



Óglaigh
na hÉireann
IRISH DEFENCE FORCES

Óglaigh na h-Éireann

CHIEF OF STAFF'S PRIORITIES



www.military.ie

STRENGTHEN
THE NATION

Chief of Staff's Foreword



Army, Air Corps,
Naval Service

SECTION 1 · Chief of Staff's Foreword

FOREWORD

The Defence Forces is facing a number of unique and unprecedented challenges at this time. I am very familiar with the issues involved and the challenges that we face as an organisation. Since taking up my role as Chief of Staff in September 2021, I have reflected on how Óglaigh na hÉireann can improve and develop, thereby ensuring that we are operationally ready for deployment at home and overseas, and ever-ready to carry out any roles assigned to us by Government. The Report submitted to Government by the Commission on the Defence Forces [CODF] provides a generational opportunity for Ireland and the development of Defence Policy. Most importantly, the approved recommendations will provide the Defence Forces with a roadmap to resource and develop to the benefit of all the members.



The COVID pandemic and the deteriorating geopolitical situation in Eastern Europe, allied to the demands and effects of climate change, energy security supply and other threats to the global commons, all reinforce and underline the importance of an able and capable military instrument as part of a whole of government approach to security and defence.

The difficulties surrounding retention and recruitment, including the associated issues concerning remuneration and service conditions, are fully recognised by my Office and by the wider General Staff. I appreciate that there are some areas where the Defence Forces do not control the decision-making levers, but there are also clearly other non-pay areas where we do. It is in those areas that I believe we can collectively improve our conditions of service. It is my intent to drive positive change in these areas in order to realise the 'total package' of benefits associated with being a member of Óglaigh Na hÉireann.

I have identified three key priority areas as Chief of Staff that will guide staffing efforts and desired outputs. These priority areas are titled: Development & Wellbeing; Internal Communications; and The Commission on Future of Defence. These priorities focus on identifying and delivering projects and strands that can be progressed

by the DF, our policies and procedures. Work has already commenced in some areas. My overall intent is to empower and improve retention conditions, to implement and progress positive means of internal communication, and to support and enable the modernisation and development of the Force through the implementation of the Commission Report.

Branch Directorates, Formation and Service Commanders will assume an active responsibility for guiding and implementing projects within their sphere of influence and decision-making. Quarterly reviews will be provided to the General Staff in order to track progress. Responsible authorities are encouraged to innovate and to seek solutions that may call for systemic changes in mind-set and/or existing culture, policies or procedures. This takes a "mission command approach" to implementation and has developed a purpose, a method and preferred end state for each line of development in order to guide staff outputs. Directorates are encouraged to build on this direction and guidance and to submit proposals to the General Staff to operationalise lines of development within their areas of responsibility.

The General Staff and I fully value the contribution of every and each member of the Defence Forces. We should all be proud to call ourselves Óglaigh Na hÉireann. I encourage you all to strive for excellence in all aspects of our work. I expect members of the DF to inculcate and enable a work environment that facilitates a climate where each individual is an invested member in this Force and has the opportunity to reach their full potential. I, as Chief of Staff, commit to leading that process but I urge and demand every member of Óglaigh Na hÉireann to drive it, at all levels, to ensure that we can be true to our ethos and values, and to ensure that everyone has a voice, understands the vision and can contribute to its achievement. Together we can build a better Defence Forces for our successors, our wider society and ourselves.

A handwritten signature in black ink, reading 'Seán Clancy'.

Seán Clancy
Lieutenant General
Chief of Staff

COS Priorities: Campaign Plan



Development and Wellbeing

SECTION 3 · Development and Wellbeing

TRAINING & EDUCATION

Purpose: My intent is to improve access to, and the development of, all DF training opportunities (career, CPD, adventure sports) in order to encourage, motivate and challenge our personnel to achieve their potential and be in a position to meet the challenges for the DF in 2030 and Beyond.

Method: We will achieve this, inter alia, by developing a Blended Learning & Remote Working environment to increase course capacities, by implementing the DF PME Strategy to enable career progression pathways, by improving funding opportunities for Continuous Professional Development applicants, by re-enforcing and enabling adventure training as a leadership development skill, and by identifying milestones/KPIs to assist in maintaining and monitoring progress and achieving established goals.

End State: We will be successful when we have maximised the full spectrum of available training, education and technology resources (both internal and external) and increased the number of students participating on DF courses of training, when we have implemented PME strategy and created clear career pathways for all ranks, when we have improved access to adventure and physical training facilities and when we have positioned DF training and education to maintain and develop military capability requirements for the future force.

SECURITY OF TENURE

Purpose: My intent is improve the employment working conditions for all our personnel and to enable all ranks to plan preferred career development pathways and to balance work priorities with personnel wellbeing and career development opportunities in order to enable retention, career planning and the maintenance of DF capability.

Method: We will achieve this by, inter alia, introducing an ambition to retain personnel in appointments for longer periods of duration, by reviewing operational deployment requirements on-island and overseas, by enabling flexibility in the employment of numerical establishments to ensure capability and human resources are deployed in line with requirements, and by improving promotion models in negotiation with stakeholders.

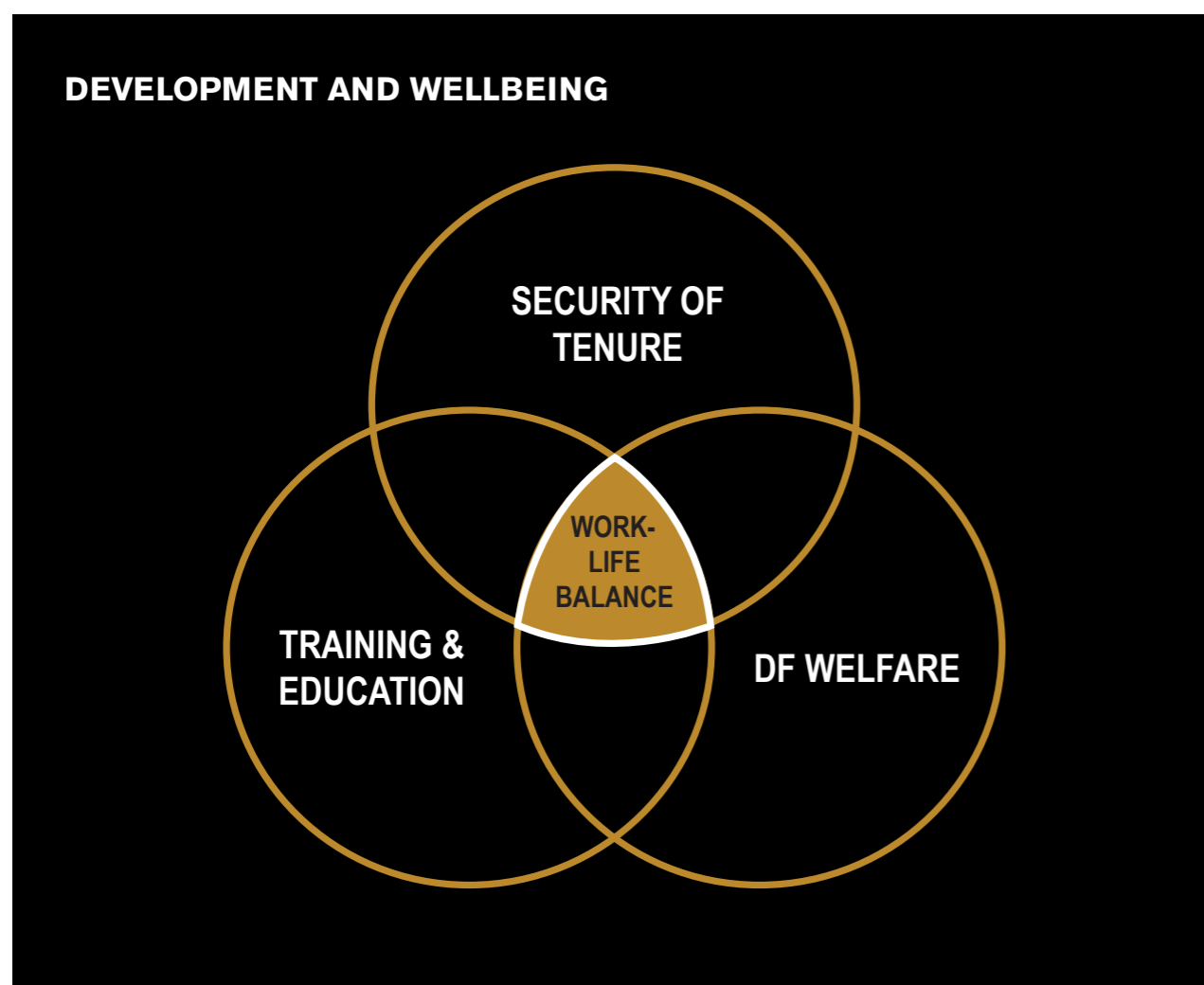
End State: We will be successful when we have an appropriate and flexible approach to DF staffing that enables increased certainty for individual employments, and ensures career pathways and a better work life balance.

DEFENCE FORCES WELFARE

Purpose: My intent is to ensure that the training, education and clinical components of mental health and wellbeing support in the Defence Forces are delivered for our personnel in a manner that is comprehensive, coherent and multi-disciplinary in order to ensure the life in the DF is a positive work experience driven by a military culture that is open, progressive and reflects all the values espoused by the DF.

Method: We will achieve this by, inter alia, implementing the DF Mental Health and Wellbeing Strategy, cooperating with external partners and adhering to national strategies and policies, developing PSS initiatives, increasing and encouraging female participation levels at all ranks, introducing more family friendly practices and by delivering an ambitious training and education plan.

End state: We will be successful when we have improved and created awareness of the “Total Package” on offer from the DF, improved approaches to mental and physical health and wellbeing and access to CPD for all personnel and are positioned to recruit and retain membership to establishment figures.



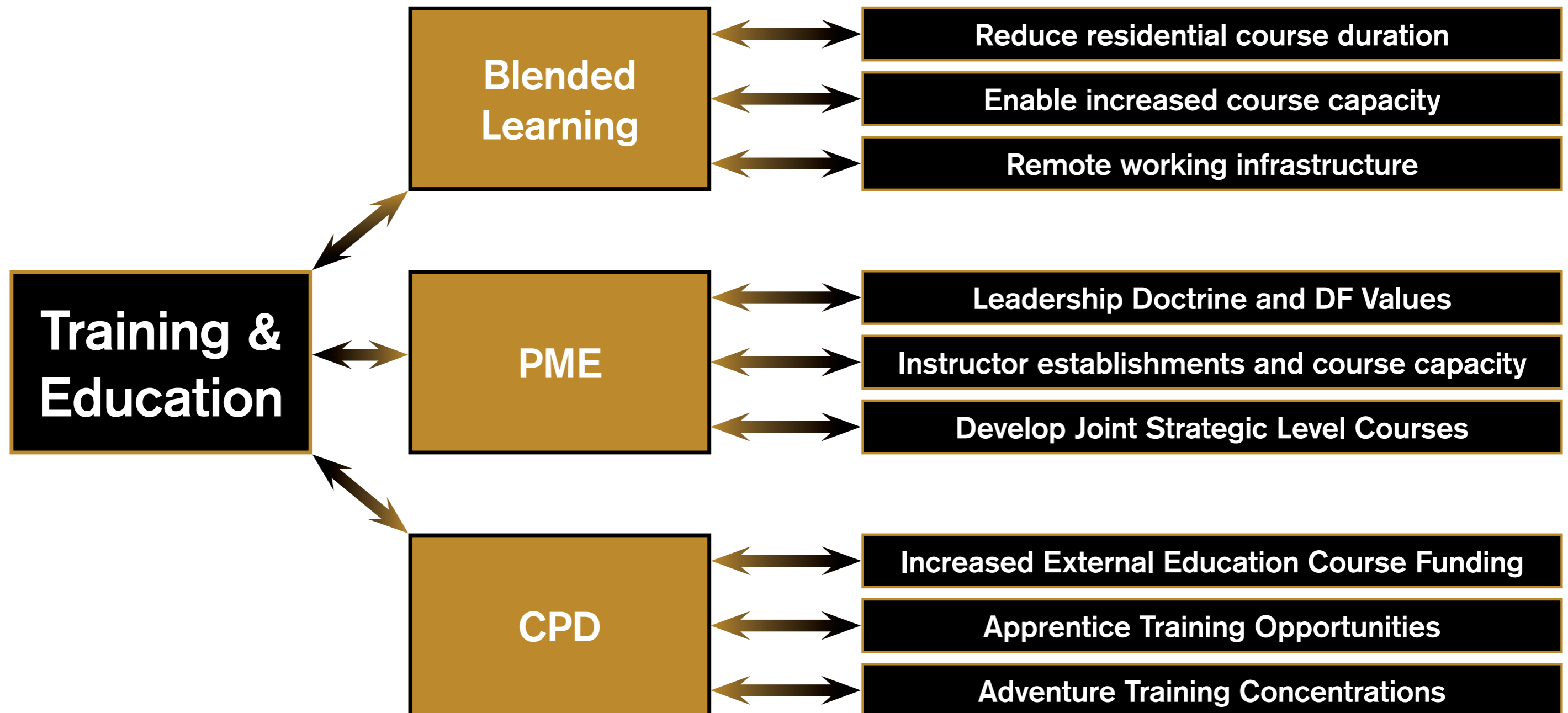
Training & Education



Line of Development

Goal

Key Performance Indicators



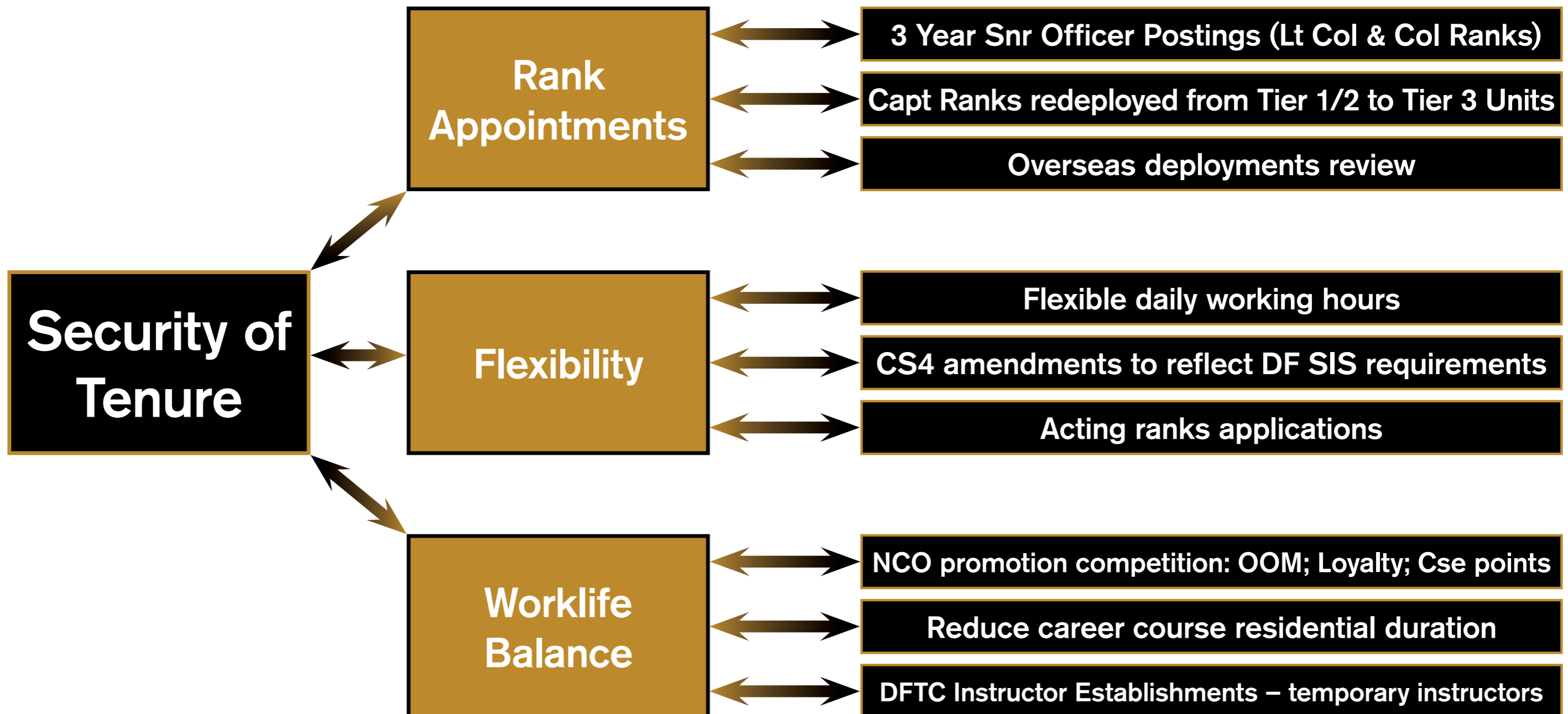
Security of Tenure



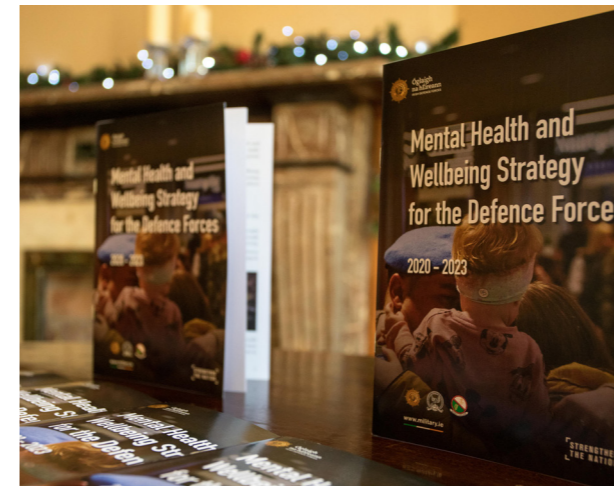
Line of Development

Goal

Key Performance Indicators



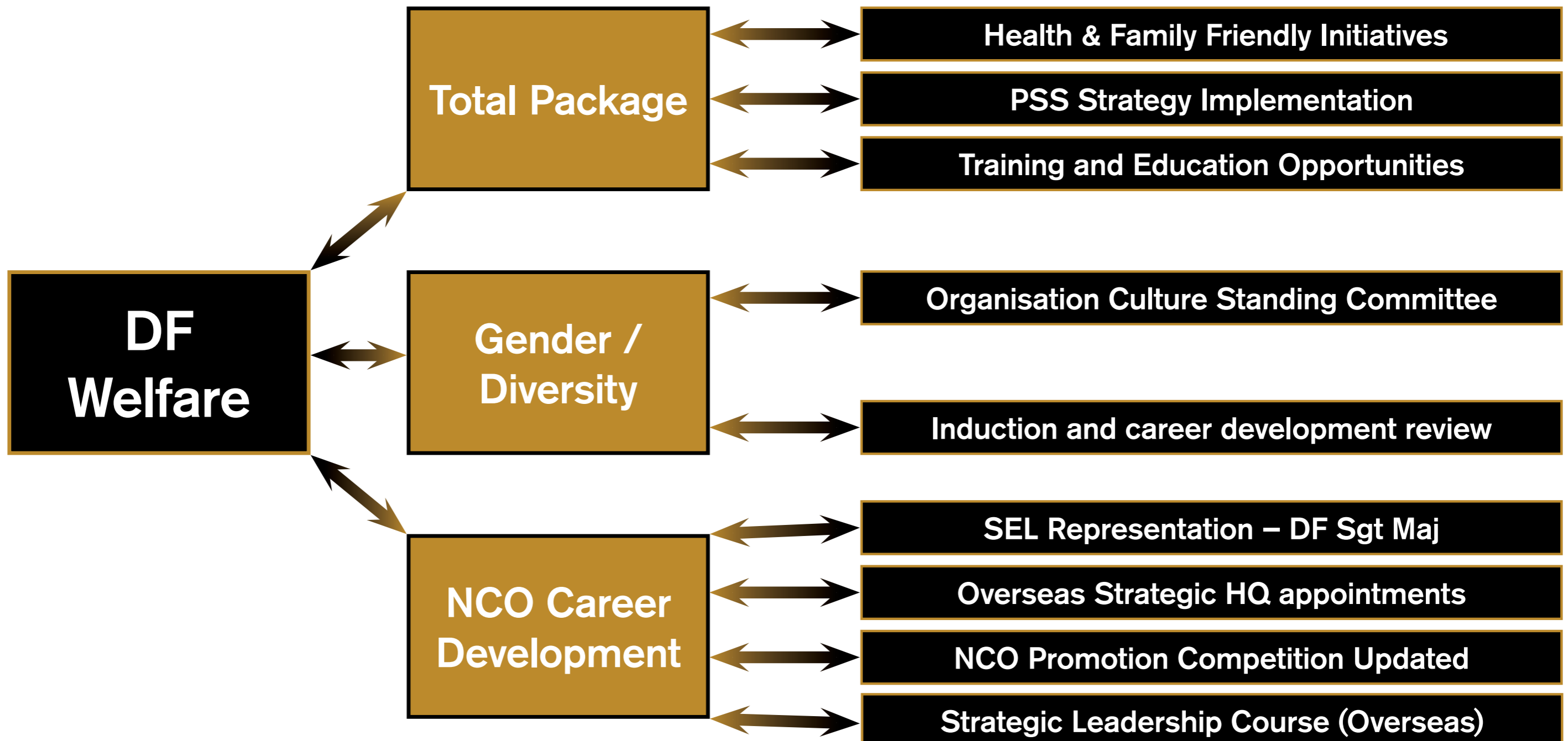
DF Welfare



Line of Development

Goal

Key Performance Indicators



Internal Communications (IC)

SECTION 4 · INTERNAL COMMUNICATIONS (IC)

IMPROVE CURRENT IC MEANS

Purpose: My intent is to improve existing internal communication means and methods and to develop and facilitate collaborative engagement at all levels in order to ensure clear lines of communication from the strategic to the tactical, to counter ill-informed rumors, to improve work relationships and build trust in the leadership and management of the Defence Forces and to ensure all personnel are fully informed on the DF mission, vision and future direction.

Method: We will achieve this by, inter alia, improving the flow and distribution of information through existing communication channels, by increasing the routine dissemination of DF information circulars and mass mails, by sequencing the conduct of conferences at the strategic, operational and tactical levels so that information disseminated is timely and relevant, by further developing public facing social media platforms, and by engaging collaboratively with defence stakeholders to advance the vision and purpose of the defence forces.

End State: We will be successful when we have, within means and capabilities, maximised and developed the current use of IC methods, have increased levels of engagement at unit, formation and DFHQ level, have invigorated the internal audience, have increased the number of general staff engagements at unit level, have increased public facing media interaction, and ensured clear lines of communication flow exist within the DF network.

RESOURCE IC METHODS

Purpose: My intent is to resource the DF's ability and capability to inform, influence and engage with all of our personnel utilising channels designed to ensure that the flow of information is seamless and accessible at all levels in order to ensure that all ranks are notified and apprised on developments and can easily access information that affects service and employment conditions.

Method: We will achieve this by, inter alia, securing appropriate levels of funding & access to technical resources and services (internal & external), enhancing the full spectrum of IC means available, developing new IC channels where identified, and maximising the training and education opportunities and skills for line and technical personnel.

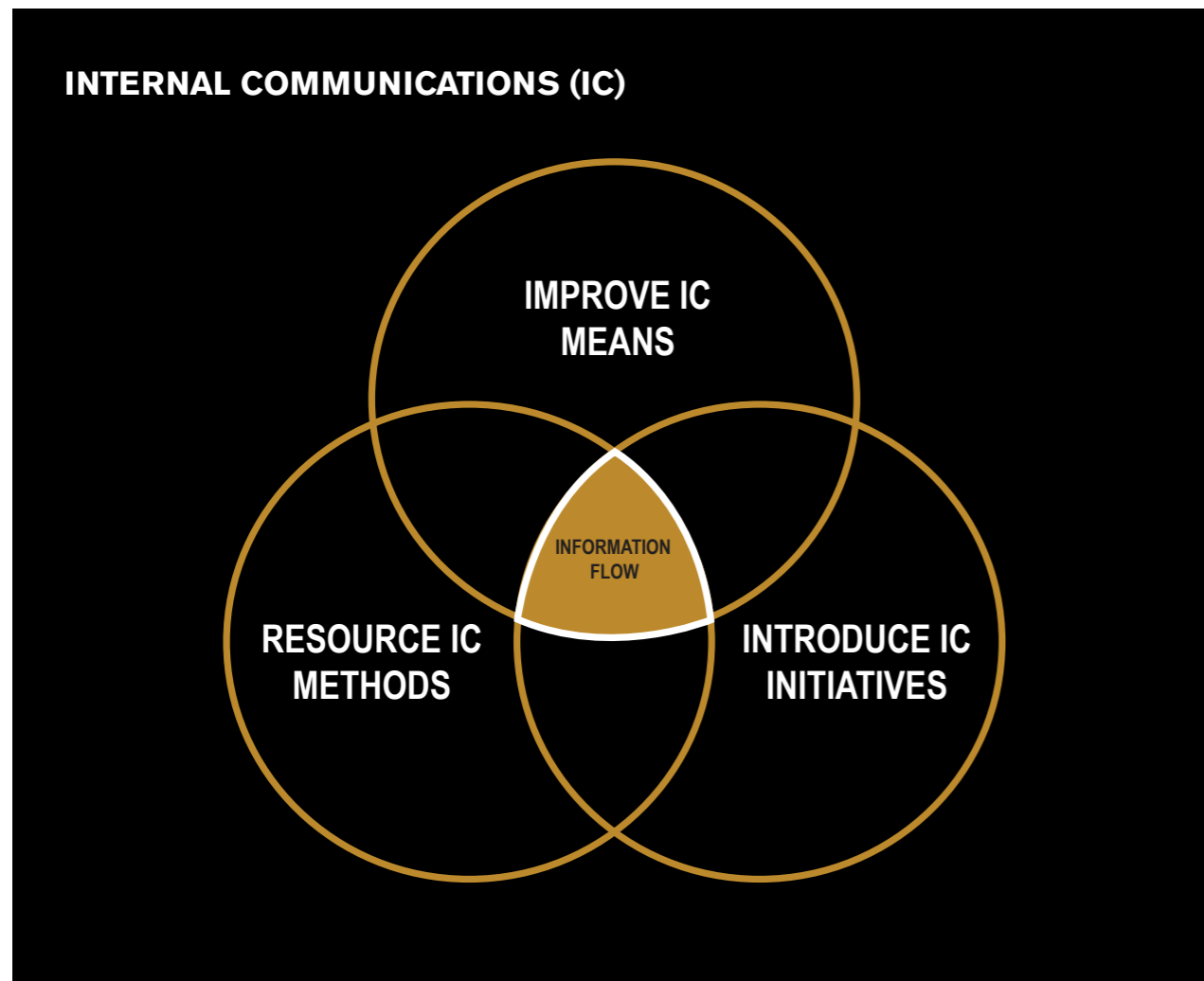
End State: We will be successful when we have appropriately resourced our IC methods, increased our capacity and means to inform our personnel, and enhanced the flow and means of information enablers at all levels.

INTRODUCE NEW IC INITIATIVES

Purpose: My intent is to introduce new communication platforms and methods to improve the range and scope of DF information sharing tools and to enable constructive access for all ranks to DF communication platforms in order to reinforce knowledge, enable information dissemination techniques, develop esprit de corps and limit potential impacts linked to misinformation.

Method: We will achieve this by, inter alia, developing a bespoke DF App, publishing and distributing a COS monthly newsletter, installing outdoor electronic notice boards and establishing innovative IC platforms accessible to all personnel in all DF locations.

End state: We will be successful when we have introduced new initiatives to reinforce and support the current IC strategy, are communicating timely and relevant information to all levels of the organisation, and are resourced to develop and deliver innovative approaches to meet information and communication objectives.



Improve Current IC Means

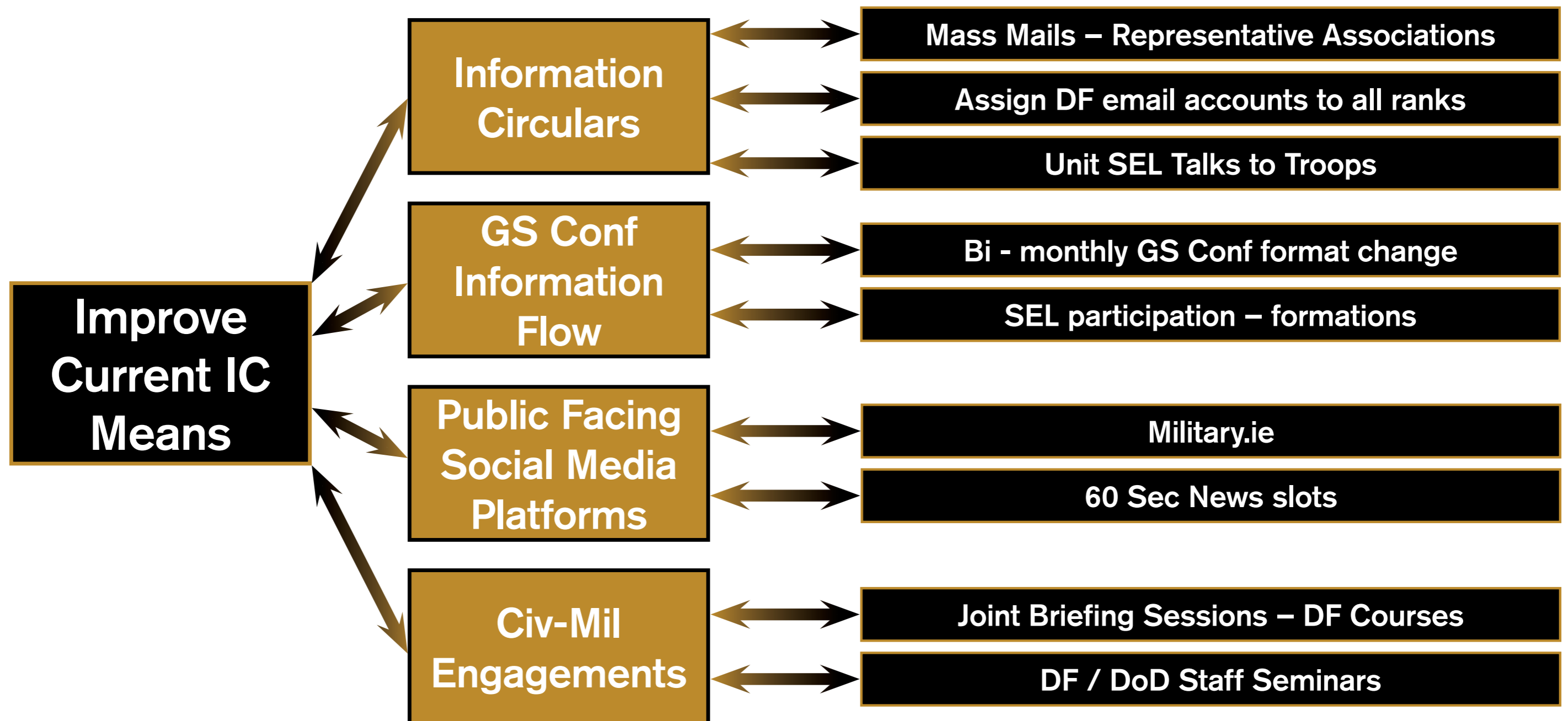
SECTION 4 · INTERNAL COMMUNICATIONS (IC)



Line of Development

Goal

Key Performance Indicators



Introduce New IC Initiatives

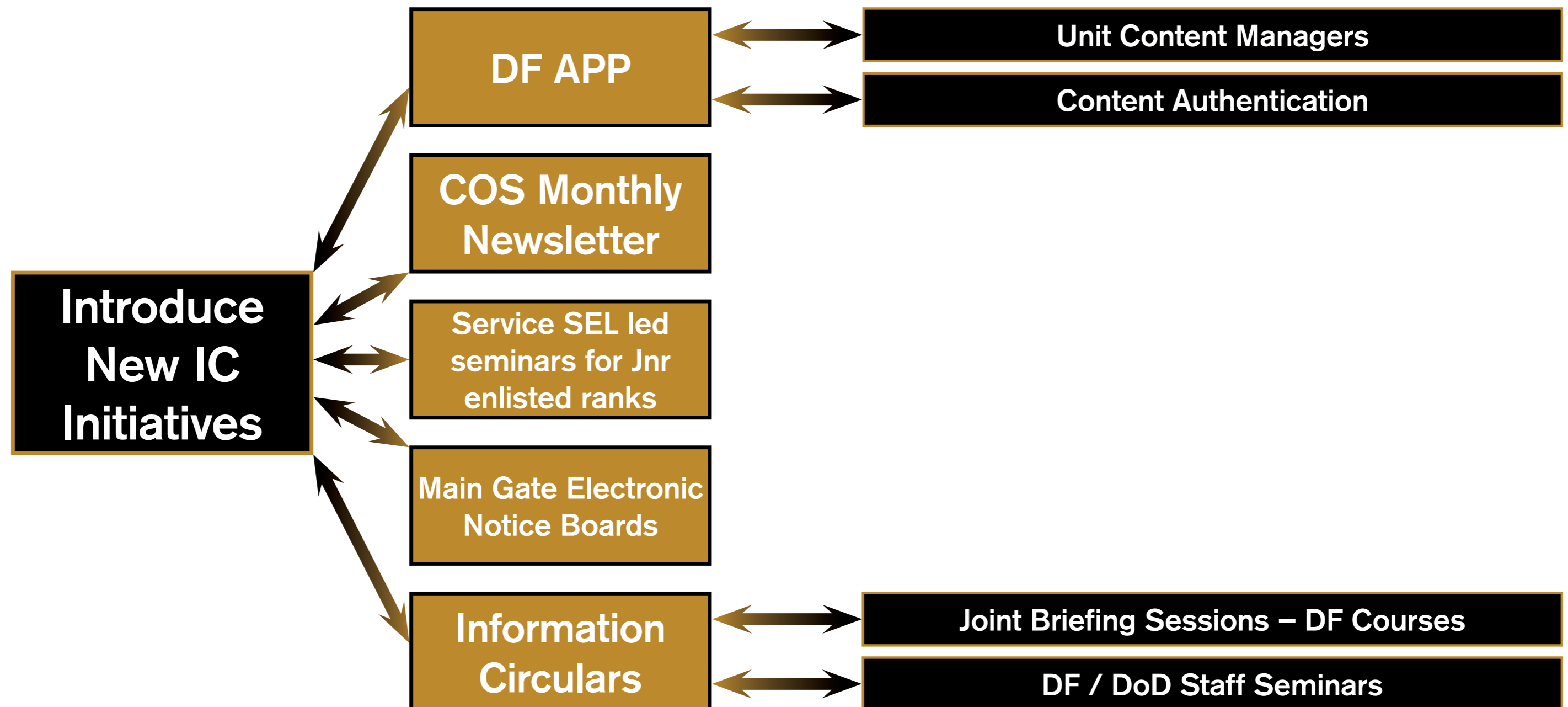
SECTION 4 · INTERNAL COMMUNICATIONS (IC)



Line of Development

Goal

Key Performance Indicators



Resources IC Methods

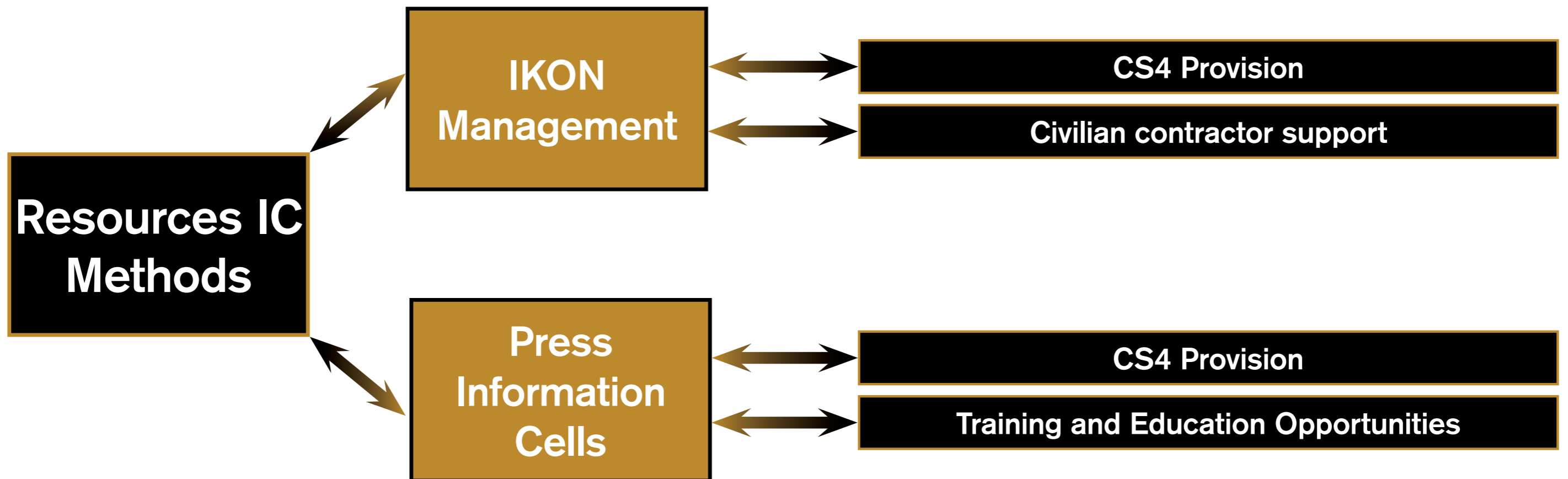
Line of Development

Goal

SECTION 4 · INTERNAL COMMUNICATIONS (IC)



Key Performance Indicators



Commission on Defence Forces (CODF)

SECTION 5 · Commission on Defence Forces (CODF)

ANALYSIS & FORCE DESIGN

Purpose: My intent is to conduct a full and detailed analysis of the CODF Report and its recommendations and to use that analysis to support a clear, defined and controlled future force design process.

Method: We will achieve this by establishing a full time Civ-Mil Implementation Management Office (IMO) that will be supported by functional SME working groups at the Strategic, Joint and Service levels. The IMO and working group members will be tri-service, drawn from enlisted and commissioned ranks and wherever possible reflect the range of competencies and diversities required to inform the implementation of government approved recommendations.

End State: We will be successful when we have performed an in-depth analysis and identified and designed a fit for purpose future force.

IMPLEMENTATION PLAN & PRIORITIES

Purpose: My intent is to develop and execute a clear and detailed Implementation Plan that prioritises and sequences the key actions and CODF recommendations required in order to develop the future DF required to address the Government's identified level of ambition.

Method: We will achieve this by identifying and prioritising the key recommendations and enablers that are required to establish new C2 and joint structures, that will deliver strategic HR and culture change, that will revitalise the RDF, that will deliver a joint capability development planning process, and that will reform and restructure the DF.

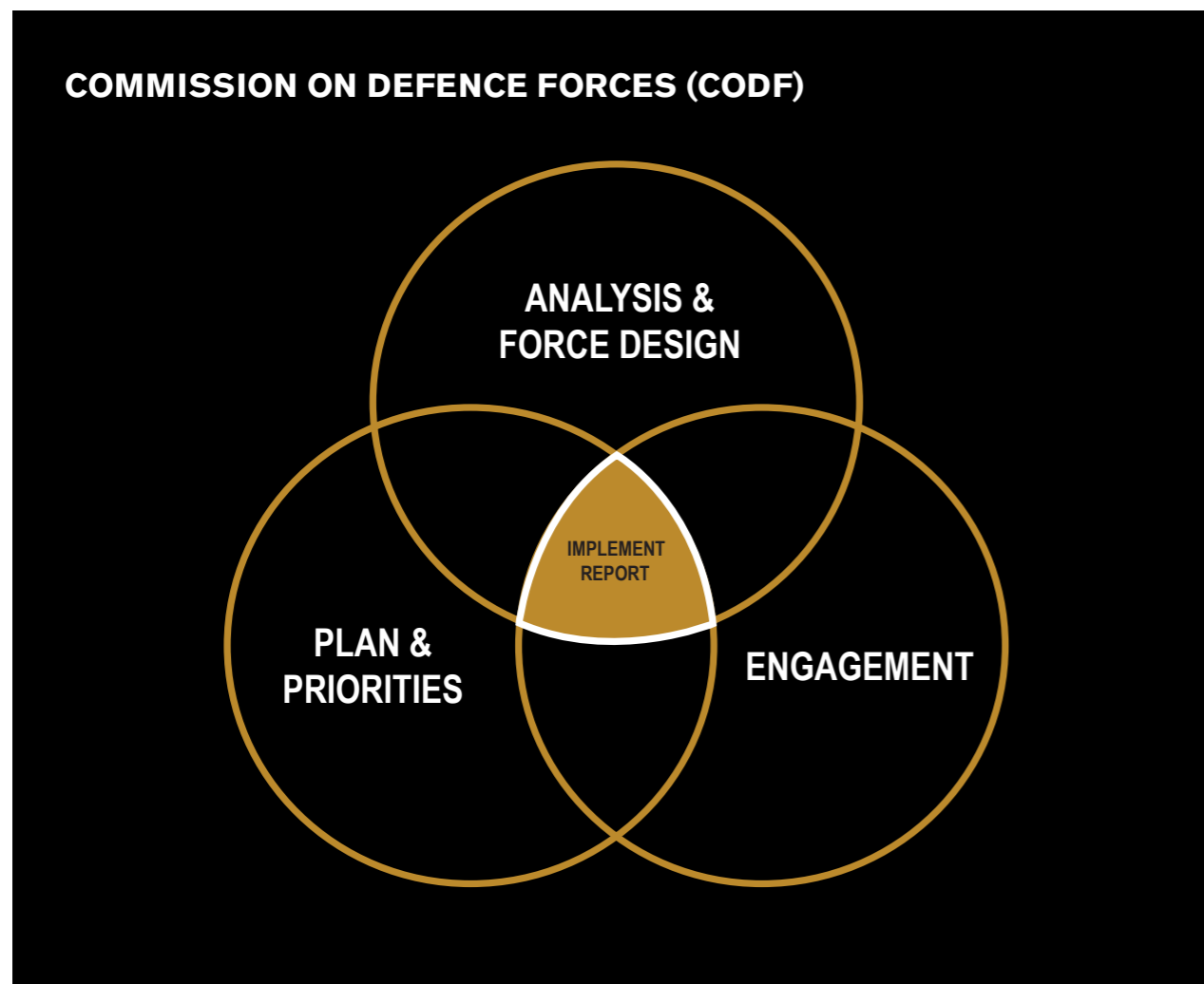
End State: We will be successful when we have identified and prioritised the key recommendations, have developed and agreed an Action Plan, and have established and defined a modernisation agenda that includes specific and measurable milestones and timelines.

ENGAGEMENT

Purpose: My intent is to ensure that all DF personnel are fully conversant with and apprised on the CODF Report Implementation plan. I expect to deliver a modernisation agenda that addresses and considers concerns and ambitions raised through planned and regularly scheduled communication engagements in order to ensure that all members of the Defence Forces can make a contribution to and influence advice and decision making.

Method: We will achieve this through regular dissemination of information circulars that will outline the key developments, significant decision and timelines, and by conducting information roadshows and General Staff engagements.

End state: We will be successful when DF personnel are fully informed on the implementation plan for the future force, have an appreciation of the effects and ambitions of the plan and have had opportunities to engage with the implementation and communication process.



Report Analysis and Force Design

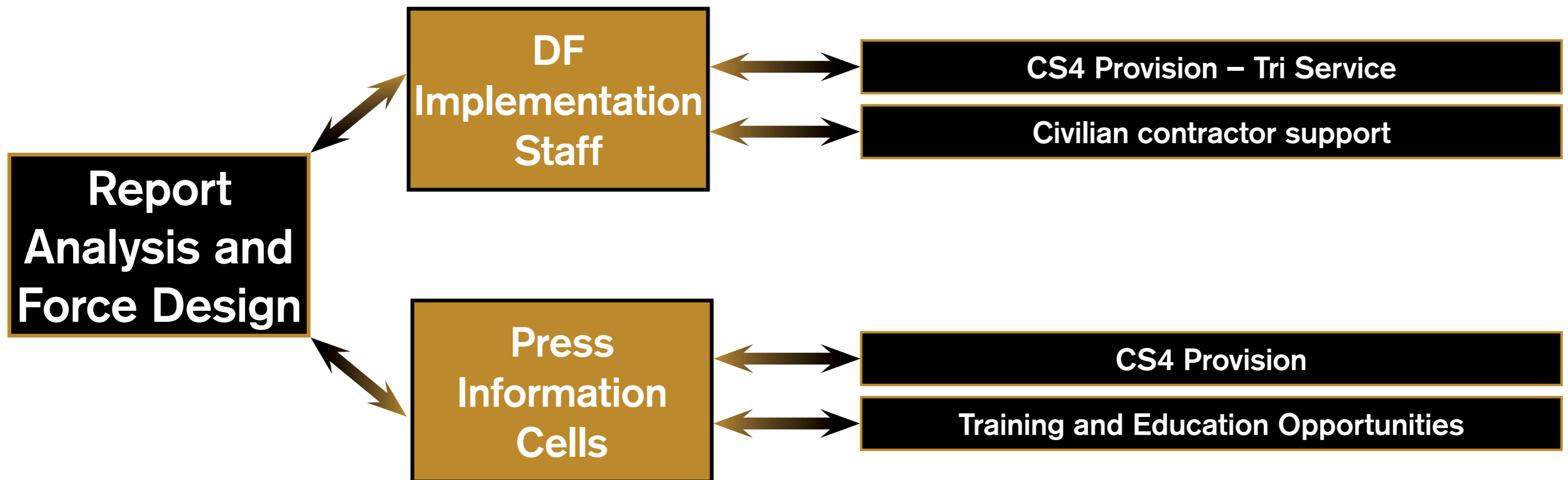
Line of Development

Goal

SECTION 5 · Commission on Defence Forces (CODF)



Key Performance Indicators





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