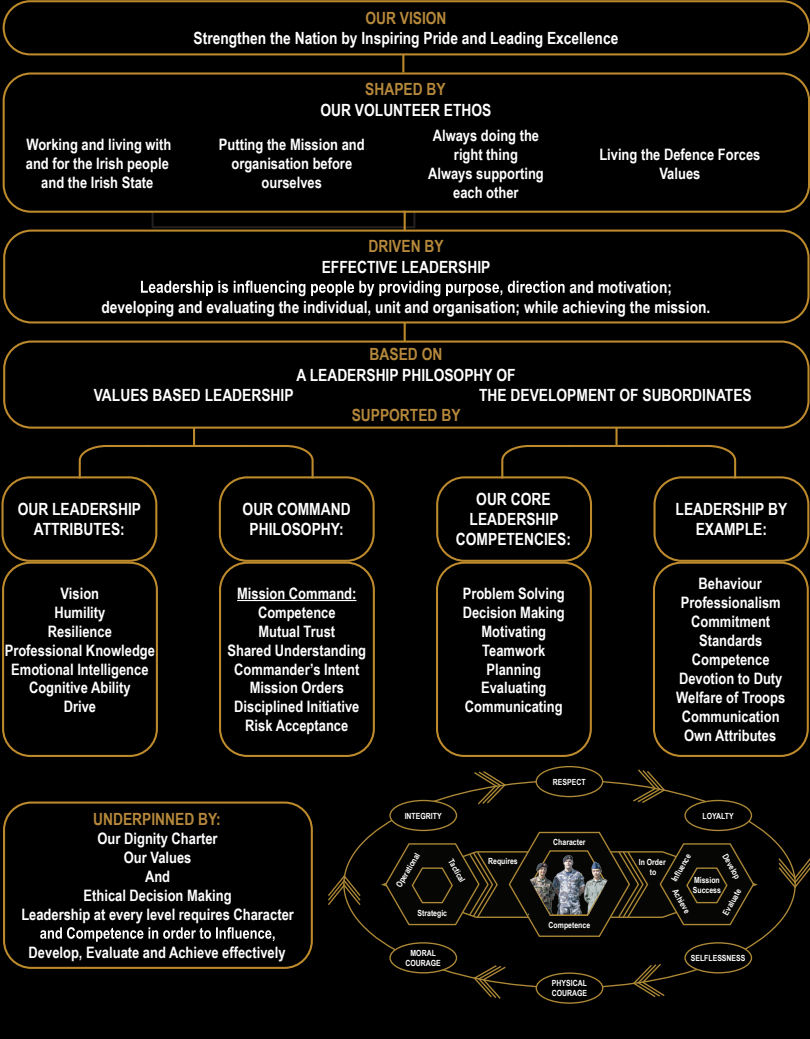
My civilian and military experience have complemented each other throughout my careers. Initially, as a Graduate and Junior Engineer, my training and experience as an Officer provided me with self-confidence and public speaking capabilities, allowing me to present my thoughts and ideas in a professional manner.





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THE LEADERSHIP FRAMEWORK OF ÓGLAIGH NA hÉIREANN



LEADERSHIP AND DEVELOPMENT TRAINING

Throughout a Reservist's time in the Defence Forces they are continuously growing in their roles as the need for continuous development is no different to any employment organisation and is a key transferrable skill. High quality leadership and management courses within the RDF equip Reservists with the skill required to meet the requirements of the RDF but are equally transferrable to their employment.

SPECIALISED INSTRUCTOR TRAINING

All Instructors are required to undergo a Specialised Instructor Training Course. This is a 10 day course, normally run over a series of weekends that builds upon their ability to plan, deliver, assess, and improve instruction, with a strong emphasis on leadership, communication, feedback, mentoring, and record-keeping. The course covers:

- Enhanced teaching skills
- Recruit onboarding
- Coaching
- People management
- Performance review
- Training administration
- Handling sensitive situations professionally
- Learner development skills



POTENTIAL NON-COMMISSIONED OFFICER (NCO) TRAINING

Selected candidates must successfully complete a challenging potential NCO course conducted over 12 – 18 months during their normal training e.g. evenings, weekends & some full-time training blocks of 1-2 weeks. This course particularly focuses on 3 key areas.

- General Leadership & Management Training
- Military Instructor Training
- Command & Control within their military discipline

On successful completion of their training, Reservists are promoted to the NCO ranks of Corporal (AR) / Leading Seaman (NSR). This is equivalent to junior leaders in employment. After completing the course, the NCOs are mentored in their new leadership roles which further enhances their leadership capabilities.

Their roles and core competencies include:

1. Display sound judgement based on consideration of a broad range of factors. Maintain high levels of situational awareness.
2. Understand the end state, the requirements of the task and how this matches the resources available.
3. Monitor performance against standards and take appropriate action to support improvement where necessary.
4. Often take the initiative without waiting to be told what to do. Clear focus on achieving results.
5. Use their expertise to train others, while understanding the limits around their expertise and consulting appropriately.



STANDARD & SENIOR NON-COMMISSIONED OFFICER (NCO) TRAINING

As NCOs mature further into their leadership roles, subsequent career courses are open to them to progress higher through the NCO ranks, thereby taking on greater scopes of responsibility and command:

- Standard NCOs Course
- Senior NCO Logistics Course
- Senior NCOs Course

Senior NCOs strengths include:

1. Have an authoritative and decisive presence, backed up by moral courage and concern for welfare.
2. Lead by strong positive example and engender trust through consistency and integrity of their behaviour.
3. Create the tone for the group, overcoming challenges and obstacles to the group's performance.
4. Audit, inspect and evaluate current capability and put in place immediate remedial actions as needed.
5. Display resilience and a composed approach when working under sustained or exceptional demand.



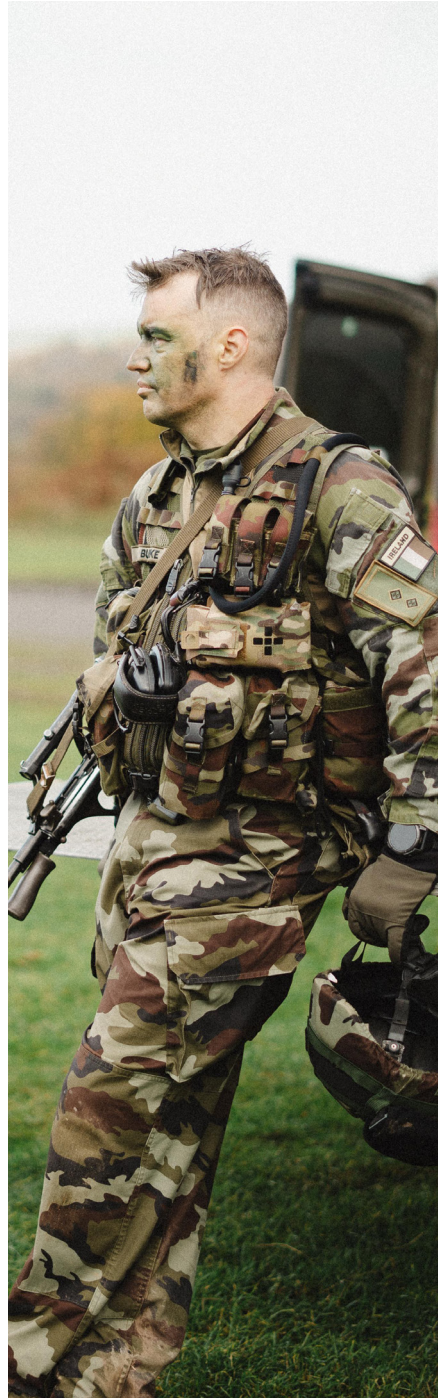
POTENTIAL COMMISSIONED OFFICER TRAINING

Commissioned Officers represent the strategic arm of military leadership. This involves a part time course conducted over two years which provides extensive additional tactical, administrative and leadership training.

Given the significance of their prospective postings, the level of physical and mental resilience required, and the personal commitment necessary to be successful in this course is high.

On completion the candidates are commissioned to the officer rank by the President of Ireland. Their new roles are equivalent to middle management within an employment organisation and their core competencies include:

1. Display expertise in their area of responsibility, and apply this to evaluating technical, logistical and deployment issues.
2. Ability to derive courses of action based on a comprehensive understanding of a situation following analysis of all variables.
3. Demonstrate a strong sense of duty, loyalty and selflessness in making personal sacrifices to support group achievement.
4. Display comfort in leadership and command and are prepared to act decisively as needs arise. Focused on morale, and support and motivate their personnel.
5. Build strong working relationships with others in their group, while maintaining a professional distance.



SENIOR COMMISSIONED OFFICER TRAINING

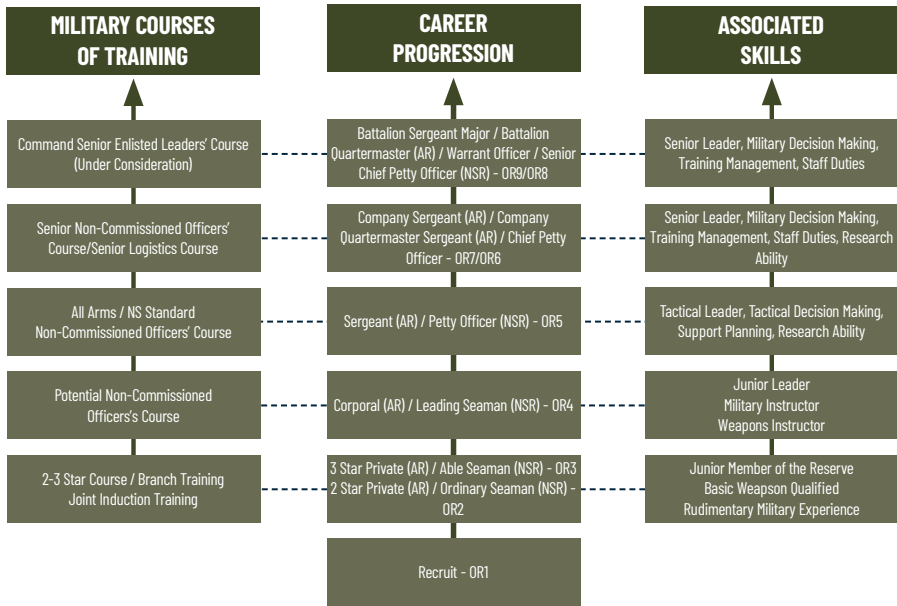
With a wealth of experience and corporate knowledge, Senior Officers are responsible for planning, strategy, welfare of personnel and service delivery in conjunction with their Permanent Defence Force colleagues.

Their roles and core competencies include:

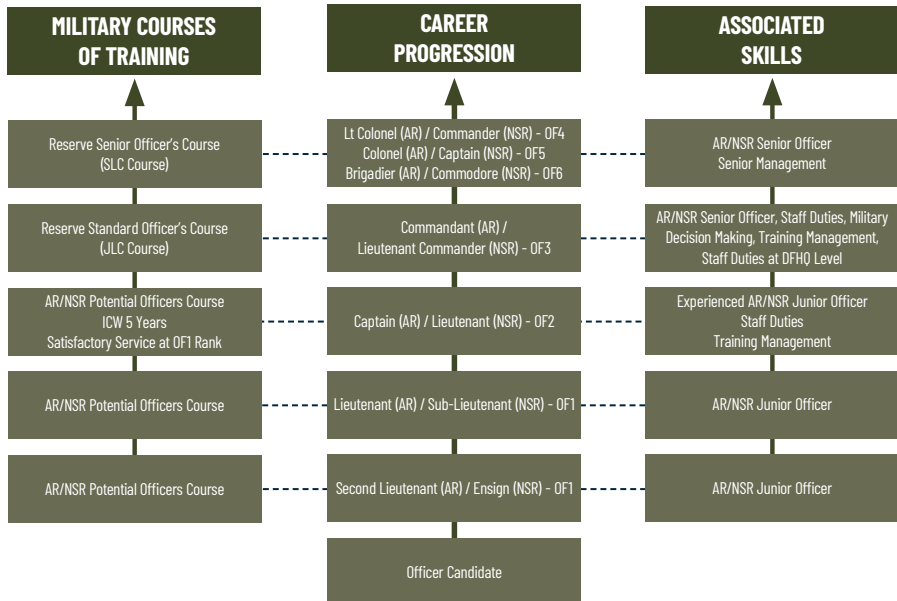
1. Planning and issuing instructions to coordinate activities for groups of up to and over 200 personnel, working through several intermediate line and supporting staff managers in order to achieve a mission.
2. Are principled and represent their Unit in a positive and credible manner to external audiences, communities and agencies.
3. Maintain consistent performance under pressure and provide reassurance and stability in a crisis, always alert to morale and resilience levels.
4. Understand and take into account wider operational context and Defence Forces strategy when executing operations and activities.
5. Accurately scope requirements and plan ahead for resource allocation. Manage a wide range of projects and ensure delivery to quality, time and cost standards.



RDF ENLISTED PERSONNEL CAREER AND EDUCATIONAL PATHWAY



RDF OFFICER PERSONNEL CAREER AND EDUCATIONAL PATHWAY



THE COMMITMENT

Fundamentally the basis for any Reservist's routine service is voluntary, with Reservists giving up a portion of their personal time on evenings, weekends, and their holidays from their employment in order to conduct their training and deliver operational outputs to the Defence Forces.

Routinely, Reservists give of their time on the following basis.

- **Weekly Training approx 2 hours (Evening)**
This is to fulfil their continuous development and refreshment of their core skills and is conducted in their local unit training centre. A minimum number of hours is expected to be complete by each Reservist annually in order to maintain their operationally effective status.
- **Scheduled Weekend Training approx 1-2 days**
This is carried out in support of weekly training, normally taking the form of a consolidated, larger scale training exercise. These might typically be scheduled bi-monthly and contribute hours towards a Reservist's annual requirement.
- **Full-Time Training (FTT) approx 1-2 weeks**
These are typically focused professional paid courses completed to obtain a particular skillset or level of proficiency, for example Recruit Induction Training, Specialist Instructor Training, Driving courses, Leadership training etc.

These courses vary in length between 1 and 2 weeks or are further supplemented by additional weekend training periods for longer duration courses.

A Reservist is typically expected to undertake at least 7 days (FTT) annually in addition to their evening and weekend training, and these are typically done using a Reservist's annual leave entitlement from their organisation where no other option is available to the Reservist e.g. military leave or volunteering policy.



FREQUENTLY ASKED QUESTIONS

1. What is a Military Reservist?

A Military Reservist is a part-time member of the Defence Forces serving either in the Army or the Naval Service Reserve.

2. How much time off will a Reservist need?

Most of their commitment is in the evenings and at weekends, but they are required to attend full time training on an annual basis. This is generally, for five or occasionally ten working days.

3. How do I know when and for how long they will be away?

The military authorities will always give as much notice as possible of any upcoming commitments in order to allow Reservists to agree absence with their employers as far ahead as possible.

4. Am I required by law to give a Reservist time off?

There is no legal requirement to facilitate reservists by giving them additional or special leave. However, we would encourage employers to support them in this way. Many organisations have a military leave policy or link the leave request to volunteering under CSR commitments. Public Sector arrangements, circular 51/79, provides for special leave with pay for members of the RDF while on annual training.

5. Am I required to pay a Reservist while on Military activities?

Military Reservists have no legal entitlement to pay from their civilian employers for military leave (except where the employees are using their annual leave entitlement) but most employers do pay full or a portion of the employees normal entitlement. Reservists are paid for periods of full time training commensurate to their rank within the RDF. Circular 51/79 applies for Public Sector members of the RDF.

6. Do I have to make payroll changes to include Military pay?

No. While their Military pay is subject to the normal payroll deductions, the Military Authorities will make the necessary returns.



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