



Óglaigh  
na hÉireann  
IRISH DEFENCE FORCES

# RESERVE DEFENCE FORCES



## Employer's Information Handbook



[www.military.ie](http://www.military.ie)

STRENGTHEN  
THE NATION

What did your  
staff get up to this  
weekend?





## **Foreword by Minister with Responsibility for Defence**

Members of the Reserve Defence Forces make an important contribution to the Defence Forces and wider society. The training that goes into being prepared to augment the Permanent Defence Force takes commitment and dedication, characteristics that are valuable beyond military life and are of particular benefits to employers. This Employer's Information Booklet is an opportunity to convey the benefits that can accrue to organisations who have employees in the Reserve Defence Forces. It seeks to build and expand on those existing relationships which continue to help to facilitate employees who are also members of the RDF to train to a high standard.

I believe that there are multiple beneficiaries from volunteerism of this nature. The State, its citizens and the employer benefit in a myriad of ways from the skills and competencies of RDF members. There are mutual benefits to be had – employers benefit from well-rounded employees who are trained in a range of multi-disciplinary skills developed through participation in the RDF and the Defence Forces have the benefit of skills that Reservists bring to bear from their professional lives. I thank all employers who already facilitate their employees training commitments and I hope that this Booklet will encourage others to do so.

The Government is, as demonstrated in the White Paper on Defence 2015, committed to the development of the RDF. Indeed, on many occasions, I have indicated the high regard in which I hold the RDF. In my role as Minister, I have witnessed at first hand the contribution and dedication of RDF members across a variety of occasions and endeavours. Whether it is a weather emergency,

assisting with missing persons searches or on ceremonial occasions, the dedication to duty is there for all to see.

Central to this is the level of training that members undergo in order to perform the roles assigned and what must be remembered is that the men and women of the RDF give of their time voluntarily to train year in year out for the wider societal benefit. Indeed, this has long been recognised by Government in its role as an employer. Provisions have been in place since 1953 (updated and expanded in 1979) to provide for time off to be allowed to Reservists for attendance at training. The requisite training for Reservists normally amounts to between one and two weeks annually, dependent on unit. To those employers who already facilitate their employees by granting such leave, your support is appreciated in assisting Reserve members to train to the highest standard. I would encourage other employers of Reservists to consider supporting their employees in this way.

I hope that you find this Booklet informative.

A handwritten signature in black ink, consisting of the first name 'Paul' and the last name 'Kehoe' written in a cursive style.

The Minister with Responsibility for Defence

Mr. Paul Kehoe, T.D.



## Chief of Staff Foreword

The Reserve Defence Force (RDF) is a voluntary and locally based national organisation consisting of the First Line Reserve (FLR), the Army Reserve (AR) and the Naval Service Reserve (NSR). It provides a key capacity to augment the Permanent Defence Forces (PDF) in its primary defence role and in other crisis situations.

The Government recognises the important role that the Reserve plays in contributing to the spirit of voluntary service to the State that has been the hallmark of the Reserve. The RDF provides an important link between the Defence Forces and society with valuable contributions to communities through local events and ceremonial occasions.

Following the latest reorganisation of the Defence Forces, the RDF is now organised alongside the PDF within a Single Force Structure allowing enhanced cooperation and integrated training. This training plays a huge part in every Reservists career, whether it is in the classroom, on exercises or at training camps. I ask that you would give favourable consideration to requests from members of the Reserve Defence Forces in your employment to attend military training that will benefit the individual, the Organisation, the State and you, the employer. Military training normally consists of between 5 and 10 working days annually depending on the individual's unit.

It is my belief that Reservist's military and civilian careers should complement each other. Reservists undergo specialist military training, developing many transferable skills which can be of direct benefit to their civilian role in the workplace. Core competencies such as decision-making, communication skills, leadership, team building and practical skills such as first aid, IT and health and safety training are all areas where Reservists can add value to your organisation or business. Reservists also possess considerable skills developed through their individual professions and employment, which may not be readily available in the Defence Forces.

One of the key components in the success of the Reserve Defence Force has always been the goodwill, support and encouragement of the nation's employers. I would like to take this opportunity to thank you for your support to date; without which, it would not be possible for Reserve members to attain the high standards of training required to deliver an appropriate level of service to the State and its citizens. The Defence Forces will continue to nurture this relationship with employers in the coming years, and in that regard, I look forward to your participation.

A handwritten signature in black ink, appearing to read 'Mark Mellett', written in a cursive style.

Vice Admiral Mark Mellett

DSM

Chief of Staff

Óglaigh na hÉireann

Defence Forces Ireland



# Defence Forces Reservist

## Twice the Citizen, Twice the Employee

Reservists make exceptional employees. If you or your company are lucky enough to employ a Reservist, we would encourage you to ask them about their activities, training and responsibilities. You will be surprised to discover something new about what your employee is capable of outside the workplace. Moreover, you as an employer benefit from external staff training and skills development.

### What are the Reserve Defence Forces?

If you employ a Reservist, you already benefit from your employee receiving:

Annual Medical  
Screening

Compulsory Random  
Drug Testing

Annual Fitness  
Assessment

Manual Handling  
Training

The Defence Forces in Ireland consists of the Permanent Defence Force (PDF) and the Reserve Defence Force (RDF). The RDF, comprising the First Line Reserve, Army Reserve and Naval Service Reserve are part time soldiers and sailors that commit their spare time to be part of Ireland's defence arrangements. The PDF retains the capabilities to deliver all day to day military operational outputs both at home and overseas and to respond to a range of contingencies and has its own specific roles which reflect this. The 2013 reorganisation of the Defence Forces saw the integration of Reserve units as integral sub units of PDF units under the Single Force Concept. Reservists are equipped and trained to support the PDF in line with their primary roles of augmenting the PDF in crisis situations and contributing to State ceremonial events (White Paper on Defence 2015).

In the White Paper on Defence 2015 the Government also recognises the important role Reservists have played in contributing to Ireland's defence capability, and in particular to the spirit of voluntary service that has been the hallmark of members of the Reserve from the Local Defence Forces (LDF) of The Emergency (WWII) to the Forsa Cosanta Áitúil (FCA) to the RDF of today. The RDF also provides an important link to society.

# Benefits a Reservist brings to your Business

There are many advantages to having a Reservist in your employment, not least of which are a palette of transferrable skills acquired from the Defence Forces, a highly regarded training institution. Skills and key attributes that could be directly transferred into the workplace include:

## Core Skills

- Teamwork
- Leadership
- Self-discipline

## Practical Skills

- First aid, health and safety and fire-fighting
- Weapons handling and parade drill - develops precision, coordination and accuracy
- Develops resourcefulness, perseverance and the ability to improvise in unfamiliar or difficult circumstances

## Personal Attributes

- Organisational loyalty, reliability and integrity
- Commitment to Service, self confidence and resilience
- Fitness, motivation and patriotism

*"I actually employ 2 Reservists as part of my team they do administration and logistics for my company, they are always punctual, flexible to changes in the work routine and polite on the phones when talking to customers. [...] I have no hesitation in either employing Reservists or recommending Reservists for a work force as the skills they learn during military life cannot be bought in the civilian world or taught on any course."*

**Ciaran J Curran**

**Director – Emergency Services Training Institute**





# **Defence Forces' Values**

## **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 commanders and our subordinates, our comrades and our team.

## **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.

# Professional Development

The interests of the Defence Forces and Employers are aligned when it comes to the professional development of Reservists. Defence Forces personnel are trained how to lead, work within a team, solve problems, communicate, present ideas and organise complex events or processes.

Many Reservists train in specialist trades as well as military practices and procedures. Their training covers a wide range of skills and disciplines, specific to the Service and Unit to which they belong.

Advanced communications using computer, radio and satellite technology

Language skills for intelligence and administrative purposes

Driving and operating construction plant, heavy goods vehicles or motorcycles

Handling explosives, dangerous chemicals or waste

Personnel Management

First Aid

Occupational Health and Safety

IT

Catering

Fire Fighting



# The Reservist / Employee Balance

While businesses will inevitably gain from the skills developed through Reserve service the real beneficiaries are the Reservists themselves; many of whom relish the challenge and opportunities that are exclusive to the Defence Forces.

To help you understand what Reservists are trained and required to do, across the following pages there is a breakdown of Reservist responsibilities categorised by their rank.



*"Being a Reservist gives me the opportunity to challenge myself in a multitude of ways. The RDF engages me and encourages betterment in all aspects of my life. To get the same level of training, comradeship and fulfilment elsewhere would come at a considerable cost in both time and money across various courses, clubs and activities. The RDF offers a productive work/family/service balance."*

**Robert Gilbey**

**Data Centre Connectivity Field Engineer – Facebook**

**Reservist - 2 Brigade, Communications and Information Service Corps**



*"Ripplecom employ 3 Reservists as part of the Engineering team. All three are members of the Communications & Information Services Corps and their skills with radio in the Defence Forces are complementary to the needs of Ripplecom. They also bring the other positive aspects of army life, discipline and organisation which are traits very much welcome in our organisation. I have no hesitation in employing or recommending Reservists."*

**Diarmuid Ó Briain**

**Chief Technical Officer - Ripple Communications Limited**



## What we see: Private / Seaman

## What you see: General Operative / Apprentice

All Reservists join the Defence Forces as recruits. On completion of a two year training period they qualify as Privates (Army Reserve) and Able Seamen (Naval Service Reserve). Further training in specialist skills is conducted dependant on the unit to which they are assigned. Their roles and core competencies include:



### Fullfilling the role of frontline soldiers - disciplined, self-motivated, integral team-members

Disciplined, structured and systematic in achieving high quality results. They know where to seek guidance

Display common sense and a logical approach. Reach sound conclusions in the absence of a Commander

Use personal presence and interpersonal skills to communicate and collaborate with others

Display good levels of physical and mental resilience. They maintain composure and display persistence

Dependable and reliable. Seek support when it is needed. Take pride in delivering quality outputs

Maintain high levels of situational awareness and are alert to potential hazards

Comfortable working within the rank structure. Positive, loyal and self motivated

Show respect to everyone they interact with. Always willing to step in to support others

# What we see: Non-Commissioned Officer (NCO)

## What you see: Team Leader / Supervisor

NCOs are the backbone of any Armed Forces. In order to become an NCO within the Reserve Defence Forces, selected candidates - who have completed a minimum of three years' service - must undertake a challenging potential NCO course that develops existing military skills and introduces leadership training. Their roles and core competencies include:



**Playing a key role in ensuring that military activities and operations are conducted in line with best practice and current regulations**

Display sound judgement based on consideration of a broad range of factors. Maintain high levels of situational awareness

Think through the potential implications of actions in order to reach well balanced judgements and decisions

Understand the end state, the requirements of the task and how this matches the resources available

Monitor performance against standards and take appropriate action to support improvement where necessary

Use their expertise to train others, while understanding the limits around their expertise and consulting appropriately

Often take the initiative without waiting to be told what to do. Clear focus on achieving results

Are assertive, will take unpopular decisions, while at the same time motivating and being approachable and supportive

Display physical and mental resilience in managing themselves in demanding situations



# What we see: Senior Non-Commissioned Officer

# What you see: Team / Departmental Manager

Senior NCOs make up the managerial infrastructure of the Defence Forces. Whether in the fields of logistics, transportation, medicine, communications, engineering, military police, infantry, cavalry or artillery, Senior NCOs are experts in personnel and technical management. Reservists undergo additional advanced career training courses to be eligible for promotion to Senior NCO. Their roles and core competencies include



Responsibility for the administrative and logistical requirements for a group between 30 to 150 personnel

Have an authoritative and decisive presence, backed up by moral courage and concern for welfare

Lead by strong positive example and engender trust through consistency and integrity of their behaviour

Create the tone for the group, overcoming challenges and obstacles to the groups performance

Play a critical role in setting high standards for performance, compliance and discipline

Audit, inspect and evaluate current capability and put in place immediate remedial actions as needed

As a critical link in the chain of command, they ensure timely and appropriate information flows both ways

Foster a sense of common purpose and mutual commitment, and address conflict in a positive manner

Display resilience and a composed approach when working under sustained or exceptional demand

## What we see: Junior Officer

## What you see: Deputy Head of Dept / Project Manager

When it comes to leadership training there are few better training establishments than the Military College Cadet School. Nominated enlisted personnel can be considered for selection for Officer training. This involves a part time course conducted over two years which provides additional tactical, administrative and leadership training. On completion the candidates are commissioned by the President. Their roles and core competencies include:



Leading a group of approximately 30 subordinates involved in physically demanding, dangerous and team-related tasks in order to achieve a mission

Display expertise in their area of responsibility, and apply this to evaluating technical, logistical and deployment issues

Derive courses of action based on a comprehensive understanding of a situation following analysis of all variables

Take a hands on approach and are detailed in their planning to deliver on multiple competing demands under changing requirements

Work closely with NCO's to foster a climate of high quality and take an active role in inspecting and recording performance

Demonstrate a strong sense of duty, loyalty and selflessness in making personal sacrifices to support group achievement

Display comfort in command and are prepared to act decisively as needs arise. Focused on morale, and support and motivate their personnel

Build strong working relationships with others in their group, while maintaining a professional distance

Good levels of self awareness, display grit and tenacity, and show composure in difficult and stressful environments



## What we see: Senior Officer

## What you see: Head of Department / Executive

With a wealth of experience and corporate knowledge, Senior Officers, Commandants / Lieutenant Commander and Lieutenant Colonels 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:



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

Demonstrate an authoritative and credible leadership presence, leading by clarity of direction and clear conviction

Are principled and represent their Unit in a positive and credible manner to external audiences, communities and agencies

Foster a climate of innovation and constructive challenge and are ambitious to improve the performance of their Unit.

Maintain consistent performance under pressure and provide reassurance and stability in a crisis, always alert to morale and resilience levels

Understand and take into account wider operational context and Defence Forces strategy when executing operations and activities

Use well honed evaluation skills to weigh up issues, and are comprehensive and accurate. Can see issues from multiple perspectives

Accurately scope requirements and plan ahead for resource allocation. Manage a wide range of projects and ensure delivery to quality, time and cost standards

Are measured, appropriately assertive and constructive. Maintain effective working relationships with a wide range of personnel

# How can Employers support their Reservists?

Reservists dedicate part or all of their annual leave to full time training with the Defence Forces. There are no legislative measures to allow Reservists to train separate to their employment which is why we would appeal to employers to offer their support.

It is understood that every business has its own demands and requirements of its employees. You can support the Reservist by introducing a Reserve Forces Company Policy that takes into consideration the following:

- Their specific leave requirements to fulfil their RDF career and specialist training.
- Their specific leave requirements for annual training.

There is a scale of options currently being used by various employers to facilitate Reservist training, we've categorised the standards of support as follows:

## Bronze

- Have a company policy that grants annual leave to coincide with RDF training

## Silver

- Have a company policy that grants additional discretionary leave to coincide with RDF training

## Gold

- Have a company policy that grants additional discretionary paid leave to coincide with RDF training

## Your support

Your support as an employer is vital to us as a national defence organisation as well as to the Reservist as an individual. We value all the support and feedback that you might have that can enable us to contribute towards a better relationship between our organisations.

*"I have managed businesses in both construction and more recently retail and have employed members of the RDF in both. From my experience of these colleagues, the practical experience that they can bring from their military training is valuable - however, it is the 'people' skills that are most impressive; the ability to deal with problems in a structured and methodical manner; strong communication skills; and a flexible approach to work with a "can do" attitude.*

*I would have no hesitation in recommending members of the RDF to other employers."*



**Niall Stringer**

**Managing Director - Tiger Retail Ireland Ltd**

# Making it Happen

You may think that having the ability to fire artillery has no place in the civilian workplace, but consider what has to happen before the troops pictured are in a position to fire this mortar.



## Preparation

### The Commanding Officer

**Corporate Strategy:** Reviews unit weapons skills capabilities and training requirements to meet operational demands

**Planning:** Formulates plan

- Why, when, where and what to fire

**Action:** Disseminates plan to Junior Officers

### Junior Officers and Senior NCOs

**Logistics:** Book area for firing. Transportation of personnel, equipment and munitions to area. Communications plan.

**Equipment:** Check serviceability and draw weapons, hardware and ammunition from stores

**Personnel:** Specialist technicians. Medical and security cover. Extra support staff.

**Support:** Rations. Risk assessments. Contingency planning.

## Execution

### Skilled teams assembled

- All personnel trained tested and certified to set standards

### Survey team

- Direct the deployment, fixation and orientation of weapon systems

### Observer team

- Covertly setup to observe target, calculate target information and send to command team

### Command team

- Take target information and translate it into a firing plan

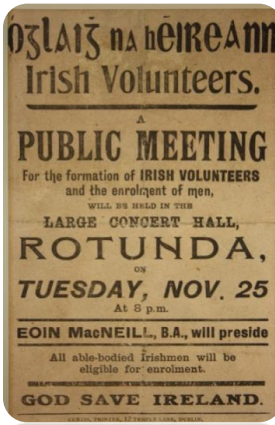
### Weapons crew

- Apply firing plan to weapon systems, and adjust to aim on target

### Gunner

- Fires weapon system

## Did you know....



Since 1929 the Army Reserve has supported the Irish Defence Forces in performing its duties. This followed the tradition of volunteer service which started with the foundation of Irish Volunteers in November 1913 and during the 1916 Rising. After Independence the Reserves played an essential part of defending Ireland during the Emergency (1939-45) and assisting the army during the 1960's and 1970's.



During the 1970's the FCA expanded and many members became full time soldiers in response in events in Northern Ireland. Women first joined the FCA in 1993 and have been fully integrated into the RDF since then. The modern RDF is now equipped and trained to support the Permanent Defence Forces in line with the 2013 Single Force concept. Today the role of the RDF is to augment the PDF in crisis situations and to contribute to State ceremonial events.

# Frequently Asked Questions

## Q. 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.

## Q. 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.

## Q. 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. Reservists will submit an official signed request (Army Form 309) for time off. Upon their return from Military Training they can submit a certificate of attendance.

## Q. 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. Public Sector arrangements, circular 51/79, provides for special leave with pay for members of the RDF while on annual training.

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

- Military Reservists have no legal entitlement to pay from their Civilian employers. The Defence Forces will pay them for periods of full time training. Circular 51/79 applies for Public Sector members of the RDF.

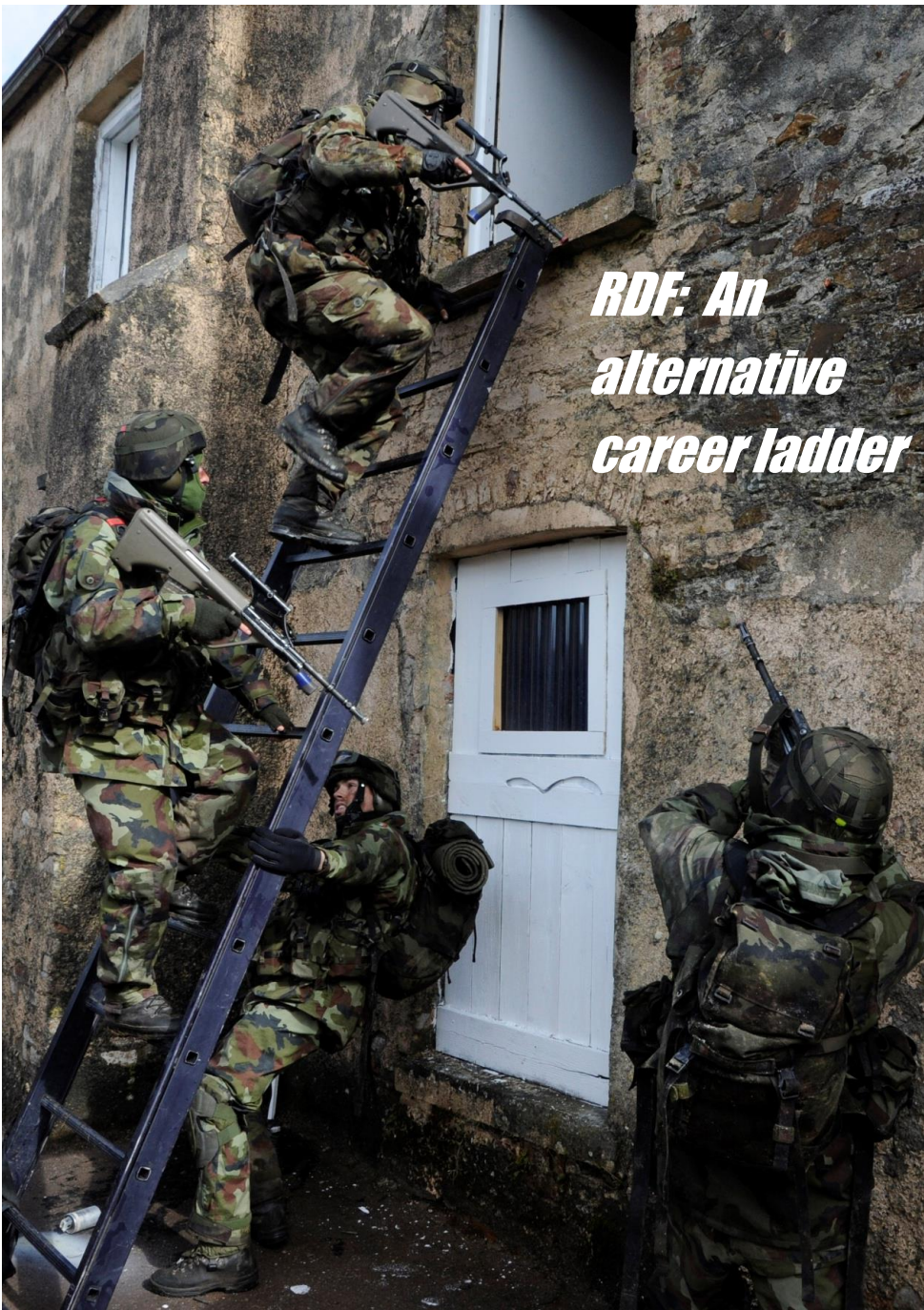
## Q. Do I have to make payroll changes to include Military pay?

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

## Q. How can I get further information?

- For further information please log on to [www.military.ie/reserve](http://www.military.ie/reserve) or contact Employer Support at [rdfeemployersupport@defenceforces.ie](mailto:rdfeemployersupport@defenceforces.ie).





***RDF: An  
alternative  
career ladder***



For further information

email

[rdfemployersupport@defenceforces.ie](mailto:rdfemployersupport@defenceforces.ie)

log on to

<http://www.military.ie/reserve/>