



Reserve Defence Force Representative Association
Comhlachas Ionadaitheach na nÓglach Cúltaca

**RDFRA submission to the
Commission on the Defence Forces**

January 2021

Contents

1. Introduction	3
2. Executive Summary	5
3. Capabilities	7
4. Structure	9
5. Staffing	17
6. How to better leverage the capabilities of the RDF in their supports to the PDF	22
7. How to make serving in the RDF a more attractive option	25
8. Remuneration systems and structures	32
9. Approaches to recruitment	34
10. System of career progression to meet the recommended forces structures and disposition	42
APPENDIX 1: Structure/Disposition of the Reinforcement Reserve	47
APPENDIX 2: Structure/Disposition of the Specialist Reserve	89

1. Introduction

I am pleased to introduce this submission to the Commission on the Defence Forces by the Reserve Defence Force Representative Association (RDFRA). This document represents both the extant policies of the association and constructive proposals for addressing the challenges within the remit of the Commission. We recognise the seismic importance of the opportunity presented to us, and to current and future members of *Óglaigh na hÉireann*, by the establishment of the Commission.

Throughout the history of the State, reservists have always heeded Ireland's call to step forward and volunteer to do our duty. For many of us, our service is a pure expression of our patriotism and willingness to serve our nation. However, it is regrettable that there are many examples of where this goodwill was squandered. The result is that we are now fewer in number than ever. The unforgivable erosion of capacity is not something for which we can hold our former political leaders to account. However, we can bring the Lessons Learned principles to the table now in the interests of avoiding mistakes already made.

Making provisions for an uncertain world and an unknown future is a difficult task. The 'black swans' that preoccupy Military Management can come from any sector and the general understanding of probability of impact in a dynamic threat environment is not universally appreciated. When contemplating how *Óglaigh na hÉireann* can best be structured and equipped to face threats that cannot be predicted, the Commission should bear in mind that the Reserve Defence Force represents a huge untapped pool of human and intellectual resources that can be part of the execution of change itself, as well as a contingent part of the defence establishment thereafter.

Our recommendations address the challenges of creating a practical, functional, effective Reserve Defence Force – the structure and roles of which will serve the State well, are reflective of government policy, and will create a flexible and resilient force for the future. We have chosen to present a vision for the Reserve Defence (Second Line Reserve) and to leave the revitalisation of the Reserve Defence Force (First Line Reserve) to others.

We have not considered the matter of equipping the Reserve Defence Force. We have chosen to take for granted that the state will ensure that, if resources are expended on attracting citizens to the Reserve Defence Force, the tools that would allow them to provide real capability will also be procured. For example, Reserve Defence Force medical specialists will be of greatest value if provided with a Field Hospital to staff and operate. In this regard it is very encouraging that the recently issued Department of Defence Equipment Development Plan (2020-2024) includes a project to replace the Naval Service Reserve motor launches between 2021 and 2024.

However, prior to the Commission issuing a final report, there is a matter of urgency that must be addressed immediately, namely that the current decline of the Reserve Defence Force be arrested and that the organisation be provided with sufficient resources and supports to continue functioning until the Commission concludes its work. Without immediate action, the Reserve Defence Force faces the very real threat of declining to below a critical operating level. Should its effective strength erode further, this jeopardises its potential to regenerate following the implementation of supportive recommendations from the Commission. To put it succinctly, we need to ensure that there will be a Reserve Defence Force left for the Commission to save.

I hope the Commission will forgive the fact that there is, of necessity, a degree of repetition of certain points or proposals throughout the document. This is to ensure that if certain chapters are read on a stand-alone basis, essential context provided by separate, but related, chapters is presented to the reader.

Finally, I would like to thank our General Secretary, Lt. (AR) Neil Richardson M.A., for his diligence, research, and hard work. It is he who brought this document together in its clear and precise form.

Eugene Gargan, Comdt. (AR)
President
Reserve Defence Force Representative Association

January 2021

2. Executive Summary

1. **Capabilities:** The RDF should be repurposed as an operational reserve and divided into “Reinforcement Reserve” and “Specialist Reserve” groups within each branch of the service, to provide a surge capacity in terms of organic Defence Forces skills (Reinforcement Reserve) or to provide specialist skills that are accredited externally to the Defence Forces (Specialist Reserve). This requires a “traditional” establishment structure for the Reinforcement Reserve, but a flexible establishment structure for the Specialist Reserve. For the Reinforcement Reserve, recruit training should be generic, while 2*-3* training should be corps-specific and O/Sea-A/Sea training branch-specific.¹
2. **Structure:** The RDF should comprise the Army Reserve, Naval Service Reserve and Air Corps Reserve, with each of these branches comprised of Reinforcement Reserve and Specialist Reserve elements. Combined, all three branches of the Reinforcement Reserve will possess an establishment of 4,169 personnel, all ranks. Combined, all three branches of the Specialist Reserve will possess an establishment of 962 personnel, all ranks. There will be a facility for personnel to serve exclusively as Reinforcement reservists, exclusively as Specialist reservists, or – in the case of Reinforcement reservists who also possess specialist qualifications/skillsets – to transition between the two groups as required. Each county/region will possess at least one (1) RDF location, and the establishment in each location will be proportionally representative of serving-age population size.
3. **Staffing:** The office of Reserve Forces should be a standalone office, with RDF matters being the sole responsibility of the relevant Director and his/her staff. The creation of a Permanent Defence Force “Mentoring staff” for elements of the Reinforcement Reserve is recommended; their role is to train the Reinforcement Reserve with a view to ensuring that units engage with/operate using the latest doctrine, and with a view to making the Reinforcement Reserve self-sufficient in all matters of administration and logistics. Conversely, the creation of a PDF “Logistics/Administrative Support staff” for elements of the Specialist Reserve is recommended; their role is to support each Specialist Reserve element in all matters of administration and logistics. “Reserve recruitment staffs” should be created at regional level (comprised of PDF and RDF personnel, for recruitment to the Reinforcement Reserve) and at centralised level (comprised of PDF personnel, for recruitment to the Specialist Reserve).
4. **How to better leverage the capabilities of the RDF in their supports to the PDF:** Capability must be secured, via recruitment of a full-strength RDF, the provision of appropriate remuneration at all levels, modularisation of all military courses, and the provision of employment protection (along with employer engagement and employer supports). Concurrently, legislative amendments are required to permit RDF capability to be utilised domestically and overseas. For the Reinforcement Reserve, recruit training should be generic, while 2*-3* training should be corps-specific and O/Sea-

¹ 2* (“two star”) is an intermediate rank for Private soldiers in training; 3* (“three star”) denotes a fully trained Private soldier. O/Sea (“Ordinary Seaman/woman”) is an intermediate rate for a sailor in training; A/Sea (“Able Seaman/woman”) denotes a fully trained sailor.

A/Sea training branch-specific. A significant increase in RDF resourcing is also required.

5. **How to make service in the RDF a more attractive option:** A dedicated external marketing and internal information campaign will be required to rejuvenate the awareness and perception of the RDF. The creation of multiple pathways to RDF service is necessary to attract as wide a pool of potential applications as possible, and a functional recruitment system is necessary to obtain new entrants for the organisation of sufficient quality and in sufficient quantity. For the Reinforcement Reserve, locations should be available in each county/region, with dedicated military transport available to transport personnel to/from each Reinforcement Reserve location and the local populous urban centres. There must be opportunities for meaningful operational service, both domestically and overseas. The provision of meaningful employment protection, and associated employer engagement and employer supports, is necessary to attract applicants for the organisation, and to retain them. Appropriate remuneration is necessary to attract applicants for the organisation, and to retain them. A functional promotion system is also necessary to retain personnel at all level within the organisation. The modularisation of all military courses is required to make them accessible to members of the RDF.
6. **Remuneration systems and structures:** All RDF activities must be paid, and the concept of “unpaid” activities abolished. An hour-for-hour/pro rata system should be introduced. All allowances available to the PDF should be available to members of the RDF for undertaking certain categories of activity. To reflect their differing roles, an annual tax-free “operational readiness allowance” should be payable to members of the Reinforcement Reserve who attain certain operational readiness criteria during the training year, while members of the Specialist Reserve should be remunerated appropriately, including the provision of appropriate allowances.
7. **Approaches to recruitment:** RDF recruitment process becomes a formal/structured part of each unit’s planning process for the coming year. The creation of multiple pathways to RDF service is necessary to attract as wide a pool of potential applications as possible. For the Reinforcement Reserve, recruitment is devolved to local level and processed at regional level by Reserve Recruitment staffs consisting of PDF and RDF personnel. For the Specialist Reserve, recruitment is processed at centralised level by Reserve Recruitment staffs comprised of PDF personnel. All resourcing issues relating to RDF recruitment need to be addressed.
8. **System of career progression to meet the recommended force structures and disposition:** Promotion within the Reinforcement Reserve should be based on successful completion of mandatory qualifying career courses, unit commander’s recommendation, interview and personnel file review by promotions board (if relevant to the level of promotion), and existence of a suitable vacancy. Such career courses should be provided on a cyclical, structured, predictable basis. Furthermore, vacancies for Senior NCO and officer appointments should be advertised nationally. Promotion within the Specialist Reserve should be based on an increase in specialist qualifications/skillsets possessed.

3. Capabilities

1. The Reserve Defence Force should be repurposed from a strategic reserve to **an operational reserve**, capable of being utilised operationally both domestically and overseas. All training, structure, disposition, etc. should support this objective.
2. In terms of the proposed capabilities that the Reserve Defence Force should provide, it is recommended that these be **divided into two (2) categories**:
 - a. Capabilities that can be developed organically within the Defence Forces (i.e. capabilities that are accredited internally by the Defence Forces).
 - b. Capabilities that cannot be developed organically/exclusively within the Defence Forces (i.e. capabilities that require accreditation from external sources).
3. The section on “Structure” below recommends a restructuring of each branch of the RDF into the Reinforcement Reserve and Specialist Reserve elements. It is therefore recommended that:
 - a. The **Reinforcement Reserve’s mission statement** is “To provide a surge capacity in the areas of organic Defence Forces skills, and to support operations both domestically and overseas”.
 - b. The **Specialist Reserve’s mission statement** is “To provide specialist skills that are accredited externally to the Defence Forces, in an individual or group capacity, and to support operations both domestically and overseas”.
4. As a result of its recommended mission statement, members of the Reinforcement Reserve should be **fully trained in all aspects of their respective military appointments**, and fully capable of providing a **surge capacity** in this regard as/when required. These are the capabilities of the Reinforcement Reserve.
 - a. Additionally, initial training for members of the Army Reserve and Air Corps Reserve (Reinforcement Reserve) should be restructured as follows in order to **develop meaningful corps capability at an earlier stage**:
 - i. **Recruit training – All members of the Army Reserve and Air Corps Reserve (Reinforcement Reserve)** should undergo a Recruit training syllabus that includes instruction on foot/arms drill, all weapons organic to an Infantry section/platoon, section- and platoon-level tactics, and map reading and navigation. Subsequently...
 - ii. **2*-3* training (Artillery)** – Should undergo a gunnery course, following the successful completion of which they are promoted to 3*Gunner rank.

- iii. **2*-3* training (Cavalry)** – Should undergo a basic reconnaissance course, following the successful completion of which they are promoted to 3*Trooper rank.
 - iv. **2*-3* training (Infantry, Military Police, Air Corps)** – Should undergo a training syllabus that focusses on Fighting In Built Up Areas (FIBUA) / Military Operations in Urban Terrain (MOUT), Crowd/Riot Control (CRC), and Unarmed Combat (UAC), following the successful completion of which they are promoted to 3*Private (or equivalent) rank.
 - v. **2*-3* training (Transport)** – Should undergo a jeep and trailer driving course, following the successful completion of which they are promoted to 3*Private rank.
- b. Initial training for members of the Naval Service Reserve (Reinforcement Reserve) should focus on preparing its members for **seagoing capability at an early stage**. This could be accomplished as follows:
- i. **Recruit Training – All members of the Naval Service Reserve (Reinforcement Reserve)** should initially complete a Recruit training syllabus which includes foot/arms drill and weapons handling. The syllabus should include instruction on basic seamanship together with Personal Survival Techniques (PST), Damage Control/ Firefighting (DCFF), and Personnel Safety and Social Responsibilities (PSSR) courses. On completion of the Recruit training syllabus, members of the Naval Service Reserve should be in-date for all sea-going qualifications in order to immediately augment the seagoing capability of the Naval Service.
 - ii. **O/Sea to A/Sea training** – Following Recruit training, members of the Naval Service Reserve (Reinforcement Reserve) will complete an appropriate branch-specific training course, upon successful completion of which they are advanced to A/Sea rank.
- c. Furthermore, special focus should be given to training members of the Reinforcement Reserve in **Civil-Military Co-operation (CIMIC) skills**, given that members of RDF exist in both the civilian and military spheres, and are therefore particularly suited for such roles.
5. As a result of its recommended mission statement, the Specialist Reserve **should not be too prescriptive in terms of the qualifications/skillsets that are sought and a flexible structure (developed in “Structure” below) is recommended**. Members of the Specialist Reserve will certainly be required to possess (or be in the process of training for) qualifications/skills relevant to their branch of the service, corps, etc., but each applicant’s qualifications/skills should be individually reviewed and assessed on their own merits (just because someone with X qualification/skill has never served in the Defence Forces before does not mean that there is no place for X qualification/skill in the organisation). Therefore, the capabilities of the Specialist Reserve will be as broad as its members’ qualifications/skillsets.

4. Structure

1. As a preliminary to this section, it must be noted that the specific details of the recommended revised RDF force structure and disposition – outlined below and in the associated appendices – are based on the current Defence Forces force structure. Should the Commission recommend radical changes to this force structure – e.g. by recommending the introduction of joint headquarters or commands, new branches of the service, a centralised army command structure, or the conversion of some army battalions from light infantry to mechanised, specialist, amphibious or electronic warfare roles – it is necessary that **the principles underlying the recommended revised RDF force structure and disposition below be maintained**. The RDF should be substantially represented in all Defence Forces headquarters, institutions, and units, and be geographically distributed throughout the State.
2. The concept of the **Single Force** structure should be retained.²
3. The Reserve Defence Force (Second Line Reserve) should be **restructured** to comprise:
 - a. The Army Reserve.
 - b. The Naval Service Reserve.
 - c. The Air Corps Reserve.
4. Each of these three (3) branches should additionally be comprised of the following two (2) elements:
 - a. The Reinforcement Reserve.³
 - b. The Specialist Reserve.⁴

² The Single Force Concept – later the Single Force Framework – has seen the successful embedding of Reserve Defence Force elements into all Permanent Defence Forces’ headquarters, units, and other institutions.

³ To distinguish the “non-specialist” element of the RDF from the “Specialist” Reserve, a unique title is required. Terms such as “General”, “Standard”, or “Conventional” should be avoided, as these suggest non-specialised and do not lend themselves to creating a strong sense of *esprit de corps*. More neutral terms such as “National” or “Regional” should be avoided, as they are too reminiscent of the old Local Defence Force. Therefore, the term “Reinforcement” Reserve is recommended as it is a military term, it has positive and active connotations, and accurately describes the primary role of this element of the RDF, i.e. to augment (or reinforce) the PDF when required.

⁴ Section 8.5.3 of the 2015 White Paper on Defence states that “The Government have decided that a panel of such professionally qualified members of the Reserve, to be known as the Specialist Reserve should be established”.

5. The Reinforcement Reserve elements of the Army Reserve, Naval Service Reserve, and Air Corps Reserve should have a combined establishment of no less than 4,169 personnel,⁵ all ranks.

6. The Specialist Reserve elements of the Army Reserve, Naval Service Reserve, and Air Corps Reserve should have a combined establishment of no less than 962 personnel,⁶ all ranks.

7. The **Reinforcement Reserve**, with an establishment of no less than 4,169 personnel, should comprise the following elements of the Reserve Defence Force (Second Line Reserve):

Army Reserve (Reinforcement Reserve)	Naval Service Reserve (Reinforcement Reserve)	Air Corps Reserve (Reinforcement Reserve)
Personnel based at/serving in: <ol style="list-style-type: none"> 1. DFHQ: Chief of Staff's Division.⁷ 2. DFHQ: Operations Division.⁸ 3. DFHQ: Support Division.⁹ 4. Formation Headquarters.¹⁰ 5. Relevant Military College schools.¹¹ 6. Relevant other conducting institutions/schools/training centres.¹² 7. The Artillery Corps. 8. The Cavalry Corps. 9. The Infantry Corps. 10. The Military Police Corps. 11. The Transport Corps. (3,612 personnel)	Personnel based at/serving in: <ol style="list-style-type: none"> 1. Naval Service Headquarters. (13 personnel) 2. Naval Service Reserve units x 5. (370 personnel) 	Personnel based at/serving in: <ol style="list-style-type: none"> 1. Air Corps Headquarters. (14 personnel) 2. Air Corps Reserve squadrons x 3. (160 personnel)

⁵ Section 8.4 of the 2015 White Paper on Defence states that the revised establishment of the Reserve Defence Force should be "4,169 personnel". This proposal recommends that this figure be considered as the establishment of the Reinforcement Reserve.

⁶ This proposal recommends that the Specialist Reserve should have a separate numerical establishment to the Reinforcement Reserve.

⁷ Strategic Planning branch (SPB), Public Relations branch (PRB).

⁸ Ops & Plans branch (J 3&5), Training & Education branch (J7), Combat Support branch & ISTAR, Reserve Forces.

⁹ Legal Service branch, Finance branch, Human Resources branch (J1), Logistics branch (J4), Military Police branch, Transport branch.

¹⁰ Office of the GOC, Personnel staff (G1), Ops/Plans staff (G3/5), Logistics/Finance staff (G4/8), Training staff (G7) [1 Bde and 2 Bde], and Office of the GOC, Personnel staff (G1), Ops/Training staff (G3/7), G4 (Logistics) [DFTC].

¹¹ Artillery school, Cavalry school, Infantry school, Defence Forces Physical Education school, Military Administration school, UN Training School Ireland.

¹² Military Police school, Transport school, 1 Bde Training Centre, 2 Bde Training Centre.

8. The **Specialist Reserve**, with an establishment of no less than 962 personnel, should comprise the following elements of the Reserve Defence Force (Second Line Reserve):

Army Reserve (Specialist Reserve)	Naval Service Reserve (Specialist Reserve)	Air Corps Reserve (Specialist Reserve)
Personnel based at/serving in: 1. Relevant other conducting institutions/schools/training centres. ¹³ (4 schools x 3 personnel each). 2. The Communications and Information Services Corps. (200 personnel) 3. The Engineer Corps. (200 personnel) 4. The Medical Corps. (200 personnel) 5. The Ordnance Corps. (50 personnel) 6. Army Reserve “Force Multiplier specialists”. (100 personnel) 7. Army Reserve “Temporary Specialists”. (no fixed establishment)	Personnel based at/serving in: 1. Naval Service Reserve “Technical Specialists (Maritime)”. (50 personnel) 2. Naval Service Reserve “Force Multiplier specialists”. (50 personnel) 3. Naval Service Reserve “Temporary Specialists”. (no fixed establishment)	Personnel based at/serving in: 1. Air Corps Reserve “Technical Specialists (Aviation)”. (50 personnel) 2. Air Corps Reserve “Force Multiplier specialists”. (50 personnel) 3. Air Corps Reserve “Temporary Specialists”. (no fixed establishment)

- a. For the Communications and Information Services / Engineer / Medical / Ordnance Corps (and associated schools), the Naval Service Reserve “Technical Specialists (Maritime)”, and the Air Corps Reserve “Technical Specialists (Aviation)”, it is recommended that only persons who possess (or are in the process of training for) specialist qualifications/skillsets that are relevant to these areas should be permitted to serve in these corps / schools / units.
- b. **“Force Multiplier specialists”**: Applicants for the RDF who possess (or are in the process of training for) specialist qualifications/skillsets that do not naturally fit into one of the Army Reserve Specialist Reserve corps or associated schools – or in the Naval Service Reserve Technical Specialists (Maritime) or Air Corps Reserve Technical Specialists (Aviation) – but whose qualifications/skillsets are still of military value, should be enlisted/commissioned into a “Force Multiplier specialists” group.
- i. Examples of such qualifications/skillsets are linguists, academics, legal professionals, financial professionals, logistics experts, etc.
 - ii. The branch of the service that they are enlisted/commissioned into should be based on applicants’ personal preference, and suitability of their qualification/skillset for that branch (e.g. a linguist is likely to be

¹³ Communications and Information Services school, Engineer school, Medical school, Ordnance school.

of value to the Army and Naval Service, but perhaps not to the Air Corps, etc.)

- c. To reflect the specialised nature of the appointments outlined in **a.** and **b.** above, the rank of Private (or equivalent) should only be assigned to persons who are **currently in training** for a specialist qualification/skillset. Those who already possess a specialist qualification/skillset should hold appropriate officer or NCO rank only.
- d. The establishment of the Specialist Reserve should be **fluid and unstructured in terms of rank/appointments**, with the only limit being an overall establishment cap for each Specialist Reserve element. Personnel should be appointed to a rank/appointment commensurate with their civilian qualifications/skill sets or their ability for a particular desirable role. For example, capping the amount of Sergeant/Advanced Paramedic appointments in the Medical Corps would mean that – if all of these appointments were filled – an additional Advanced Paramedic applicant would not be able to join the Specialist Reserve, at least not at the appropriate rank (and therefore may not join at all). A fluid/unstructured rank/appointment establishment – where qualifications/skills ultimately determine rank/appointment regardless – would be far more preferable and would prevent this issue arising.
- e. **“Temporary Specialists”**: This category of the Specialist Reserve is necessary to allow personnel normally serving in the Reinforcement Reserve, but who may possess desirable specialist qualifications/skillsets that could be utilised periodically, to temporarily transition into the Army/Naval Service/Air Corps Specialist Reserve (as appropriate) for the purposes of being utilised for their specific specialist qualifications/skillsets. Since such personnel will ultimately retain/return to their Reinforcement Reserve appointment, there is no requirement for each branch of “Temporary Specialists” to have a fixed establishment.

9. The **disposition** of the Reserve Defence Force (**Reinforcement Reserve**) – is recommended as follows:

a. The **Army Reserve (Reinforcement Reserve)** – comprising officers, NCOs, and Privates of appropriate rank and quantity – should be disposed as follows:

- i. DFHQ: Chief of Staff's Division (SPB, PRB) – as located.
- ii. DFHQ: Operations Division (J 3&5, J7, Combat Sp & ISTAR, Reserve Forces) – as located.
- iii. DFHQ: Support Division (Legal, Finance, J1, J4, Military Police, Transport) – as located.
- iv. Formation Headquarters (1 Bde, 2 Bde, DFTC) – as located.
- v. Relevant Military College schools (Arty Sch, Cav Sch, Inf Sch, DFPES, Mil Admin Sch, UNTSI) – as located.
- vi. Relevant other conducting institutions/schools/training centres (MP Sch, Tpt Sch, 1 BTC, 2 BTC) – as located.
- vii. Any other relevant headquarters or offices of higher authority as may be recommended for creation by this Commission.
- viii. Units of the Artillery Corps – nationwide (internal to permanently occupied barracks only).
- ix. Units of the Cavalry Corps – nationwide (internal to permanently occupied barracks only).
- x. Units of the Infantry Corps – nationwide (internal or external to permanently occupied barracks).
- xi. Units of the Military Police Corps – nationwide (internal to permanently occupied barracks only).
- xii. Units of the Transport Corps – nationwide (internal to permanently occupied barracks only).

b. In terms of the Army Reserve (Reinforcement Reserve), the following is also recommended:

- i. There should be at least one (1) Army Reserve (Reinforcement Reserve) location in each county/region. This is required to facilitate attendance at training, and also to improve recruitment and make the RDF more attractive to join (i.e. persons will be effectively able to join their “local Reserve”, with all of the *esprit de corps* benefits that this brings).¹⁴
- ii. The establishment of the Army Reserve (Reinforcement Reserve) in each county/region should be proportionally representative of the 18-45 year old population of each county/region (considered in terms of the overall establishment of the Reinforcement Reserve). This will ensure that county/region establishments reflect what a county/region can actually provide, as a percentage of the relevant population demographic.¹⁵

¹⁴ This recommendation is made with reference to Section 7.3.1 of the 2015 White Paper on Defence, which states that “it is government policy ... that the Defence Forces, both Permanent and Reserve, reflect the society that they serve”, while Section 8.1 adds that “The RDF also provides an important link to society”.

¹⁵ It is recommended that distribution of the RDF establishment be reviewed following each Census, in order to ensure that counties/regions have an establishment allocation proportional to the relevant population demographic.

- c. The **Naval Service Reserve (Reinforcement Reserve)** should be retained in its current form, i.e. local units geographically dispersed, but with the following amendments:
 - i. An overall establishment of 383 personnel.
 - ii. A unit establishment structure that reflects a range of Naval Service branch appointments.
 - iii. The creation of a Naval Service Headquarters element for the Naval Service Reserve (to incorporate an establishment for a Naval Service Reserve presence at Defence Forces Headquarters).
 - iv. The creation of a fifth Naval Service Reserve unit (Galway Unit NSR), to be based in Dún Uí Mhaoilíosa, Galway.

- d. The proposed **Air Corps Reserve (Reinforcement Reserve)** should be disposed as follows:
 - i. Based exclusively in Casement Aerodrome, Baldonnell,
 - ii. Should be proportionally representative of the 18-45 year old population of the county/region in which it is based (considered in terms of the overall establishment of the Reinforcement Reserve). In this instance, the county/region in question is South County Dublin, and therefore the proposed establishment is 174 personnel, to be distributed between Air Corps Headquarters and 3 x Air Corps Reserve squadrons.

10. The recommended structure/disposition of the Reinforcement Reserve is significantly elaborated on in APPENDIX 1.

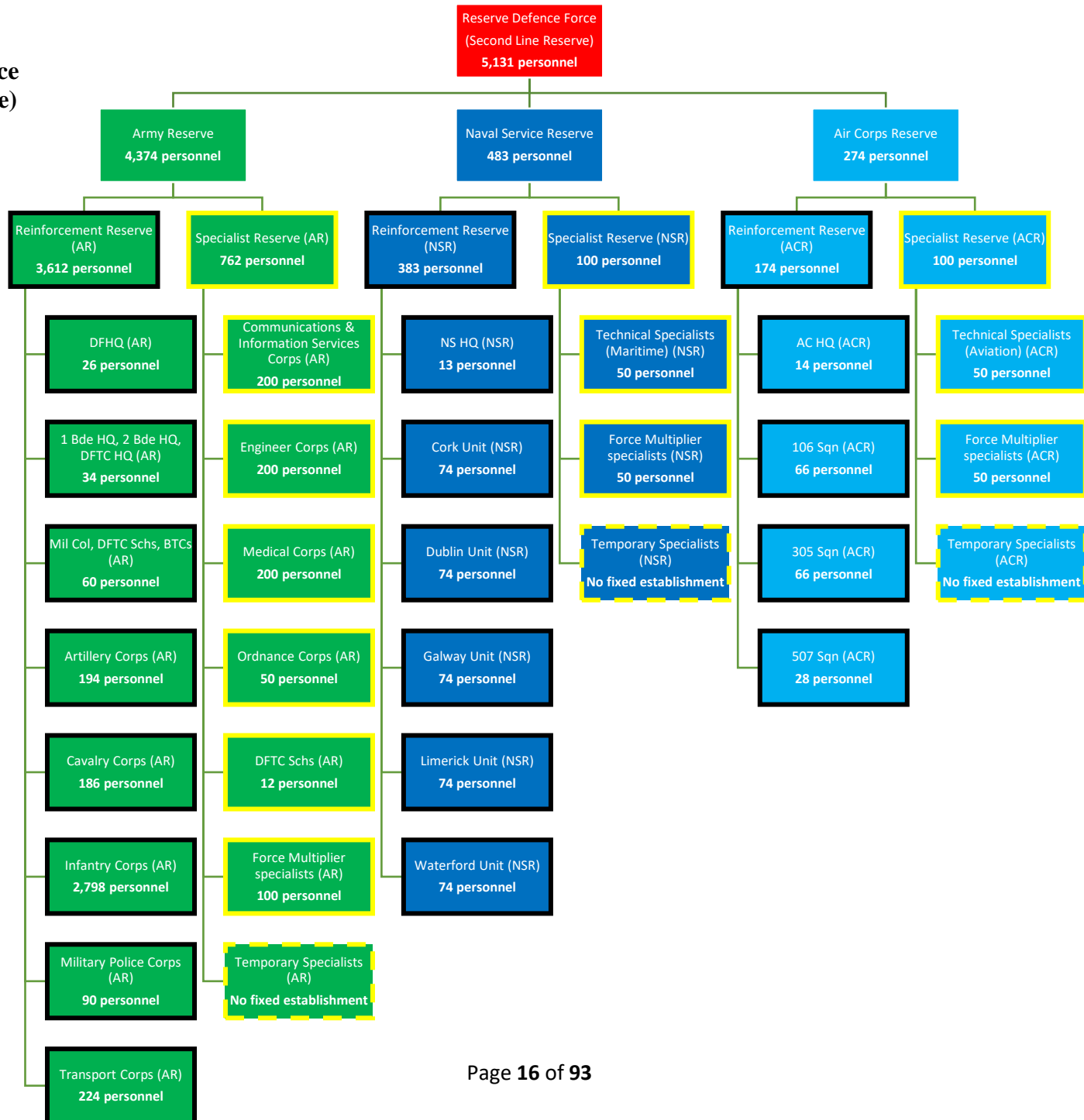
11. The **disposition of the Reserve Defence Force (Specialist Reserve)** – is recommended as follows:

- a. The **Army Reserve (Specialist Reserve)** should be disposed as follows:
 - i. Relevant other conducting institutions/schools/training centres (CIS Sch, Engr Sch, Med Sch, Ord Sch) – as located.
 - ii. 200 x Communication and Information Services Corps reserve personnel – DFHQ: Operations Division (CIS branch / office of D J6).
 - iii. 200 x Engineer Corps reserve personnel – DFHQ: Support Division (Engineer branch / office of D Engr).
 - iv. 200 x Medical Corps reserve personnel – DFHQ: Support Division (Medical branch / office of D Med).
 - v. 50 x Ordnance Corps reserve personnel – DFHQ: Support Division (Ordnance branch / office of D Ord).
 - vi. 100 x Army Reserve Force Multiplier specialists – appropriate centralised Army/land authority.
 - vii. The Army Reserve Temporary Specialists – appropriate centralised Army/land authority.
- b. By allocating the Specialist Reserve elements of the Communications and Information Services, Engineer, Medical and Ordnance Corps to their respective Branches / Corps Directors, this allows these elements to be flexibly utilised as a national asset. It does not limit these elements to existing in one geographic locations or being concretely linked to one specific Defence Forces unit, thereby allowing these elements to operate/train as and where their Branch / Corps Director deems appropriate.
- c. The **Naval Service Reserve (Specialist Reserve)** should be disposed as follows:
 - i. 50 x Naval Service Reserve Technical Specialists (Maritime) – Naval Service Headquarters.
 - ii. 50 x Naval Service Reserve Force Multiplier specialists – Naval Service Headquarters.
 - iii. The Naval Service Reserve Temporary Specialists – Naval Service Headquarters.
- d. The proposed **Air Corps Reserve (Specialist Reserve)** should be disposed as follows:
 - i. 50 x Air Corps Reserve Technical Specialists (Aviation) – Air Corps Headquarters.
 - ii. 50 x Air Corps Reserve Force Multiplier specialists – Air Corps Headquarters.
 - iii. The Air Corps Reserve Temporary Specialists – Air Corps Headquarters.

12. The recommended structure/disposition of the Specialist Reserve is significantly elaborated on in APPENDIX 2.

Structure

Reserve Defence Force (Second Line Reserve)



5. Staffing

1. In order to support the recommended new Reserve Defence Force structure – as outlined in “Structure” above and in APPENDIX 1 and APPENDIX 2 (which contain recommendations for where RDF personnel should operate as staff at various branches/directorates, Formation/Unit headquarters, etc.) – **dedicated Permanent Defence Force staffing** should be created to support the RDF.

Defence Forces Headquarters

2. At Defence Forces Headquarters, the office of the Director of Reserve Forces (D Res) – currently attached to the office of Combat Support and ISTAR – should be established as a **standalone office**, i.e. Reserve Forces should be established as a separate portfolio, and be the sole responsibility of the relevant Director.
 - a. The Director of Reserve Forces should hold the minimum rank of Colonel in the Permanent Defence Force.
 - b. They should be supported with an appropriate Permanent Defence Force staff.

Reinforcement Reserve

3. Nationwide, Permanent Defence Force “**Mentoring staffs**” should be created to assist with the training of the Reinforcement Reserve.
 - a. Such Mentoring staffs should be created at unit level and should **comprise both officers and NCOs of the Permanent Defence Force**.
 - b. The **focus of their activities must be on training/upskilling the Reinforcement Reserve** in order to make the Reinforcement Reserve as self-sufficient as possible in all matters of administration and logistics, and in order to ensure that the Reinforcement Reserve operates using the latest doctrine at all times.
 - c. The Mentoring staffs should replace the current “Cadre” staffs, whose primary focus is administrative and logistical support to the RDF rather than training. Such **administrative and logistical activities should become internal responsibilities of the Reinforcement Reserve**, following training from the recommended Mentoring staffs.
 - d. It is vital, in order to properly discharge their responsibilities of training/upskilling the Reinforcement Reserve and ensuring that the Reinforcement Reserve operates using the latest doctrine at all times, that members of the Mentoring staff are **regularly rotated back to Permanent Defence Force appointments** in order to remain current; it is recommended that no member of the Mentoring staff should remain as such for in excess of two (2) years.

- e. It is similarly vital that Mentoring staffs should be considered **responsible for the standards and outputs** of their Reinforcement Reserve elements. The Annual Confidential Report (AF451 or AF667 as appropriate) of each member of a Mentoring staff should reflect the strength/readiness/outputs of the unit they are assigned to mentor. The RDF will only ever be as good as what the PDF make it.
4. Nationwide, **Reinforcement Reserve recruitment staffs** – comprising members of the Permanent Defence Force and Reserve Defence Force – should be created in each permanently occupied post, in order to arrange/action/process all aspects of Reinforcement Reserve recruitment and applicant testing for units headquartered in the respective permanently occupied post.
- a. Currently, RDF recruitment is processed at Formation Headquarters level by each Formation’s Recruitment office. In the case of 1 Brigade and 2 Brigade, this means that each Formation Recruitment office is responsible for processing RDF applicants from nearly half of the State. Therefore, a more localised approach is necessary – via the creation of dedicated, localised Reinforcement Reserve recruitment staffs – in order to ensure the timely and efficient arranging/actioning/processing of all aspects of Reinforcement Reserve recruitment and applicant testing.
- b. It is recommended that such Reinforcement Reserve recruitment staffs be established in the locations as follows / with the responsibility for Reinforcement Reserve recruitment to the associated locations:
- i. McKee Barracks, Dublin – applicants for the Reinforcement Reserve for:
 - i. McKee Barracks, Dublin (7 Inf Bn C Coy)
 - ii. Swords (7 Inf Bn F Coy)
 - ii. Cathal Brugha Barracks, Dublin – applicants for the Reinforcement Reserve for:
 - i. Cathal Brugha Barracks, Dublin (7 Inf Bn D Coy, 2 Bde Cav Sqn, 2 Bde MP Coy, 2 Bde Tpt Coy)
 - ii. Dún Laoghaire (7 Inf Bn E Coy)
 - iii. Aiken Barracks, Dundalk – applicants for the Reinforcement Reserve for:
 - i. Aiken Barracks, Dundalk (27 Inf Bn D Coy)
 - ii. RDF Premises, Cavan (27 Inf Bn C Coy)
 - iii. Monaghan (27 Inf Bn C Coy)
 - iv. RDF Premises, Navan (27 Inf Bn E Coy)
 - v. Gormanston Camp and Aerodrome (27 Inf Bn E Coy)
 - iv. Custume Barracks, Athlone – applicants for the Reinforcement Reserve for:

- i. Custume Barracks, Athlone (6 Inf Bn C Coy, 2 Bde Arty Regt)
 - ii. Offaly (6 Inf Bn C Coy)
 - iii. Military Barracks, Castlebar (6 Inf Bn D Coy)
 - iv. Military Barracks, Boyle (6 Inf Bn E Coy)
 - v. Longford (6 Inf Bn E Coy)

- v. Finner Camp, Bundoran – applicants for the Reinforcement Reserve for:
 - i. Finner Camp, Bundoran (28 Inf Bn C Coy)
 - ii. RDF Premises, Sligo (28 Inf Bn D Coy)

- vi. Dún Uí Mhaoilíosa, Galway – applicants for the Reinforcement Reserve for:
 - i. Dún Uí Mhaoilíosa, Galway (1 Inf Bn D Coy)
 - ii. RDF Premises, Ennis (1 Inf Bn C Coy)

- vii. Sarsfield Barracks, Limerick – applicants for the Reinforcement Reserve for:
 - i. Sarsfield Barracks, Limerick (12 Inf Bn C Coy)
 - ii. RDF Premises, Mallow (12 Inf Bn D Coy)
 - iii. Kilworth Camp (12 Inf Bn D Coy)
 - iv. Ballymullen Barracks, Tralee (12 Inf Bn E Coy)
 - v. RDF Premises, Skibbereen (12 Inf Bn F Coy)

- viii. Collins Barracks, Cork – applicants for the Reinforcement Reserve for:
 - i. Collins Barracks, Cork (1 Bde Arty Regt, 1 Bde Cav Sqn, 1 Bde MP Coy, 1 Bde Tpt Coy)

- ix. Stephens Barracks, Kilkenny – applicants for the Reinforcement Reserve for:
 - i. Stephens Barracks, Kilkenny (3 Inf Bn C Coy)
 - ii. Portlaoise (3 Inf Bn C Coy)
 - iii. McCann Barracks, Templemore (3 Inf Bn D Coy)
 - iv. Military Barracks, Wexford (3 Inf Bn E Coy)
 - v. Military Barracks, Waterford (3 Inf Bn E Coy)
 - vi. Coolmoney Camp (3 Inf Bn F Coy)
 - vii. Carlow (3 Inf Bn F Coy)

- x. Defence Forces Training Centre, Curragh Camp – applicants for the Reinforcement Reserve for:
 - i. Defence Forces Training Centre (1 Mech Inf Coy, 1 Armd Cav Sqn, DFTC Tpt Pl)

- xi. Naval Base, Haulbowline – applicants for the Reinforcement Reserve for:
 - i. Naval Base, Haulbowline (Cork Unit NSR)
 - ii. Cathal Brugha Barracks, Dublin (Dublin Unit NSR)
 - iii. Dún Uí Mhaoilíosa, Galway (Galway Unit NSR)
 - iv. Sarsfield Barracks, Limerick (Limerick Unit NSR)

- v. Military Barracks, Waterford (Waterford Unit NSR)
- xii. Casement Aerodrome, Baldonnell – applicants for the Reinforcement Reserve for:
 - i. Casement Aerodrome, Baldonnell (106 Sqn, 305 Sqn, 507 Sqn)

Specialist Reserve

5. Given the specialist qualifications/skillsets that members of the Specialist Reserve will possess, it will be unnecessary to establish a Mentoring staff for the Specialist Reserve. However, given that such personnel will be employed by the Defence Forces in their specialist capabilities, a **“Logistics/Administrative Support staff”** – comprising officers and enlisted personnel of the Permanent Defence Force – should be established to support each Specialist Reserve element in these areas. It is recommended that such Logistics and Administrative Support staffs be created for each of the following Specialist Reserve elements:
 - a. Army Reserve / Specialist Reserve – Communications and Information Services Corps personnel.
 - b. Army Reserve / Specialist Reserve – Engineer Corps personnel.
 - c. Army Reserve / Specialist Reserve – Medical Corps personnel.
 - d. Army Reserve / Specialist Reserve – Ordnance Corps personnel.
 - e. Army Reserve / Specialist Reserve – Force Multiplier specialists & Temporary Specialists personnel.
 - f. Naval Service Reserve / Specialist Reserve – Technical Specialists (Maritime)
 - g. Naval Service Reserve / Specialist Reserve – Force Multiplier specialists & Temporary Specialists personnel.
 - h. Air Corps Reserve / Specialist Reserve – Technical Specialists (Aviation)
 - i. Air Corps Reserve / Specialist Reserve – Force Multiplier specialists & Temporary Specialists personnel.

6. In three (3) central locations, **Specialist Reserve recruitment staffs** – comprising members of the Permanent Defence Force – should also be created to arrange/action/process all aspects of Specialist Reserve recruitment and applicant testing for the Army Reserve, Naval Service Reserve, and Air Corps Reserve. The following is recommended:
 - a. McKee Barracks, Dublin – applicants for the Specialist Reserve for:
 - i. Communication and Information Services Corps
 - ii. Engineer Corps
 - iii. Medical Corps
 - iv. Ordnance Corps
 - v. Army Reserve Force Multiplier specialists

 - b. Naval Base, Haulbowline – applicants for the Specialist Reserve for:
 - i. Naval Service Reserve Technical Specialists (Maritime)
 - ii. Naval Service Reserve Force Multiplier specialists

- c. Casement Aerodrome, Baldonnell – applicants for the Specialist Reserve for:
 - i. Air Corps Reserve Technical Specialists (Aviation)
 - ii. Air Corps Reserve Force Multiplier specialists

6. How to better leverage the capabilities of the RDF in their supports to the PDF

1. In the first instance, a **full-strength Reserve Defence Force must be available** to provide supports to the Permanent Defence Force. Therefore, all of the recommendations in “How to make service in the RDF a more attractive option” below should be implemented. Furthermore, all of the recommendations in “Structure” (to create an enhanced force structure and disposition) and “Staffing” (to support the growth and development of a full-strength RDF) should also be implemented to support this goal.
2. Secondly, all of the recommendations in “Remuneration systems and structures” below should be implemented. The PDF will be able to better leverage the capabilities of the RDF if members of the RDF are **properly remunerated** for their service.
3. In order to develop capabilities – specifically in the Reinforcement Reserve – that can subsequently be leveraged, it is necessary that Defence Forces **courses are made available in a modularised fashion**, in order to support the delivery of longer courses to members of the RDF. Currently, members of the RDF are effectively prevented from obtaining necessary qualifications/skills due to the fact that certain courses are delivered exclusively in a continuous fashion (i.e. on a full-time basis from start to finish) and exclusively during “normal working hours” (therefore making them, in practice, accessible to Permanent Defence Force personnel only). RDF capabilities would be significantly developed if the full range of Defence Forces courses were available to members of the RDF.
4. Capability for leveraging would be created faster if the initial training for members of the Army Reserve and Air Corps Reserve (Reinforcement Reserve) was restructured as follows in order to **develop meaningful corps capability at an earlier stage**:
 - a. **Recruit training – All members of the Reinforcement Reserve (Army Reserve and Air Corps Reserve)** should undergo a Recruit training syllabus that includes instruction on foot/arms drill, all weapons organic to an Infantry section/platoon, section- and platoon-level tactics, and map reading and navigation. Subsequently...
 - b. **2*-3* training (Artillery)** – Should undergo a gunnery course, following the successful completion of which they are promoted to 3*Gunner rank.
 - c. **2*-3* training (Cavalry)** – Should undergo a basic reconnaissance course, following the successful completion of which they are promoted to 3*Trooper rank.
 - d. **2*-3* training (Infantry, Military Police, Air Corps)** – Should undergo a training syllabus that focusses on Fighting In Built Up Areas (FIBUA) / Military Operations in Urban Terrain (MOUT), Crowd/Riot Control (CRC), and

Unarmed Combat (UAC), following the successful completion of which they are promoted to 3*Private (or equivalent) rank.

- e. **2*-3* training (Transport)** – Should undergo a jeep and trailer driving course, following the successful completion of which they are promoted to 3*Private rank.
5. Similarly, capability would be developed faster if the initial training for members of the Naval Service Reserve (Reinforcement Reserve) focussed on preparing its members for **seagoing capability at an early stage**. This could be accomplished as follows:
- a. **Recruit Training – All members of the Naval Service Reserve (Reinforcement Reserve)** should initially complete a Recruit training syllabus which includes foot/arms drill and weapons handling. The syllabus should include instruction on basic seamanship together with Personal Survival Techniques (PST), Damage Control/ Firefighting (DCFF), and Personnel Safety and Social Responsibilities (PSSR) courses. On completion of the Recruit training syllabus, members of the Naval Service Reserve should be in-date for all sea-going qualifications in order to immediately augment the seagoing capability of the Naval Service.
 - b. **O/Sea to A/Sea training** – Following Recruit training, members of the Naval Service Reserve (Reinforcement Reserve) will complete an appropriate branch-specific training course, upon successful completion of which they are advanced to A/Sea rank.
6. There is a requirement to implement a mechanism by which Unit OCs/other military authorities can rely on the availability of their RDF personnel. The availability of RDF personnel to engage in military activities is affected by a number of factors, but primarily by their civilian employment. The availability (or unavailability) of members of the RDF can often be exclusively attributed to their civilian employer. Even by using statutory annual leave in order to guarantee availability for periods of RDF service, this is a finite source of leave and should not be used in this manner; in practice, the most committed members of the RDF often have no vacation time during the calendar year due to using statutory annual leave for the purposes of attending RDF training, courses, etc. Therefore, the introduction of **meaningful employment protection – and associated employer engagement and employer supports** – is necessary to secure the availability of members of the RDF on behalf of their respective Unit OCs/military authorities.
7. Members of the Reinforcement Reserve should be permitted to undergo **short- to mid-length attachments** to the PDF elements of their respective units, subject to personal availability, a vacancy existing in the PDF at the appropriate rank (e.g. a vacancy for Private that has not yet been filled by the recruitment of new PDF personnel, etc.), and the approval of the respective Unit OC.¹⁶

¹⁶ Section 8.5.2 of the 2015 White Paper on Defence states that “consideration will be given to activating Reserve Sub-Units for short periods of training with PDF Units or other support tasks”. This proposal recommends that individuals within RDF units/sub-units should also be considered in this way.

8. Legislation must be introduced to permit members of the RDF to undertake **meaningful operational service**, both domestically and overseas. Currently, the prohibition on such activities means that the PDF are unable to leverage RDF capabilities in these areas.

9. The provision of **significantly increased resources** – financial resources, training facilities, personal equipment, dedicated unit vehicles, etc. – is also required to ensure that RDF capabilities can successful be leveraged by the PDF when required. At present, the RDF is significantly lacking in these and other areas.

7. How to make service in the RDF a more attractive option

1. As a preliminary to improving the attractiveness of the Reserve Defence Force, it is necessary to significantly increase public awareness and enhance public perception of the RDF. While *An Fórsa Cosanta Áitiúil* (*FCÁ*; the old name by which the RDF was known) was reorganised into the Reserve Defence Force in 2005, and subsequently into the Single Force Concept RDF in 2013, the public at large – and many within the Permanent Defence Force – still view the modern organisation as the *FCÁ*. This older entity is – rightly or wrongly – remembered as being a quasi-military “hobby” for those who were involved in it, and not a part-time professional force, which the modern RDF strives to be. Therefore, a **dedicated external marketing and internal information campaign** will be required to rejuvenate the awareness and perception of the RDF.
2. The creation of **multiple pathways to RDF service** is necessary to attract as wide a pool of potential applications as possible. Recruitment campaigns should be cognisant of the **varying reasons why persons join the RDF**.
 - a. Those who wish to have a military-specific experience.
 - i. Many applicants join the RDF to have a military experience that differs significantly from their civilian employment. Such applicants are specifically seeking a military-specific experience, with traditional military training, courses, activities, etc. In this instance, service in the Reinforcement Reserve is likely to be the most attractive to such applicants.
 - b. Those who primarily wish to apply their specialist civilian qualifications/skillsets in a military environment.
 - i. A class of applicant – that is not specifically catered for under the current RDF structure – are those who do not primarily seek to have a military-specific experience, with all of the training/courses/activities that this entails, but who rather wish to primarily apply their specialist civilian qualifications/skillsets in a military environment. In this instance, service in the Specialist Reserve is likely to be the most attractive to such applicants.
 - c. Those who wish to do both.
 - i. Many applicants join the RDF seeking a military-specific experience – with traditional military training, courses, activities, etc. – but such applicants may also wish to apply their specialist civilian qualifications/skillsets in a military environment, should the need arise. Currently, however, there is no opportunity to achieve this under the current RDF structure. Therefore, under the recommended new structure, such applicants can be informed about the Temporary Specialists groups, which are designed to allow members of the Reinforcement Reserve – who may also possess specialist civilian

qualifications/skillsets, but who did not join the Defence Forces to be primarily employed in this fashion – to temporarily transit into the Specialist Reserve for this purpose. In this instance, service in the Reinforcement Reserve – with the knowledge that the Temporary Specialists groups may permit periods of Specialist Reserve service – is likely to be the most attractive to such applicants.

3. The **locations** where members of the RDF can serve also have a significant impact on RDF attractiveness:
 - a. For the **Reinforcement Reserve**, locations need to be provided **within each county/region**. It is incorrect to assume that, if there is no RDF location in one county/region, potential applicants will simply “commute” to the next-closest county/region that has an RDF location.
 - b. For the **Specialist Reserve**, this element of the RDF needs to be **centrally co-ordinated but utilisable in any military location** with the State.
 - i. Example: A medical professional living in the west of Ireland may be disincentivised to join the RDF due to the knowledge that, currently, Defence Forces medical detachments only exist in Dublin, the Curragh Camp, and Cork, and so s/he will need to regularly attend for events/training/activities in one or more of these locations. However, if they are aware that – by joining the Specialist Reserve (Medical Corps) – they are centrally co-ordinated by the office of the Director of Medical Branch and can be utilised in any military location within the State, including locations potentially close to their residence, there will a greater incentive to join the RDF, i.e. the RDF is made easier for them to engage with.
4. For the Reinforcement Reserve, it is recommended that **dedicated military transport** be provided to each Reinforcement Reserve location (or to each unit in locations where more than Reinforcement Reserve unit is based) in order to collect/return personnel from/to nearby populous urban centres/each Reinforcement Reserve location, or to transport personnel from each Reinforcement Reserve location to the relevant associated permanently occupied post. The demographic group that is most suited to Reinforcement Reserve military service (persons aged 18 to 24) is also the most likely to lack independent transport such as a motor car.
 - a. **Two (2) minibus/coach vehicles** per Reinforcement Reserve location, or per each unit in locations where more than Reinforcement Reserve unit is based.
 - b. The **drivers** should be drawn from suitably qualified members of the Reinforcement Reserve in each location/unit, and – given the additional time involved in collecting their vehicles, driving the route before/after a Reserve activity, and returning their vehicles – should be remunerated appropriately.

- c. For each Reinforcement Reserve location/unit, the recommended associated **transport routes** are:

“Reinforcement” Reserve unit	Location	Vehicle 1 route	Vehicle 2 route
1 BRIGADE			
1 Inf Bn C Coy	RDF Premises, Ennis	Sixmilebridge – Shannon – Newmarket-on-Fergus – RDF Premises, Ennis (39 minutes)	Kilkee – Kilrush – RDF Premises, Ennis (50 minutes)
1 Inf Bn D Coy	Dún Uí Mhaoilíosa, Galway	Tuam – Oranmore – Dún Uí Mhaoilíosa, Galway (41 minutes)	Loughrea – Athenry – Dún Uí Mhaoilíosa, Galway (41 minutes)
3 Inf Bn C Coy	Stephens Barracks, Kilkenny	Route around Kilkenny city, as selected (30-45 minutes duration)	
	Portlaoise		Portarlinton – Mountmellick – Portlaoise (27 minutes)
3 Inf Bn D Coy	McCann Barracks, Templemore	Cashel – Thurles – McCann Barracks, Templemore (35 minutes)	Nenagh – McCann Barracks, Templemore (30 minutes)
3 Inf Bn E Coy	Military Barracks, Wexford	Gorey – Enniscorthy – Military Barracks, Wexford (50 minutes)	
	Military Barracks, Waterford		Dungarvan – Military Barracks, Waterford (41 minutes)
3 Inf Bn F Coy	Coolmoney Camp, Wicklow	Blessington – Baltinglass – Coolmoney Camp, Wicklow (40 minutes)	
	Carlow		Muine Bheag – Leighlinbridge – Tullow – Carlow (46 minutes)
12 Inf Bn C Coy	Sarsfield Barracks, Limerick	Route around Limerick city, as selected (30-45 minutes duration)	Newcastle West – Rathkeale – Adare – Sarsfield Barracks, Limerick (42 minutes)
12 Inf Bn D Coy	RDF Premises, Mallow	Charleville – Buttevant – Doneraile – RDF Premises, Mallow (32 minutes)	
	Kilworth Camp		Fermoy – Mitchelstown – Kilworth Camp (26 minutes)
12 Inf Bn E Coy	Ballymullen Barracks, Tralee	Killarney – Farranfore – Ballymullen Barracks, Tralee (28 minutes)	Listowel – Castleisland – Ballymullen Barracks, Tralee (44 minutes)
12 Inf Bn F Coy	RDF Premises, Skibbereen	Clonakilty – Rosscarbery – Leap – RDF Premises, Skibbereen (26 minutes)	Bantry – Ballydehob – RDF Premises, Skibbereen (30 minutes)
1 BAR No 4 Bty	Collins Barracks, Cork	Route around Cork city, as selected (30-45 minutes duration)	Macroom – Ballincollig – Collins Barracks, Cork (48 minutes)

1 Bde Cav Sqn	Collins Barracks, Cork	Route around Cork city, as selected (30-45 minutes duration)	Midleton – Carrigtohill – Collins Barracks, Cork (25 minutes)
1 Bde MP Coy	Collins Barracks, Cork	Route around Cork city, as selected (30-45 minutes duration)	Bandon – Inishannon – Collins Barracks, Cork (35 minutes)
1 Bde Tpt Coy	Collins Barracks, Cork	Route around Cork city, as selected (30-45 minutes duration)	Youghal – Castlemartyr – Collins Barracks, Cork (44 minutes)
2 BRIGADE			
6 Inf Bn C Coy	Custume Barracks, Athlone	Kilbeggan – Horseleap – Moate – Custume Barracks, Athlone (30 minutes)	
	Tullamore		Birr – Banagher – Cloghan – Tullamore (46 minutes)
6 Inf Bn D Coy	Military Barracks, Castlebar	Ballinrobe – Westport – Military Barracks, Castlebar (48 minutes)	Ballina – Foxford – Swinford – Military Barracks, Castlebar (49 minutes)
6 Inf Bn E Coy	Military Barracks, Boyle ¹⁷	Roscommon – Four-mile-house – Tulsk – Elphin (39 minutes)	Mohill – Carrick-on-Shannon – Military Barracks, Boyle (29 minutes)
	Longford		Ballymahon – Edgeworthstown – Longford (29 minutes)
7 Inf Bn C Coy	McKee Barracks, Dublin	Route around Dublin city (northwest), as selected (30-45 minutes duration)	Route around Dublin city (northeast), as selected (30-45 minutes duration)
7 Inf Bn D Coy	Cathal Brugha Barracks, Dublin	Route around Dublin city (southwest), as selected (30-45 minutes duration)	Route around Dublin city (southeast), as selected (30-45 minutes duration)
7 Inf Bn E Coy	Dún Laoghaire	Route around Dún Laoghaire-Rathdown (half of the region), as selected (30-45 minutes duration)	Route around Dún Laoghaire-Rathdown (half of the region), as selected (30-45 minutes duration)
7 Inf Bn F Coy	Swords	Route around Fingal (half of the region), as selected (30-45 minutes duration)	Route around Fingal (half of the region), as selected (30-45 minutes duration)
27 Inf Bn C Coy	RDF Premises, Cavan	Bailieborough – Virginia – Ballyjamesduff – RDF Premises, Cavan (43 minutes)	
	Monaghan		Carrickmacross – Castleblayney – Monaghan (39 minutes)

¹⁷ Although paired with Longford, the Reinforcement Reserve sub-unit based in Military Barracks, Boyle should be provided with two (2) military transport vehicles, given that this location represents both the Roscommon and Leitrim regions.

27 Inf Bn D Coy	Aiken Barracks, Dundalk	Route around Dundalk, as selected (30-45 minutes duration)	Ardee – Dunleer – Castlebellingham – Aiken Barracks, Dundalk (36 minutes)
27 Inf Bn E Coy	RDF Premises, Navan	Ashbourne – Ratoath – Dunshaughlin – RDF Premises, Navan (38 minutes)	
	Gormanston Camp and Aerodrome		Drogheda – Bettystown – Laytown – Gormanston Camp and Aerodrome (31 minutes)
28 Inf Bn C Coy	Finner Camp, Bundoran	Ballybofey – Donegal – Ballyshannon – Finner Camp, Bundoran (49 minutes)	Manorhamilton – Kinlough – Bundoran – Finner Camp, Bundoran (29 minutes)
28 Inf Bn D Coy	RDF Premises, Sligo	Ballymote – Collooney – Strandhill – RDF Premises, Sligo (46 minutes)	Enniscrone – Ballisodare – RDF Premises, Sligo (47 minutes)
2 BAR No 4 Bty	Custume Barracks, Athlone	Route around Athlone, as selected (30-45 minutes duration)	Mullingar – Ballymore – Custume Barracks, Athlone (49 minutes)
2 Bde Cav Sqn	Cathal Brugha Barracks, Dublin	Route around Dublin city (northside), as selected (30-45 minutes duration)	Route around Dublin city (southside), as selected (30-45 minutes duration)
2 Bde MP Coy	Cathal Brugha Barracks, Dublin	Route around Dublin city (northside), as selected (30-45 minutes duration)	Route around Dublin city (southside), as selected (30-45 minutes duration)
2 Bde Tpt Coy	Cathal Brugha Barracks, Dublin	Route around Dublin city (northside), as selected (30-45 minutes duration)	Route around Dublin city (southside), as selected (30-45 minutes duration)
DEFENCE FORCES TRAINING CENTRE			
1 Mech Inf Coy	Curragh Camp	Naas – Newbridge – Curragh Camp (30 minutes)	Athy – Kildare – Curragh Camp (33 minutes)
1 Armd Cav Sqn	Curragh Camp	Naas – Newbridge – Curragh Camp (30 minutes)	Athy – Kildare – Curragh Camp (33 minutes)
DFTC Tpt Pl	Curragh Camp	Naas – Newbridge – Curragh Camp (30 minutes)	Athy – Kildare – Curragh Camp (33 minutes)
NAVAL SERVICE RESERVE			
Cork Unit NSR	Naval Base, Haulbowline	Route around Cork city, as selected (30-45 minutes duration)	Kinsale – Carrigaline – Naval Base, Haulbowline (44 minutes)
Dublin Unit NSR	Cathal Brugha Barracks, Dublin	Howth – Sutton – Kilbarrack – Clontarf – Fairview – Cathal Brugha Barracks, Dublin (29 minutes)	Dún Laoghaire – Monkstown – Blackrock – Booterstown – Ballsbridge – Cathal Brugha Barracks, Dublin (30 minutes)
Galway Unit NSR	Dún Uí Mhaoilíosa, Galway	Route around Galway city, as selected (30-45 minutes duration)	Spiddal – Barna – Dún Uí Mhaoilíosa, Galway (33 minutes)
Limerick Unit NSR	Sarsfield Barracks, Limerick	Route around Limerick city, as selected (30-45 minutes duration)	Regional coastal route, as selected (30-45 minutes duration)

Waterford Unit NSR	Military Barracks, Waterford	Route around Waterford city, as selected (30-45 minutes duration)	Dunmore East – Tramore – Military Barracks, Waterford (35 minutes)
AIR CORPS RESERVE			
106 Sqn	Casement Aerodrome, Baldonnell	Route around Dublin South (half of the region), as selected (30-45 minutes duration)	Route around Dublin South (half of the region), as selected (30-45 minutes duration)
305 Sqn	Casement Aerodrome, Baldonnell	Route around Dublin South (half of the region), as selected (30-45 minutes duration)	Route around Dublin South (half of the region), as selected (30-45 minutes duration)
507 Sqn	Casement Aerodrome, Baldonnell	Route around Dublin South (half of the region), as selected (30-45 minutes duration)	Route around Dublin South (half of the region), as selected (30-45 minutes duration)

- d. The implementation of such transport routes would also make service in the RDF a more attractive option while also benefiting recruitment via opening up these additional urban areas. This, in turn, is likely to have benefits for PDF recruitment, as the Defence Forces will develop greater visibility over a wider geographic area.
 - e. Routes encompassing urban areas should prioritise access from universities and other third-level education institutions.
5. Opportunities for **meaningful operational service** – domestically and overseas – are vital to attract applicants for the organisation, and to retain them (along with members currently serving). So-called “training for training’s sake” is a significant obstacle to maintaining enthusiasm and high morale.
 6. Members of the Reinforcement Reserve should be permitted to undergo **short- to mid-length attachments** to the PDF elements of their respective units, subject to personal availability, a vacancy existing in the PDF at the appropriate rank (e.g. a vacancy for Private that has not yet been filled by the recruitment of new PDF personnel, etc.), and the approval of the respective Unit OC.¹⁸
 7. The provision of **meaningful employment protection, and associated employer engagement and employer supports**, is necessary to attract applicants for the organisation, and to retain them.
 8. Across all elements of the RDF, **appropriate and fair remuneration** (see “Remuneration systems and structures” below) is necessary to attract applicants for the organisation, and to retain them.

¹⁸ Section 8.5.2 of the 2015 White Paper on Defence states that “consideration will be given to activating Reserve Sub-Units for short periods of training with PDF Units or other support tasks”. This proposal recommends that individuals within RDF units/sub-units should also be considered in this way.

9. Across all elements of the RDF, a **functional recruitment system** (see “Approaches to recruitment” below) is necessary to obtain new entrants for the organisation, of sufficient quality and in sufficient quantity.

10. Across all elements of the RDF, a **functional promotion system** (see “System of career progression to meet the recommended force structures and disposition” below) is necessary to retain personnel at all level within the organisation.

11. It is necessary that Defence Forces **courses are made available in a modularised fashion**, in order to support the delivery of longer courses to members of the RDF. Currently, members of the RDF are effectively prevented from obtaining necessary qualifications/skills due to the fact that certain courses are delivered exclusively in a continuous fashion (i.e. complete from start to finish) and exclusively during “normal working hours” (therefore making them, in practice, accessible to Permanent Defence Force personnel only). The attractiveness of RDF service would be improved if personnel were aware that the full range of Defence Forces courses was available to them.

12. A streamlined mechanism should be introduced to allow **former PDF personnel to smoothly transition into the RDF** (in instances where they are retiring from the PDF on grounds other than age or medical reasons), if they wish to do so. Incentives should also be provided to attract such personnel into the RDF so that – while they may have ceased full-time service – their experience, qualifications and skills can still be retained in a part-time capacity.

8. Remuneration systems and structures

1. Members of the Reserve Defence Force should be **paid for all activities** that they undertake; the notion of “unpaid” activities should be discontinued (this is a significant obstacle to effective recruitment and retention).
2. Members of the RDF should be paid on an **hour-for-hour/pro rata system**; if eight (8) hours constitutes a full day’s pay, then completing two (2) hours RDF service should result in the member/s being paid 25% of a day’s pay, etc.
3. All **allowances and tax credits** available to the Permanent Defence Force for undertaking additional activities/taskings should be available to the RDF.
4. For the Reinforcement Reserve, an annual tax-free “**operational readiness allowance**” should be implemented, for members who attain the following operational readiness standards/complete the following operational readiness tests in a training year:
 - a. Personal Weapons Test (PWT)
 - b. Annual Fitness Test
 - c. Medical
 - d. Minimum attendance hours
5. For the Specialist Reserve, **appropriate pay rates and specialist qualification/skillset allowances** are vital to ensure that appropriately qualified individuals are attracted to – and retained within – the Specialist Reserve. The phrase “you get what you pay for” must be of central consideration in this regard.
6. While personnel who temporarily transition from the Reinforcement Reserve into the Specialist Reserve – via service in a group of **Temporary Specialists** – should not temporarily change rank (i.e. to the rank commensurate with their specialist qualifications/skillsets), they should be paid as per the rank commensurate with their specialist qualifications/skillsets for the duration of their service in a group of Temporary Specialists.
 - a. Example: An infantry private (and therefore normally a member of the Reinforcement Reserve), who is also an advanced paramedic, transitions into the Army Reserve Temporary Specialists group in order to temporarily serve as an advanced paramedic in the Medical Corps. Within the Specialist Reserve, this qualification would normally be held by someone of the rank of sergeant. Therefore, the infantry private is paid at the level of a sergeant for the duration of their time in the Army Reserve Temporary Specialists group. This recommendation would prevent a confusing promotion/reversion system from existing whenever personnel transition in/out of a Temporary Specialists group,

but would also ensure that members who do so are fairly remunerated for their time in specialist service.

- b. In instances where a temporary transition from the Reinforcement Reserve into the Specialist Reserve – via service in a Temporary Specialists group – would result in a member being employed in a role for which the specialist qualification/skillset is deemed to be commensurate with a rank lower than the one that they currently hold, the member in question should be paid as per their rank in the Reinforcement Reserve.
 - i. Example: An infantry captain (and so therefore a member of the Reinforcement Reserve), who is also an advanced paramedic, transitions into the Army Reserve Temporary Specialists group in order to temporarily serve as an advanced paramedic in the Medical Corps. This specialist qualification would normally be held by someone of the rank of sergeant (i.e. a subordinate rank). Therefore, the infantry captain is paid at their normal Reinforcement Reserve rate (i.e. at the rank of captain) for the duration of their time in the Army Reserve Temporary Specialists group.

9. Approaches to recruitment

1. As an initial point, all recommendations in “How to make service in the RDF a more attractive option” should be implemented.
2. It is vital that the RDF recruitment process becomes a **formal/structured part of each unit’s planning process** for the coming year. Currently, RDF recruitment is addressed in an ad hoc manner, which results in an inefficient RDF recruitment process.
3. It is necessary that RDF recruitment – particularly for the Reinforcement Reserve – is devolved to a **local level**.
 - a. Centralised recruitment at Formation-level is too cumbersome and inefficient with excessive workloads placed on staffs; recruitment staffs should be established regionally as outlined below.
 - b. Applicants should be facilitated to undergo all recruitment testing stages in the permanently occupied post linked to the unit they are applying to join.
 - c. These testing stages, where practicable, should be conducted outside of normal working hours (to reflect an awareness of members’ other work-life demands).
4. Recruitment campaigns should be cognisant of the **varying reasons why persons join the RDF**.
 - a. Those who wish to have a military-specific experience.
 - i. Many applicants join the RDF to have a military experience that differs significantly from their civilian employment. Such applicants are specifically seeking a military-specific experience, with traditional military training, courses, activities, etc. In this instance, service in the Reinforcement Reserve is likely to be the most attractive to such applicants.
 - b. Those who primarily wish to apply their specialist civilian qualifications/skillsets in a military environment.
 - i. A class of applicant – that is not specifically catered for under the current RDF structure – are those who do not primarily seek to have a military-specific experience, with all of the training/courses/activities that this entails, but who rather wish to primarily apply their specialist civilian qualifications/skillsets in a military environment. In this instance, service in the Specialist Reserve is likely to be the most attractive to such applicants.
 - c. Those who wish to do both.

- i. Many applicants join the RDF seeking a military-specific experience – with traditional military training, courses, activities, etc. – but such applicants may also wish to apply their specialist civilian qualifications/skillsets in a military environment, should the need arise. Currently, however, there is no opportunity to achieve this under the current RDF structure. Therefore, under the recommended new structure, such applicants can be informed about the Temporary Specialists groups, which are designed to allow members of the Reinforcement Reserve – who may also possess specialist civilian qualifications/skillsets, but who did not join the Defence Forces to be primarily employed in this fashion – to temporarily transit into the Specialist Reserve for this purpose. In this instance, service in the Reinforcement Reserve – with the knowledge that the Temporary Specialists groups may permit periods of Specialist Reserve service – is likely to be the most attractive to such applicants.

- 5. **Resourcing issues** related to the various recruitment testing stages also need to be addressed.
 - a. Candidate Manager licences.
 - i. The online-application Candidate Manager system is an efficient method of RDF recruitment, but the limited number of Candidate Manager licences possessed by the Defence Forces has resulted in the centralised/cumbersome/inefficient Formation-level recruitment system already described. Therefore, the acquisition of additional licenses will be required to permit the proposed regional recruitment staffs to operate.

 - b. Fitness Testing / Interviews.
 - i. These are resource-light testing stages, and there are generally no issues with their being arranged/actioned/processed.

 - c. Security Vetting.
 - i. A prompt/efficient system of processing RDF security vetting applications between the Defence Forces and An Garda Síochána needs to be established. Currently, there are often significantly lengthy delays in the process.

 - d. Medical Testing.
 - i. Due to the current critical lack of medical resources (facility for medical testing) in the Defence Forces, RDF applicants are regularly placed lowest in terms of prioritisation, which regularly results in waiting times in excess of twelve (12) months for an RDF applicant to obtain a Defence Forces new entrant’s medical test. Therefore, unless a significant increase in the availability of Defence Forces medical resources can be effectively produced, an alternative/streamlined/practical form of acceptable medical testing must be implemented for RDF applicants.

6. In instances where they are retiring from the PDF on grounds other than age or medical reasons, **former PDF personnel should be attracted into the RDF** via the introduction of a streamlined mechanism to permit this transition, and the provision of incentives. Such personnel, while they may have ceased full-time service, should be sought to be retained – in a part-time capacity – within the Defence Forces due to their experience, qualifications and skills.
7. Nationwide, **Reinforcement Reserve recruitment staffs** – comprising members of the Permanent Defence Force and Reserve Defence Force – should be created in each permanently occupied post, in order to arrange/action/process all aspects of Reinforcement Reserve recruitment and applicant testing for units headquartered in the respective permanently occupied post. The following is recommended:
- a. McKee Barracks, Dublin – applicants for the Reinforcement Reserve for:
 - i. McKee Barracks, Dublin (7 Inf Bn C Coy)
 - ii. Swords (7 Inf Bn F Coy)
 - b. Cathal Brugha Barracks, Dublin – applicants for the Reinforcement Reserve for:
 - i. Cathal Brugha Barracks, Dublin (7 Inf Bn D Coy, 2 Bde Cav Sqn, 2 Bde MP Coy, 2 Bde Tpt Coy)
 - ii. Dún Laoghaire (7 Inf Bn E Coy)
 - c. Aiken Barracks, Dundalk – applicants for the Reinforcement Reserve for:
 - i. Aiken Barracks, Dundalk (27 Inf Bn D Coy)
 - ii. RDF Premises, Cavan (27 Inf Bn C Coy)
 - iii. Monaghan (27 Inf Bn C Coy)
 - iv. RDF Premises, Navan (27 Inf Bn E Coy)
 - v. Gormanston Camp and Aerodrome (27 Inf Bn E Coy)
 - d. Custume Barracks, Athlone – applicants for the Reinforcement Reserve for:
 - i. Custume Barracks, Athlone (6 Inf Bn C Coy, 2 Bde Arty Regt)
 - ii. Offaly (6 Inf Bn C Coy)
 - iii. Military Barracks, Castlebar (6 Inf Bn D Coy)
 - iv. Military Barracks, Boyle (6 Inf Bn E Coy)
 - v. Longford (6 Inf Bn E Coy)
 - e. Finner Camp, Bundoran – applicants for the Reinforcement Reserve for:
 - i. Finner Camp, Bundoran (28 Inf Bn C Coy)
 - ii. RDF Premises, Sligo (28 Inf Bn D Coy)
 - f. Dún Uí Mhaoilíosa, Galway – applicants for the Reinforcement Reserve for:
 - i. Dún Uí Mhaoilíosa, Galway (1 Inf Bn D Coy)
 - ii. RDF Premises, Ennis (1 Inf Bn C Coy)
 - g. Sarsfield Barracks, Limerick – applicants for the Reinforcement Reserve for:
 - i. Sarsfield Barracks, Limerick (12 Inf Bn C Coy)
 - ii. RDF Premises, Mallow (12 Inf Bn D Coy)
 - iii. Kilworth Camp (12 Inf Bn D Coy)
 - iv. Ballymullen Barracks, Tralee (12 Inf Bn E Coy)

- v. RDF Premises, Skibbereen (12 Inf Bn F Coy)
 - h. Collins Barracks, Cork – applicants for the Reinforcement Reserve for:
 - i. Collins Barracks, Cork (1 Bde Arty Regt, 1 Bde Cav Sqn, 1 Bde MP Coy, 1 Bde Tpt Coy)
 - i. Stephens Barracks, Kilkenny – applicants for the Reinforcement Reserve for:
 - i. Stephens Barracks, Kilkenny (3 Inf Bn C Coy)
 - ii. Portlaoise (3 Inf Bn C Coy)
 - iii. McCann Barracks, Templemore (3 Inf Bn D Coy)
 - iv. Military Barracks, Wexford (3 Inf Bn E Coy)
 - v. Military Barracks, Waterford (3 Inf Bn E Coy)
 - vi. Coolmoney Camp (3 Inf Bn F Coy)
 - vii. Carlow (3 Inf Bn F Coy)
 - j. Defence Forces Training Centre, Curragh Camp – applicants for the Reinforcement Reserve for:
 - i. Defence Forces Training Centre (1 Mech Inf Coy, 1 Armd Cav Sqn, DFTC Tpt Pl)
 - k. Naval Base, Haulbowline – applicants for the Reinforcement Reserve for:
 - i. Naval Base, Haulbowline (Cork Unit NSR)
 - ii. Cathal Brugha Barracks, Dublin (Dublin Unit NSR)
 - iii. Dún Uí Mhaoilíosa, Galway (Galway Unit NSR)
 - iv. Sarsfield Barracks, Limerick (Limerick Unit NSR)
 - v. Military Barracks, Waterford (Waterford Unit NSR)
 - l. Casement Aerodrome, Baldonnel – applicants for the Reinforcement Reserve for:
 - i. Casement Aerodrome, Baldonnel (106 Sqn, 305 Sqn, 507 Sqn)
8. Candidates choices for online application (via Candidate Manager) should be amended as follows:

County/Region	Location	Branch/Corps	Unit
Reinforcement Reserve			
Carlow	Carlow town	Infantry	3 Infantry Battalion, F Company
Cavan	Cavan town	Infantry	27 Infantry Battalion, C Company
Clare	Ennis	Infantry	1 Infantry Battalion, C Company
Cork (city)	Collins Barracks, Cork	Artillery	1 Brigade Artillery Regiment, No 4 Battery
		Cavalry	1 Brigade Cavalry Squadron
		Military Police	1 Brigade Military Police Company
		Transport	1 Brigade Transport Company
Cork (Cobh)	Naval Base, Haulbowline	Naval Service	Cork Unit Naval Service Reserve
Cork (county; north)	Mallow	Infantry	12 Infantry Battalion, D Company
	Kilworth Camp	Infantry	12 Infantry Battalion, D Company
Cork (county; west)	Skibbereen	Infantry	12 Infantry Battalion, F Company
Donegal	Finner Camp, Bundoran	Infantry	28 Infantry Battalion, C Company
Dublin (city; northside)	McKee Barracks, Dublin	Infantry	7 Infantry Battalion, C Company
Dublin (city; southside)	Cathal Brugha Barracks, Dublin	Cavalry	2 Brigade Cavalry Squadron
		Infantry	7 Infantry Battalion, D Company
		Military Police	2 Brigade Military Police Company
		Transport	2 Brigade Transport Company
		Naval Service	Dublin Unit Naval Service Reserve
Dublin (Fingal)	Swords	Infantry	7 Infantry Battalion, F Company
Dublin (Dún Laoghaire-Rathdown)	Dún Laoghaire	Infantry	7 Infantry Battalion, E Company

Dublin (South)	Casement Aerodrome, Baldonnell	Air Corps	No 1 Operations Wing (Fixed Wing), 106 Squadron
			No 3 Operations Wing (Rotary Wing), 305 Squadron
			No 5 Support Wing (Airbase Support), 507 Squadron
Galway	Dún Uí Mhaoilíosa, Galway	Infantry	1 Infantry Battalion, D Company
		Naval Service	Galway Unit Naval Service Reserve
Kerry	Ballymullen Barracks, Tralee	Infantry	12 Infantry Battalion, E Company
Kildare	Curragh Camp	Infantry	1 Mechanised Infantry Company
		Cavalry	1 Armoured Cavalry Squadron
		Transport	DFTC Transport Platoon
Kilkenny	Stephens Barracks, Kilkenny	Infantry	3 Infantry Battalion, C Company
Laois	Portlaoise	Infantry	3 Infantry Battalion, C Company
Leitrim (north)	Finner Camp, Bundoran	Infantry	28 Infantry Battalion, C Company
Leitrim (south)	Military Barracks, Boyle	Infantry	6 Infantry Battalion, E Company
Limerick	Sarsfield Barracks, Limerick	Infantry	12 Infantry Battalion, C Company
		Naval Service	Limerick Unit Naval Service Reserve
Longford	Longford town	Infantry	6 Infantry Battalion, E Company
Louth	Aiken Barracks, Dundalk	Infantry	27 Infantry Battalion, D Company
Mayo	Military Barracks, Castlebar	Infantry	6 Infantry Battalion, D Company
Meath	Gormanston Camp & Aerodrome	Infantry	27 Infantry Battalion, E Company
	Navan	Infantry	27 Infantry Battalion, E Company
Monaghan	Monaghan town	Infantry	27 Infantry Battalion, C Company
Offaly	Tullamore	Infantry	6 Infantry Battalion, C Company
Roscommon	Military Barracks, Boyle	Infantry	6 Infantry Battalion, E Company

Sligo	Sligo town	Infantry	28 Infantry Battalion, D Company
Tipperary	McCann Barracks, Templemore	Infantry	3 Infantry Battalion, D Company
Waterford	Military Barracks, Waterford	Infantry	3 Infantry Battalion, E Company
		Naval Service	Waterford Unit Naval Service Reserve
Westmeath	Custume Barracks, Athlone	Artillery	2 Brigade Artillery Regiment, No 4 Battery
		Infantry	6 Infantry Battalion, C Company
Wexford	Military Barracks, Wexford	Infantry	3 Infantry Battalion, E Company
Wicklow	Coolmoney Camp, Glen of Imaal	Infantry	3 Infantry Battalion, F Company
Specialist Reserve			
Nationwide	Nationwide	Communications and Information Services	Communications and Information Services branch
Nationwide	Nationwide	Engineer	Engineer branch
Nationwide	Nationwide	Medical	Medical branch
Nationwide	Nationwide	Ordnance	Ordnance branch
Nationwide	Nationwide	Army	Army Reserve Force Multiplier specialists
Nationwide	Nationwide	Naval Service	Naval Service Reserve Technical Specialists (Maritime)
			Naval Service Reserve Force Multiplier specialists
Dublin (South)	Casement Aerodrome, Baldonnel	Air Corps	Air Corps Reserve Technical Specialists (Aviation)
			Air Corps Reserve Force Multiplier specialists

9. In three (3) central locations, **Specialist Reserve recruitment staffs** – comprising members of the Permanent Defence Force – should also be created to arrange/action/process all aspects of Specialist Reserve recruitment and applicant testing for the Army Reserve, Naval Service Reserve, and Air Corps Reserve. The following is recommended:

- a. McKee Barracks, Dublin – applicants for the Specialist Reserve for:
 - i. Communication and Information Services Corps
 - ii. Engineer Corps
 - iii. Medical Corps
 - iv. Ordnance Corps

- v. Army Reserve Force Multiplier specialists
 - d. Naval Base, Haulbowline – applicants for the Specialist Reserve for:
 - i. Naval Service Reserve Technical Specialists (Maritime)
 - ii. Naval Service Reserve Force Multiplier specialists
 - e. Casement Aerodrome, Baldonnell – applicants for the Specialist Reserve for:
 - i. Air Corps Reserve Technical Specialists (Aviation)
 - ii. Air Corps Reserve Force Multiplier specialists
10. Recruitment to the Reinforcement Reserve should be **devolved to local level**, with the necessary resources provided in order to allow local recruitment campaigns (physical recruitment events and social media campaigns) to be conducted as deemed appropriate, based on local knowledge.
11. Recruitment to the Specialist Reserve should be **centrally co-ordinated** and focus on:
- a. Recruitment of former members of the Permanent Defence Force.
 - i. Communications and Information Services Corps
 - ii. Engineer Corps
 - iii. Medical Corps
 - iv. Ordnance Corps
 - v. Naval Service
 - vi. Air Corps
 - b. Relevant departments in Third Level Education institutions.
 - c. Relevant private-sector companies.

10. System of career progression to meet the recommended force structures and disposition

1. To reflect the different natures of the Reinforcement Reserve and Specialist Reserve, it is recommended that **two (2) different career progressions systems** are put in place.

2. For the **Reinforcement Reserve**, eligibility for promotion should:
 - a. Follow successful completion of a mandatory qualifying career course for higher grade/rank.¹⁹
 - i. Recruit Course²⁰ – advancement from OR-1 to OR-2.
 - ii. Relevant advancement-in-rank course/training – advancement from OR-2 to OR-3.
 - iii. Potential NCOs Course – promotion from OR-3 to OR-4.
 - iv. Standard NCOs Course – promotion from OR-4 to OR-5.
 - v. Senior NCOs Course – promotion from OR-5 to OR-6/OR-7, and from OR-6/OR-7 to OR-8/OR-9.
 - vi. Potential Officers Course – commissioning from OR-level to OF-1/OF-2 (depending on OR rank).
 1. OR-2 / OR-3 – commissioned at OF-1 (Second-Lieutenant, or equivalent) rank.
 2. OR-4 / OR-5 – commissioned at OF-1 (Lieutenant, or equivalent) rank.
 3. OR-6 / OR-7 / OR-8 / OR-9 – commissioned at OF-2 rank.
 - vii. Young Officers Course – promotion from OF-1 to OF-2.
 - viii. Standard Officers Course / Junior Command & Staff Course – promotion from OF-2 to OF-3.
 - ix. Senior Officers Course – promotion from OF-3 to OF-4, and from OF-4 to OF-5.

 - b. In addition to completion of the relevant mandatory qualifying career course outlined above, promotion from the rank of **OR-3 to OR-4** and from **OR-4 to OR-5** should be based on:
 - i. The availability of a suitable vacancy at higher rank.
 - ii. Unit OC's recommendation.

 - c. In addition to completion of the relevant mandatory qualifying career course outlined above, promotion from the rank of **OR-5 to OR-6/OR-7** and from **OR-6/OR-7 to OR-8/OR-9** should be based on:

¹⁹ In all cases, members of the Air Corps Reserve should undertake each Army Reserve mandatory qualifying career course, given the similarity of capabilities proposed for both Reinforcement Reserve elements of the Army and Air Corps branches. The Naval Service Reserve should undertake their own specific courses, up to and including Young Officer level.

²⁰ Recruit training should no longer be conducted at unit level, but should take place at Formation level (1 Brigade, and 2 Brigade/DFTC combined) in centralised locations, with a "lead training unit" responsibility rotating annually between units in each Formation.

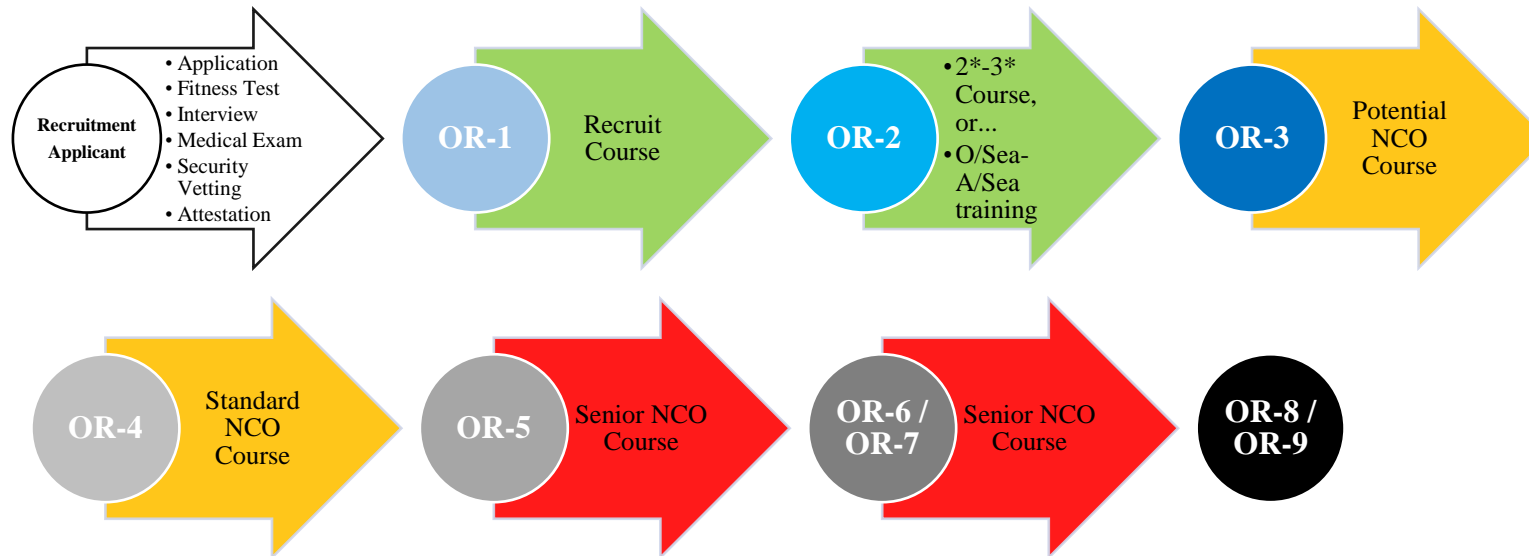
- i. The availability of a suitable vacancy at higher rank.
 - ii. Unit OC's recommendation.
 - iii. Interview by Promotions Board, to include review of personnel file.
 - d. Promotion from the rank of Second-Lieutenant (or equivalent) to Lieutenant (or equivalent) – **both OF-1 ranks** – should be based on satisfactory completion of two (2) years' service at Second-Lieutenant (or equivalent) rank.
 - e. In addition to completion of the relevant mandatory qualifying career course outlined above, promotion from the rank of **OF-1 to OF-2**, from **OF-2 to OF-3**, from **OF-3 to OF-4**, and from **OF-4 to OF-5** should be based on:
 - i. The availability of a suitable vacancy at higher rank.
 - ii. Unit OC's recommendation.
 - iii. Interview by Promotions Board, to include review of personnel file.
3. Other than for promotion from Second-Lieutenant (or equivalent) to Lieutenant (or equivalent) rank, there should be **no minimum length of service** required in a junior rank before personnel can apply for higher promotion, i.e. once there is a vacancy available at higher rank, personnel who have completed the relevant mandatory qualifying career course and have been nominated by their Unit OC should be promoted or interviewed by a Promotions Board (to include review of personnel file) with a view to promotion, as appropriate.
 4. For promotion from the rank of OR-5 to OR-6/OR-7, from OR-6/OR-7 to OR-8/OR-9, and for all OF-level promotions, vacancies should be **advertised nationally** when promotion competitions take place. Limiting the ability of candidates to apply for certain vacancies based on the Formation in which they are serving – as is currently the case – is unfair and inappropriate.
 5. In order to support this Reinforcement Reserve promotions model, the relevant conducting institutions will need to run each qualifying career course on a **cyclical/formalised/structured/predictable basis**; currently, the arranging of these courses is conducted in an ad hoc fashion. Additionally, **Potential Officer courses** will also need to be made available to enlisted personnel on a more cyclical/formalised/structured/predictable basis than is currently the case.
 6. For the **Specialist Reserve**, eligibility for promotion should be exclusively based on specialist qualifications/skillsets possessed, i.e. a member of the Specialist Reserve can obtain promotion upon obtaining a higher qualification/skillset that is deemed to be commensurate with higher rank within their particular Specialist Reserve element, e.g. in the Medical Corps, a corporal/paramedic, upon qualifying as an advanced paramedic, should be duly promoted to the rank of sergeant/advanced paramedic, etc.
 - a. In the case of a person training for a specialist qualification/skillset (and therefore holding the rank of Private, or equivalent), upon formally obtaining

their qualification/skillset they should be promoted/commissioned to the commensurate rank.

7. While not relevant for promotion, the following are important factors in aiding the **career progression (and organisational integration)** for members of the Specialist Reserve:
 - a. Members of the Specialist Reserve should be required to complete the **RDF Direct Entrants' course** upon being enlisted/commissioned into the RDF.
 - b. Members of the Specialist Reserve should be **regularly exposed to wider Defence Forces activities** via military skills training, courses, participation in exercises, etc., that are not necessarily directly linked to the application of their specialist qualifications/skillsets, but which nonetheless help educate members of the Specialist Reserve in Defence Forces culture, ethos, etc.

Reinforcement Reserve: Enlisted personnel

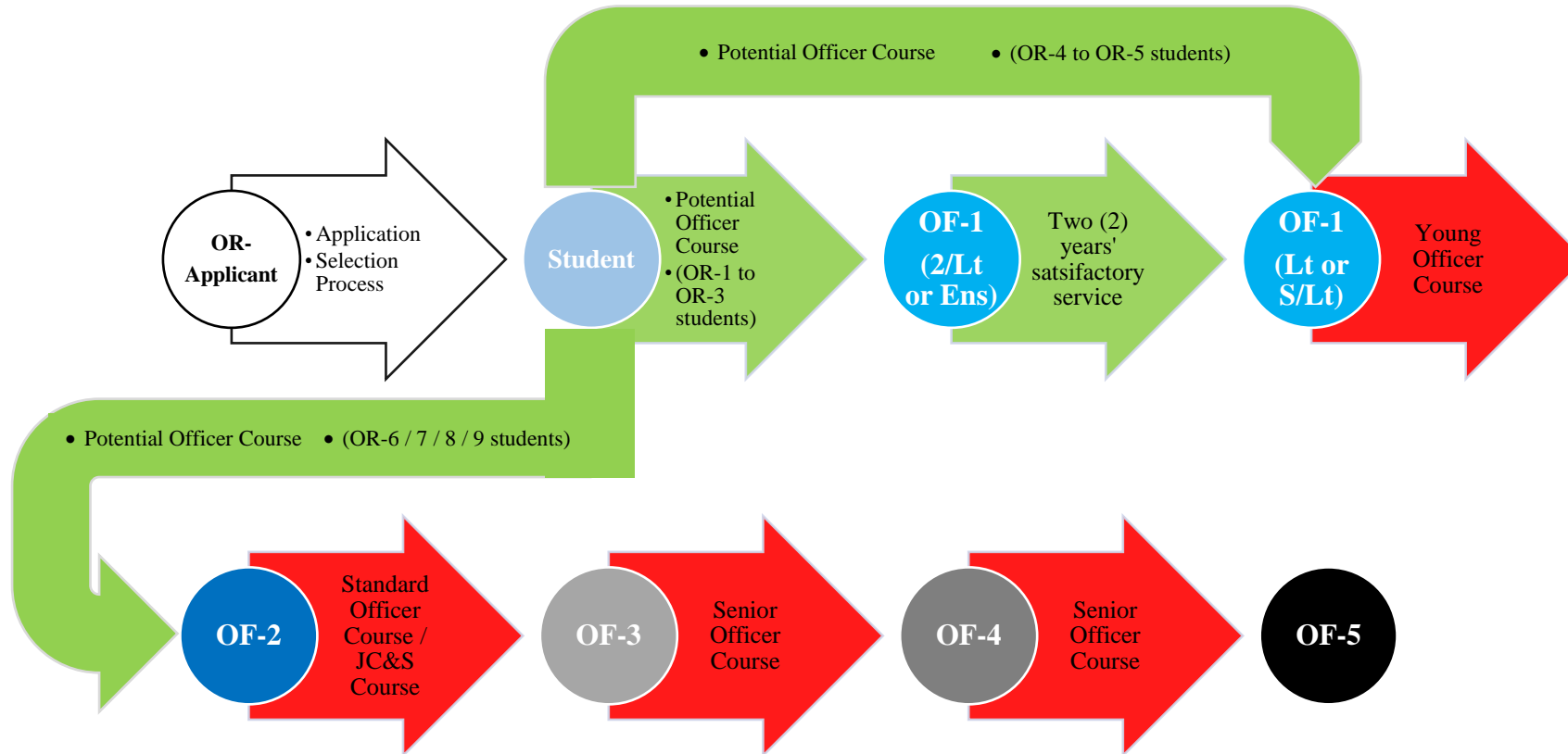
System of career progression to meet the recommended force structures and disposition



1. **Green arrow** – advancement in rank following course/training completed.
2. **Orange arrow** – promotion following course completed, available vacancy, and Unit OC recommendation.
3. **Red arrow** – promotion following course completed, available vacancy, Unit OC recommendation, and recommendation by Interview Board (to include review of personnel file).

Reinforcement Reserve: Commissioned personnel

System of career progression to meet the recommended force structures and disposition



- Green arrow** – advancement in rank following course/length-of-service completed.
- Red arrow** – promotion following course completed, available vacancy, Unit OC recommendation, and recommendation by Interview Board (to include review of personnel file).

APPENDIX 1

Structure/Disposition of the Reinforcement Reserve

Introductory notes:

1. The 15-39 year old population of the Republic of Ireland (2016 Census) totalled 1,625,283 persons. Since no more recent census data exists, this figure has been utilised to broadly extrapolate the number of 20-44 year old persons (those of potential RDF enlistment age) in the Republic of Ireland today (2021).
2. The individual county/region figures from the 2016 Census have also been reviewed, so that the percentage of estimated 20-44 year old persons in each county/region today (as a percentage of the overall estimated 20-44 year old population) can be broadly extrapolated. This has permitted a review of whether counties/regions currently have an excess or deficit in terms of RDF establishment (i.e. if a county/region has been – to date – asked to provide more or less members of the RDF that its percentage of the estimated 20-44 year old population – as a percentage of national total – should permit).
3. Based on this review – and based on the recommendation that every county/region should have at least one (1) Reinforcement Reserve location in order to facilitate attendance at training, improve recruitment, and make the RDF more attractive to join – the Reinforcement Reserve establishment outlined below is recommended.
4. This review also noted that the RDF currently has no presence established in the following counties/regions:
 - a. Carlow
 - b. Dublin (Dún Laoghaire-Rathdown)
 - c. Dublin (Fingal)
 - d. Dublin (South County)
 - e. Laois
 - f. Longford
 - g. Monaghan
 - h. Offaly
 - i. Wicklow
 - j. (Combined, these counties/regions comprise an estimated **26.614%** of the estimated population of recruitment age).
5. Furthermore, as a ratio of RDF establishment to estimated population of recruitment age, the following counties/regions have an excess of RDF establishment:
 - a. Cavan
 - b. Clare
 - c. Cork (city)
 - d. Donegal
 - e. Galway (county and city)

- f. Kilkenny
 - g. Limerick (county and city)
 - h. Louth
 - i. Mayo
 - j. Roscommon / Leitrim
 - k. Sligo
 - l. Waterford
 - m. Westmeath
 - n. (It could therefore be argued that, to date, these counties/regions have been requested to provide an excessively high proportion of RDF strength).
6. Notwithstanding the counties/regions that have no RDF locations, as a ratio of RDF establishment to estimated population of recruitment age, the following counties/regions have a deficit of RDF establishment:
- a. Cork (county)
 - b. Dublin (city)
 - c. Kerry
 - d. Kildare
 - e. Meath
 - f. Tipperary
 - g. Wexford
 - h. (It could therefore be argued that – had proper recruitment structures/supports been in place – these counties/regions were being requested to provide an unnecessarily low proportion of RDF strength).

1 Brigade (& NS HQ, CUNSR, GUNSR, LUNSR, WUNSR)

Location	Military premises currently present	2016 census: 15-39 year old population (National Total: 1,625,283)	Recommended % of new RDF establishment (4,169, from 2015 WP)	% of <u>current</u> RDF establishment / number of RDF appointments <u>currently in</u> location	Establishment Recommendation
1 Bde HQ / 1 Bde Arty Regt / 1 Bde Cav Sqn / 1 Bde MP Coy / 1 Bde Tpt Coy / 1 BTC					
Cork city	Collins Barracks, Cork	52,487 3.229% of total	3.229% (Approx. 134 pers at 2015 WP establishment of 4,169)	11.477% 467 x AR pers	<p style="text-align: center;"><u>Collins Barracks, Cork</u></p> <ol style="list-style-type: none"> 1. <u>1 Bde HQ.</u> <ol style="list-style-type: none"> a. Office of GOC: Lt-Col x 1, BSM x 1, Sgt x 1 b. G1: Comdt x 1, Sgt x 1 c. G3/5: Comdt x 1, Sgt x 1 d. G4/8: Comdt x 1, BQMS x 1, Sgt x 1 e. G7: Comdt x 1, Sgt x 1 <p>Total personnel: 12</p> 2. <u>1 Bde Arty Regt HQ.</u> <ol style="list-style-type: none"> a. Comdt x 1, Capt x 3, Sgt x 3 <p>Total personnel: 7</p> 3. <u>1 Bde Arty Regt No 4 Bty.</u> <ol style="list-style-type: none"> a. Comdt x 1, Capt x 1, Lt x 2, CS x 1, CQMS x 1, Sgt x 11, Cpl x 10, Pte x 63 <p>Total personnel: 90</p> 4. <u>1 Bde Cav Sqn.</u> <ol style="list-style-type: none"> a. Comdt x 1, Capt x 2, Lt x 2, CS x 1, CQMS x 1, Sgt x 4, Cpl x 11, Pte x 40 <p>Total personnel: 62</p>

					<p>5. <u>1 Bde MP Coy.</u> a. Comdt x 1, Capt x 1, Lt x 1, CS x 1, CQMS x 1, Sgt x 3, Cpl x 21, Pte x 14 Total personnel: 43</p> <p>6. <u>1 Bde Tpt Coy.</u> a. Comdt x 1, Capt x 1, Lt x 4, CS x 1, CQMS x 1, Sgt x 5, Cpl x 10, Pte x 52 Total personnel: 75</p> <p>7. <u>1 Bde Training Centre.</u> a. Capt x 1, Lt x 1, CS x 1, Sgt x 1, Cpl x 6 Total personnel: 10</p> <p>GRAND TOTAL: 299 personnel</p> <p>NOTE: While this recommended establishment is proportionally in excess of the establishment:population ratio for this region, this is the minimum establishment required to permit Reinforcement Reserve elements of all Defence Forces HQs/BTCs/units present in Collins Barracks, Cork to be represented.</p>
1 Inf Bn / Galway Unit NSR					
Co. Clare	RDF Premises, Ennis	35,623 2.191% of total	2.191% (Approx. 91 pers at 2015 WP establishment of 4,169)	2.506% 102 x AR pers	<p style="text-align: center;"><u>RDF Premises, Ennis</u></p> <p>1. <u>1 Inf Bn C Coy.</u> a. Comdt x 1, Capt x 2, Lt x 2, CS x 1, CQMS x 1, Sgt x 6, Cpl x 19, Pte x 70 Total personnel: 102</p> <p style="text-align: center;">GRAND TOTAL: 102 personnel</p>
Galway (county & city)	Dún Uí Mhaoilíosa, Galway and	88,408 5.439% of total	5.439% (Approx.	6.709% 140 x AR pers	<p style="text-align: center;"><u>Dún Uí Mhaoilíosa, Galway</u></p> <p>1. <u>1 Inf Bn HQ.</u> a. Office of Bn Cmdr: Comdt x 1</p>

	RDF Premises, Clifden ²¹		226 pers at 2015 WP establishment of 4,169)	(Dún Uí Mh.) 133 x AR pers (Clifden) <u>TOTAL: 273</u>	<ul style="list-style-type: none"> b. S1: Capt x 1, Sgt x 1 c. S4: Capt x 1, Sgt x 1 d. S7: Capt x 1, Sgt x 1 Total personnel: 7 <ul style="list-style-type: none"> 2. <u>1 Inf Bn D Coy.</u> <ul style="list-style-type: none"> a. Comdt x 1, Capt x 2, Lt x 3, CS x 1, CQMS x 1, Sgt x 7, Cpl x 25, Pte x 93 Total personnel: 133 3. <u>Galway Unit NSR.</u> <ul style="list-style-type: none"> a. Lt-Comdr x 1, Lt (NS) x 4, SCPO x 1, CPO x 3, PO x 5, LS x 10, Sea x 48 Total personnel: 72 <p style="text-align: right;">GRAND TOTAL: 212 personnel</p>
3 Inf Bn / Waterford Unit NSR					
Co. Kilkenny	Stephens' Barracks, Kilkenny	30,999 1.907% of total	1.907% (Approx. 79 pers at 2015 WP establishment of 4,169)	2.678% 109 x AR pers	<p style="text-align: center;"><u>Stephens Barracks, Kilkenny</u></p> <ul style="list-style-type: none"> 1. <u>3 Inf Bn HQ.</u> <ul style="list-style-type: none"> a. Office of Bn Cmdr: Comdt x 1 b. S1: Capt x 1, Sgt x 1 c. S4: Capt x 1, Sgt x 1 d. S7: Capt x 1, Sgt x 1 Total personnel: 7 2. <u>3 Inf Bn C Coy – Coy HQ (less Coy 2IC), Wpns Pl, 1 x Inf Pl.</u> <ul style="list-style-type: none"> a. Comdt x 1, Capt x 1, Lt x 1, CS x 1, CQMS x 1, Sgt x 5, Cpl x 13, Pte x 47 Total personnel: 70 <p style="text-align: right;">GRAND TOTAL: 77 personnel</p>

²¹ These premises are NOT included in “Vote 36 Defence – Appendix A: Schedule of Land and Buildings” as being vested in either the Minister for Defence or the Minister for Public Expenditure and Reform, and so must therefore be considered as a potentially temporary/leased premises.

Co. Laois	None	28,218 1.736% of total	1.736% (Approx. 72 pers at 2015 WP establishment of 4,169)	0	Establish a proportional Army Reserve presence in Portlaoise ; this is the county town & most populated urban centre. Portlaoise 1. <u>3 Inf Bn C Coy</u> – Coy 2IC, 2 x Inf Pl. a. Capt x 1, Lt x 2, Sgt x 2, Cpl x 12, Pte x 46 Total personnel: 63 GRAND TOTAL: 63 personnel
Co. Tipperary	Part of McCann Barracks, Templemore	48,596 2.990% of total	2.990% (Approx. 124 pers at 2015 WP establishment of 4,169)	2.506% 102 x AR pers	McCann Barracks, Templemore 1. <u>3 Inf Bn D Coy</u> . a. Comdt x 1, Capt x 2, Lt x 3, CS x 1, CQMS x 1, Sgt x 7, Cpl x 25, Pte x 93 Total personnel: 133 GRAND TOTAL: 133 personnel
Co. Wexford	Military Barracks, Wexford	45,844 2.820% of total	2.820% (Approx. 117 pers at 2015 WP establishment of 4,169)	2.506% 102 x AR pers	Military Barracks, Wexford 1. <u>3 Inf Bn E Coy</u> – Coy HQ (less Coy 2IC), Wpns Pl, 2 x Inf Pl. a. Comdt x 1, Capt x 1, Lt x 2, CS x 1, CQMS x 1, Sgt x 6, Cpl x 19, Pte x 70 Total personnel: 101 GRAND TOTAL: 101 personnel
Waterford (county & city)	Military Barracks, Waterford	36,650 2.254% of total	2.254% (Approx. 93 pers at 2015 WP establishment of 4,169)	3.710% 102 x AR pers 49 x NSR pers TOTAL: 151	Military Barracks, Waterford 1. <u>3 Inf Bn E Coy</u> – Coy 2IC, 1 x Inf Pl. a. Capt x 1, Lt x 1, Sgt x 1, Cpl x 6, Pte x 23 Total personnel: 32 personnel 2. <u>Waterford Unit NSR</u> . a. Lt-Comdr x 1, Lt (NS) x 4, SCPO x 1, CPO x 3, PO x 5, LS x 10, Sea x 48

					Total personnel: 72
					GRAND TOTAL: 104 personnel
Co. Wicklow	Coolmoney Camp (<u>not currently occupied by RDF</u>) and Kilbride Camp (<u>not currently occupied by RDF</u>)	44,599 2.744% of total	2.744% (Approx. 114 pers at 2015 WP establishment of 4,169)	0	Establish a proportional Army Reserve presence in Co. Wicklow, located in Coolmoney Camp , with Baltinglass and Blessington as primary recruiting areas. Coolmoney Camp 1. <u>3 Inf Bn F Coy</u> – Coy HQ (less Coy 2IC), Wpns Pl, 2 x Inf Pl. a. Comdt x 1, Capt x 1, Lt x 2, CS x 1, CQMS x 1, Sgt x 6, Cpl x 19, Pte x 70 Total personnel: 101 GRAND TOTAL: 101 personnel
Co. Carlow	None	19,032 1.170% of total	1.170% (Approx. 48 pers at 2015 WP establishment of 4,169)	0	Establish a proportional Army Reserve presence in Carlow ; this is the county town & most populated urban centre. Carlow 1. <u>3 Inf Bn F Coy</u> – Coy 2IC, 1 x Inf Pl. a. Capt x 1, Lt x 1, Sgt x 1, Cpl x 6, Pte x 23 Total personnel: 32 GRAND TOTAL: 32 personnel.
12 Inf Bn / NS HQ / Cork Unit NSR / Limerick Unit NSR					
Limerick (county & city)	Sarsfield Barracks, Limerick	67,092 4.128% of total	4.128% (Approx. 172 pers at 2015 WP establishment of 4,169)	4.644% 140 x AR pers 49 x NSR pers TOTAL: 189	Sarsfield Barracks, Limerick 1. <u>12 Inf Bn HQ.</u> a. Office of Bn Cmdr: Comdt x 1 b. S1: Capt x 1, Sgt x 1 c. S4: Capt x 1, Sgt x 1 d. S7: Capt x 1, Sgt x 1 Total personnel: 7

					<p>4. <u>12 Inf Bn C Coy.</u> a. Comdt x 1, Capt x 2, Lt x 2, CS x 1, CQMS x 1, Sgt x 6, Cpl x 19, Pte x 70 Total personnel: 102</p> <p>5. <u>LUNSR.</u> b. Lt-Comdr x 1, Lt (NS) x 4, SCPO x 1, CPO x 3, PO x 5, LS x 10, Sea x 48 Total personnel: 72</p> <p>GRAND TOTAL: 181 personnel</p>
Co. Cork	<p>RDF Premises, Mallow and RDF Premises, Skibbereen and Kilworth Camp (not currently occupied by RDF) and Bere Island (not currently occupied by RDF) and Naval Base, Haulbowline</p>	<p>131,848 8.112% of total</p>	<p>8.112% (Approx. 338 pers at 2015 WP establishment of 4,169)</p>	<p>6.316% 102 x AR pers (Mallow) 102 x AR pers (Skibbereen) 53 x NSR pers (Haulbowline) TOTAL: <u>257</u></p>	<p><u>RDF Premises, Mallow</u></p> <p>1. <u>12 Inf Bn D Coy</u> – Coy HQ (less Coy 2IC), Wpns Pl, 1 x Inf Pl. a. Comdt x 1, Capt x 1, Lt x 1, CS x 1, CQMS x 1, Sgt x 5, Cpl x 13, Pte x 47 Total personnel: 70</p> <p><u>Kilworth Camp</u></p> <p>2. <u>12 Inf Bn D Coy</u> – Coy 2IC, 2 x Inf Pls. a. Capt x 1, Lt x 2, Sgt x 2, Cpl x 12, Pte x 46 Total personnel: 63</p> <p><u>RDF Premises, Skibbereen</u></p> <p>3. <u>12 Inf Bn F Coy</u> – Coy HQ (less Coy 2IC), Wpns Pl, 1 x Inf Pl. a. Comdt x 1, Capt x 2, Lt x 3, CS x 1, CQMS x 1, Sgt x 7, Cpl x 25, Pte x 93 Total personnel: 133</p> <p><u>Naval Base, Haulbowline</u></p> <p>4. <u>Naval Service Headquarters.</u> 5. <u>NS HQ: Cmdr x 1, WO x 1, PO x 1</u></p>

					<p>6. DFHQ, Ops Div, J 3&5: Lt (NS) x 1, PO x 1</p> <p>7. DFHQ, Ops Div, J7: Lt (NS) x 1, PO x 1</p> <p>8. DFHQ, Ops Div, Res Forces: Lt-Comdr x 1, PO x 1</p> <p>9. DFHQ, Sp Div, J1: Lt (NS) x 1, PO x 1</p> <p>10. DFHQ, Sp Div, J4: Lt (NS) x 1, PO x 1</p> <p>Total personnel: 13</p> <p>11. <u>Cork Unit NSR.</u></p> <p>12. Lt-Comdr x 1, Lt (NS) x 4, SCPO x 1, CPO x 3, PO x 5, LS x 10, Sea x 48</p> <p>Total personnel: 72</p> <p>GRAND TOTAL: 351 personnel</p>
Co. Kerry	Ballymullen Barracks, Tralee and RDF Premises, Kilorglin	43,682 2.687% of total	2.687% (Approx. 112 pers at 2015 WP establishment of 4,169)	2.506% 102 x AR pers	<p><u>Ballymullen Barracks Tralee (incorporating RDF Premises, Kilorglin)</u></p> <p>1. <u>12 Inf Bn E Coy</u></p> <p>a. Comdt x 1, Capt x 2, Lt x 2, CS x 1, CQMS x 1, Sgt x 6, Cpl x 19, Pte x 70</p> <p>Total personnel: 102</p> <p>GRAND TOTAL: 102 personnel</p>

2 Brigade (& DFHQ, DUNSR)

Location	Military premises currently present	2016 census: 15-39 year old population (National Total: 1,625,283)	Recommended % of new RDF establishment (4,169, from 2015 WP)	% of current RDF establishment / number of RDF appointments currently in location	Establishment Recommendation
DFHQ / 2 Bde HQ / 7 Inf Bn / 2 Bde Cav Sqn / 2 Bde MP Coy / 2 Bde Tpt Coy / 2 BTC / Dublin Unit NSR					
Dublin (city)	McKee Barracks, Dublin and Cathal Brugha Barracks, Dublin	242,582 14.925% of total	14.925% (Approx. 622 pers at 2015 WP establishment of 4,169)	11.919% 30 x AR pers (McKee) 406 x AR pers (Cathal Brugha) 49 x NSR pers (Cathal Brugha) <u>TOTAL: 485</u>	<p style="text-align: center;">McKee Barracks, Dublin</p> <ol style="list-style-type: none"> 1. <u>DFHQ: Chief of Staff's Division.</u> <ol style="list-style-type: none"> a. SPB: Comdt x 1, Sgt x 1 b. PRB: Comdt x 1, Sgt x 1 2. <u>DFHQ: Operations Division.</u> <ol style="list-style-type: none"> a. J 3&5: Comdt x 1, Sgt x 1 b. J7: Lt-Col x 1, Sgt x 1 c. Combat Sp & ISTAR: Comdt x 1, Sgt x 1 d. Reserve Forces: Col x 1, BSM x 1, Sgt x 1 3. <u>DFHQ: Support Division.</u> <ol style="list-style-type: none"> a. Legal: Comdt x 1, Sgt x 1 b. Finance: Comdt x 1, Sgt 1 c. J1: Lt-Col x 1, Sgt x 1 d. J4: Comdt x 1, BQMS x 1, Sgt x 1 e. Military Police: Comdt x 1, Sgt x 1 f. Transport: Comdt x 1, Sgt x 1 <p>Total personnel: 26</p> 4. <u>7 Inf Bn C Coy</u> <ol style="list-style-type: none"> a. Comdt x 1, Capt x 2, Lt x 3, CS x 1, CQMS x 1, Sgt x 7, Cpl x 25, Pte x 93

					<p>Total personnel: 133</p> <p><u>Cathal Brugha Barracks, Dublin</u></p> <p>1. <u>2 Bde HQ.</u></p> <p>a. Office of GOC: Lt-Col x 1, BSM x 1, Sgt x 1</p> <p>b. G1: Comdt x 1, Sgt x 1</p> <p>c. G3/5: Comdt x 1, Sgt x 1</p> <p>d. G4/8: Comdt x 1, BQMS x 1, Sgt x 1</p> <p>e. G7: Comdt x 1, Sgt x 1</p> <p>Total personnel: 12</p> <p>2. <u>7 Inf Bn HQ.</u></p> <p>a. Office of Bn Cmdr: Comdt x 1</p> <p>b. S1: Capt x 1, Sgt x 1</p> <p>c. S4: Capt x 1, Sgt x 1</p> <p>d. S7: Capt x 1, Sgt x 1</p> <p>Total personnel: 7</p> <p>3. <u>7 Inf Bn D Coy.</u></p> <p>a. Comdt x 1, Capt x 2, Lt x 3, CS x 1, CQMS x 1, Sgt x 7, Cpl x 25, Pte x 93</p> <p>Total personnel: 133</p> <p>4. <u>2 Bde Cav Sqn.</u></p> <p>a. Comdt x 1, Capt x 2, Lt x 2, CS x 1, CQMS x 1, Sgt x 4, Cpl x 11, Pte x 40</p> <p>Total personnel: 62</p> <p>5. <u>2 Bde MP Coy.</u></p> <p>a. Comdt x 1, Capt x 1, Lt x 1, CS x 1, CQMS x 1, Sgt x 3, Cpl x 25, Pte x 14</p> <p>Total personnel: 47</p> <p>6. <u>2 Bde Tpt Coy.</u></p>
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					<p>a. Comdt x 1, Capt x 1, Lt x 4, CS x 1, CQMS x 1, Sgt x 7, Cpl x 16, Pte x 84 Total personnel: 115</p> <p>7. <u>2 Bde Training Centre.</u> a. Capt x 1, Lt x 1, CS x 1, Sgt x 1, Cpl x 6 Total personnel: 10</p> <p>8. <u>Dublin Unit NSR.</u> a. Lt-Comdr x 1, Lt (NS) x 4, SCPO x 1, CPO x 3, PO x 5, LS x 10, Sea x 48 Total personnel: 72</p> <p>GRAND TOTAL: 617 personnel</p>
Co. Dublin (Dún Laoghaire-Rathdown)	None	76,098 4.682% of total	4.682% (Approx. 195 pers at 2015 WP establishment of 4,169)	0	<p>Establish a proportional Army Reserve presence in Dún Laoghaire; this is the county town & most populated urban centre.</p> <p>Dún Laoghaire</p> <p>1. <u>7 Inf Bn E Coy.</u> a. Comdt x 1, Capt x 2, Lt x 3, CS x 1, CQMS x 1, Sgt x 7, Cpl x 25, Pte x 93 Total personnel: 133</p> <p>GRAND TOTAL: 133 personnel</p>
Co. Dublin (Fingal)	None	106,855 6.574% of total	6.574% (Approx. 274 pers at 2015 WP establishment of 4,169)	0	<p>Establish a proportional Army Reserve presence in Swords; this is the county town & most populated urban centre.</p> <p>Swords</p> <p>1. <u>7 Inf Bn F Coy.</u> a. Comdt x 1, Capt x 2, Lt x 3, CS x 1, CQMS x 1, Sgt x 7, Cpl x 25, Pte x 93 Total personnel: 133</p>

					GRAND TOTAL: 133 personnel
6 Inf Bn / 2 Bde Arty Regt					
Co. Westmeath	Custume Barracks, Athlone and RDF Premises, Mullingar ²²	29,620 1.822% of total	1.822% (Approx. 75 pers at 2015 WP establishment of 4,169)	8.896% 362 x AR pers	<p style="text-align: center;"><u>Custume Barracks, Athlone</u></p> <ol style="list-style-type: none"> 1. <u>6 Inf Bn HQ.</u> <ol style="list-style-type: none"> a. Office of Bn Cmdr: Comdt x 1 b. S1: Capt x 1, Sgt x 1 c. S4: Capt x 1, Sgt x 1 d. S7: Capt x 1, Sgt x 1 Total personnel: 7 2. <u>6 Inf Bn C Coy – Coy HQ (less Coy 2IC), Wpns Pl, 1 x Inf Pl.</u> <ol style="list-style-type: none"> b. Comdt x 1, Capt x 1, Lt x 1, CS x 1, CQMS x 1, Sgt x 5, Cpl x 13, Pte x 47 Total personnel: 70 3. <u>2 Bde Arty Regt HQ.</u> <ol style="list-style-type: none"> a. Comdt x 1, Capt x 3, Sgt x 3 Total personnel: 7 4. <u>2 Bde Arty Regt No 4 Bty.</u> <ol style="list-style-type: none"> a. Comdt x 1, Capt x 1, Lt x 2, CS x 1, CQMS x 1, Sgt x 11, Cpl x 10, Pte x 63 Total personnel: 90 <p style="text-align: center;">GRAND TOTAL: 174 personnel</p> <p style="color: red;">NOTE: While this recommended establishment is proportionally in excess of the establishment:population ratio for this region, this is the minimum establishment required to permit Reinforcement Reserve elements of all Defence</p>

²² These premises are NOT included in “Vote 36 Defence – Appendix A: Schedule of Land and Buildings” as being vested in either the Minister for Defence or the Minister for Public Expenditure and Reform, and so must therefore be considered as a potentially temporary/leased premises.

					Forces HQs/units present in Custume Barracks, Athlone to be represented.
Co. Offaly	None	24,791 1.525% of total	1.525% (Approx. 63 pers at 2015 WP establishment of 4,169)	0	Establish a proportional Army Reserve presence in Tullamore ; this is the county town & most populated urban centre. Tullamore 1. <u>6 Inf Bn C Coy</u> – Coy 2IC, 2 x Inf Pl. a. Capt x 1, Lt x 2, Sgt x 2, Cpl x 12, Pte x 46 Total personnel: 63 GRAND TOTAL: 63 personnel
Co. Mayo	Military Barracks, Castlebar	37,275 2.293% of total	2.293% (Approx. 95 pers at 2015 WP establishment of 4,169)	3.268% 133 x AR pers	Military Barracks, Castlebar 1. <u>6 Inf Bn D Coy</u> . b. Comdt x 1, Capt x 2, Lt x 2, CS x 1, CQMS x 1, Sgt x 6, Cpl x 19, Pte x 70 Total personnel: 102 GRAND TOTAL: 102 personnel
Co. Roscommon / Co. Leitrim ²³	Military Barracks, Boyle	27,430 (18,505 + 8,925) 1.687% of total (1.138% + 0.549%)	1.687% of total (Approx. 69 pers at 2015 WP establishment of 4,169)	3.268% 133 x AR pers	Military Barracks, Boyle 1. <u>6 Inf Bn E Coy</u> – Coy HQ (less Coy 2IC), Wpns Pl, 1 x Inf Pl. a. Comdt x 1, Capt x 1, Lt x 1, CS x 1, CQMS x 1, Sgt x 5, Cpl x 13, Pte x 47 Total personnel: 70 GRAND TOTAL: 70 personnel
Co. Longford	None	12,763 0.785% of total	0.785% (Approx.	0	Establish a proportional Army Reserve presence in Longford ; this is the county town & most populated urban centre.

²³ Leitrim's county town and largest population centre – Carrick-on-Shannon – is geographically extremely close to Military Barracks, Boyle. Therefore, it is unnecessary to have a separate “Reinforcement” Reserve element in Carrick-on-Shannon.

			32 pers at 2015 WP establishment of 4,169)		<p style="text-align: center;">Longford</p> <p>1. <u>6 Inf Bn E Coy</u> – Coy 2IC, 1 x Inf Pl. a. Capt x 1, Lt x 1, Sgt x 1, Cpl x 6, Pte x 23 Total personnel: 32</p> <p style="text-align: center;">GRAND TOTAL: 32 personnel.</p>
27 Inf Bn					
Co. Cavan	RDF Premises, Cavan ²⁴	23,962 1.474% of total	1.474% (Approx. 65 pers at 2015 WP establishment of 4,169)	3.268% 133 x AR pers	<p>Secure a permanent Army Reserve presence in Cavan; this is the county town & most populated urban centre.</p> <p style="text-align: center;">RDF Premises, Cavan</p> <p>1. <u>27 Inf Bn C Coy</u> – Coy HQ (less Coy 2IC), Wpns Pl, 1 x Inf Pl. a. Comdt x 1, Capt x 1, Lt x 1, CS x 1, CQMS x 1, Sgt x 5, Cpl x 13, Pte x 47 Total personnel: 70</p> <p style="text-align: center;">GRAND TOTAL: 70 personnel</p>
Co. Monaghan	None	19,530 1.201% of total	1.201% (Approx. 50 pers at 2015 WP establishment of 4,169)	0	<p>Establish a proportional Army Reserve presence in Monaghan; this is the county town & most populated urban centre.</p> <p style="text-align: center;">Monaghan</p> <p>1. <u>27 Inf Bn C Coy</u> – Coy 2IC, 2 x Inf Pl. a. Capt x 1, Lt x 2, Sgt x 2, Cpl x 12, Pte x 46 Total personnel: 63</p> <p style="text-align: center;">GRAND TOTAL: 63 personnel</p>
Co. Louth	Aiken Barracks, Dundalk	42,742	2.629%	3.440%	Aiken Barracks, Dundalk

²⁴ These premises are NOT included in “Vote 36 Defence – Appendix A: Schedule of Land and Buildings” as being vested in either the Minister for Defence or the Minister for Public Expenditure and Reform, and so must therefore be considered as a potentially temporary/leased premises.

		2.629% of total	(Approx. 109 pers at 2015 WP establishment of 4,169)	140 x AR pers	<ol style="list-style-type: none"> 1. <u>27 Inf Bn HQ.</u> <ol style="list-style-type: none"> a. Office of Bn Cmdr: Comdt x 1 b. S1: Capt x 1, Sgt x 1 c. S4: Capt x 1, Sgt x 1 d. S7: Capt x 1, Sgt x 1 Total personnel: 7 2. <u>27 Inf Bn D Coy.</u> <ol style="list-style-type: none"> c. Comdt x 1, Capt x 2, Lt x 2, CS x 1, CQMS x 1, Sgt x 6, Cpl x 19, Pte x 70 Total personnel: 102 <p style="text-align: center;">GRAND TOTAL: 109 personnel</p>
Co. Meath	RDF Premises, Navan and Gormanston Camp and Aerodrome (<u>not currently occupied by RDF</u>)	62,985 3.875% of total	3.875% (Approx. 161 pers at 2015 WP establishment of 4,169)	2.506% 102 x AR pers	<p>Establish a proportional Army Reserve presence in Gormanston Camp and Aerodrome, with Drogheda as primary recruiting area.</p> <p style="text-align: center;">RDF Premises, Navan</p> <ol style="list-style-type: none"> 2. <u>27 Inf Bn E Coy – Coy HQ (less Coy 2IC), Wpns Pl, 1 x Inf Pl.</u> <ol style="list-style-type: none"> b. Comdt x 1, Capt x 1, Lt x 1, CS x 1, CQMS x 1, Sgt x 5, Cpl x 13, Pte x 47 Total personnel: 70 <p style="text-align: center;">Gormanston Camp & Aerodrome</p> <ol style="list-style-type: none"> 2. <u>27 Inf Bn E Coy – Coy 2IC, 2 x Inf Pl.</u> <ol style="list-style-type: none"> b. Capt x 1, Lt x 2, Sgt x 2, Cpl x 12, Pte x 46 Total personnel: 63 <p style="text-align: center;">GRAND TOTAL: 133 personnel</p>
28 Inf Bn					
Co. Donegal	Finner Camp, Bundoran and	47,934	2.949%	5.947%	<ol style="list-style-type: none"> 1. <u>28 Inf Bn C Coy.</u>

	RDF Premises, Letterkenny ²⁵	2.949% of total	(Approx. 122 pers at 2015 WP establishment of 4,169)	140 x AR pers (Finner Camp) 102 x AR pers (Letterkenny) TOTAL: 242	a. Comdt x 1, Capt x 2, Lt x 3, CS x 1, CQMS x 1, Sgt x 7, Cpl x 25, Pte x 93 Total personnel: 133 GRAND TOTAL: 133 personnel
Co. Sligo	RDF Premises, Sligo ²⁶	20,248 1.245% of total	1.245% (Approx. 51 pers at 2015 WP establishment of 4,169)	3.268% 133 x AR pers	Secure a permanent Army Reserve presence in Sligo ; this is the county town & most populated urban centre. RDF Premises, Sligo 1. <u>28 Inf Bn D Coy.</u> c. Comdt x 1, Capt x 2, Lt x 1, CS x 1, CQMS x 1, Sgt x 5, Cpl x 13, Pte x 47 Total personnel: 71 GRAND TOTAL: 71 personnel

²⁵ These premises are NOT included in “Vote 36 Defence – Appendix A: Schedule of Land and Buildings” as being vested in either the Minister for Defence or the Minister for Public Expenditure and Reform, and so must therefore be considered as a potentially temporary/leased premises.

²⁶ These premises are NOT included in “Vote 36 Defence – Appendix A: Schedule of Land and Buildings” as being vested in either the Minister for Defence or the Minister for Public Expenditure and Reform, and so must therefore be considered as a potentially temporary/leased premises.

DFTC

Location	Military premises currently present	2016 census: 15-39 year old population (National Total: 1,625,283)	Recommended % of new RDF establishment (4,169, from 2015 WP)	% of <u>current</u> RDF establishment / number of RDF appointments <u>currently in</u> location	Establishment Recommendation
DFHQ / Military College / other Schools / 1 Mech Inf Coy / 1 Armd Cav Sqn					
Co. Kildare	Curragh Camp	76,655 4.716% of total	4.716% (Approx. 196 pers at 2015 WP establishment of 4,169)	4.153% 169 x AR pers	<p style="text-align: center;"><u>Curragh Camp</u></p> <ol style="list-style-type: none"> 1. <u>DFTC HQ.</u> <ol style="list-style-type: none"> a. Office of GOC: Lt-Col x 1, BSM x 1, Sgt x 1 b. G1: Comdt x 1, Sgt x 1 c. G3/7: Comdt x 1, Sgt x 1 d. G4: Comdt x 1, BQMS x 1, Sgt x 1 <p>Total personnel: 10</p> 2. <u>Military College.</u> <ol style="list-style-type: none"> a. Arty Sch: Capt x 1, CS x 1, Sgt x 2, Cpl x 1 b. Cav Sch: Capt x 1, CS x 1, Sgt x 2, Cpl x 1 c. Inf Sch: Comdt x 1, Capt x 3, CS x 1, Sgt x 5, Cpl x 1 d. DFPES: Capt x 1, Sgt x 2 e. Mil Admin Sch: Capt x 1, Sgt x 2 f. UNTSI: Capt x 1, Sgt x 2 <p>Total personnel: 30</p> 3. <u>Other Schools.</u>

					<p>a. MP Sch: Capt x 1, CS x 1, Sgt x 2, Cpl x 1</p> <p>b. Tpt Sch: Capt x 1, CS x 1, Sgt x 2, Cpl x 1</p> <p>Total personnel: 10</p> <p>4. <u>1 Mech Inf Coy.</u></p> <p>a. Comdt x 1, Capt x 1, Lt x 2, CS x 1, CQMS x 1, Sgt x 2, Cpl x 18, Pte x 46</p> <p>Total personnel: 72</p> <p>5. <u>1 Armd Cav Sqn.</u></p> <p>a. Comdt x 1, Capt x 2, Lt x 2, CS x 1, CQMS x 1, Sgt x 4, Cpl x 11, Pte x 40</p> <p>Total personnel: 62</p> <p>6. <u>DFTC Tpt Pl.</u></p> <p>a. Lt x 2, Sgt x 2, Cpl x 5, Pte x 25</p> <p>Total personnel: 34</p> <p>GRAND TOTAL: 218 personnel</p>
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Air Corps

Location	Military premises currently present	2016 census: 15-39 year old population (National Total: 1,625,283)	Recommended % of new RDF establishment (4,169, from 2015 WP)	% of <u>current</u> RDF establishment / number of RDF appointments <u>currently in</u> location	Establishment Recommendation
AC HQ / 106 Sqn / 305 Sqn / 507 Sqn					
Co. Dublin (South County)	Casement Aerodrome, Baldonnel <u>(not currently occupied by RDF)</u>	100,735 6.197% of total	6.197% (Approx. 258 pers at 2015 WP establishment of 4,169)	0	<p>Establish a proportional RDF presence in Casement Aerodrome, Baldonnel; this is a Defence Forces facility in the area. This RDF element to form the Air Corps Reserve (Reinforcement Reserve).</p> <p style="text-align: center;"><u>Casement Aerodrome, Baldonnel</u></p> <p>13. <u>Air Corps Headquarters.</u></p> <ul style="list-style-type: none"> a. AC HQ, G1/4: Lt-Col x 1, RSM x 1, RQMS x 1, Sgt x 1 b. DFHQ, Ops Div, J 3&5: Capt x 1, Sgt x 1 c. DFHQ, Ops Div, J7: Capt x 1, Sgt x 1 d. DFHQ, Ops Div, Res Forces: Comdt x 1, Sgt x 1 e. DFHQ, Sp Div, J1: Capt x 1, Sgt x 1 f. DFHQ, Sp Div, J4: Capt x 1, Sgt x 1 <p>Total personnel: 14</p> <p>14. <u>No 1 Operations Wings (Fixed Wing), 106 Sqn.</u></p>

					<p>a. Comdt x 1, Capt x 1, Lt x 2, Flt Sgt x 1, Flt CQMS x 1, Sgt x 2, Cpl x 12, Air x 46 Total personnel: 66</p> <p>15. <u>No 3 Operations Wings (Rotary Wing), 305 Sqn.</u> a. Comdt x 1, Capt x 1, Lt x 2, Flt Sgt x 1, Flt CQMS x 1, Sgt x 2, Cpl x 12, Air x 46 Total personnel: 66</p> <p>16. <u>No 5 Support Wings (Airbase Support), 507 Sqn.</u> a. Comdt x 1, Capt x 1, Lt x 2, Flt Sgt x 1, Flt CQMS x 1, Sgt x 2, Cpl x 5, Air x 15 Total personnel: 28</p> <p>GRAND TOTAL: 174 personnel</p>
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Structure/Disposition of the Reinforcement Reserve by rank

Unit	Location	Col	Lt-Col	Comdt	Capt	Lt	BSM	BQMS	CS	CQMS	Sgt	Cpl	Pte
DEFENCE FORCES HEADQUARTERS													
CoS Div: SPB	McKee Bks			SO x 1							Clerk x 1		
CoS Div: PRB	McKee Bks			SO x 1							Clerk x 1		
Ops Div: J 3&5	McKee Bks			SO x 1							Clerk x 1		
Ops Div: J 7	McKee Bks		SO x 1								Clerk x 1		
Ops Div: Combat Sp & ISTAR	McKee Bks			SO x 1							Clerk x 1		
Ops Div: Reserve Forces	McKee Bks	EO Res Forces x 1					BSM Res Forces x 1				Clerk x 1		
Sp Div: Legal	McKee Bks			SO x 1							Clerk x 1		
Sp Div: Finance	McKee Bks			SO x 1							Clerk x 1		
Sp Div: J1	McKee Bks		SO x 1								Clerk x 1		
Sp Div: J4	McKee Bks			SO x 1				BQMS Res Forces x 1			Clerk x 1		
Sp Div: Military Police	McKee Bks			SO x 1							Clerk x 1		
Sp Div: Transport	McKee Bks			SO x 1							Clerk x 1		
DFHQ SUB-TOTAL:		1	2	9	0	0	1	1	0	0	12	0	0

Unit	Location	Col	Lt-Col	Comdt	Capt	Lt	BSM	BQMS	CS	CQMS	Sgt	Cpl	Pte
1 BRIGADE													
Bde HQ: Office of the GOC	Collins Bks, Cork		EO Bde Res x 1				BSM Bde Res x 1				Clerk x 1		
Bde HQ: G1	Collins Bks, Cork			SO x 1							Clerk x 1		
Bde HQ: G3/5	Collins Bks, Cork			SO x 1							Clerk x 1		
Bde HQ: G4/8	Collins Bks, Cork			SO x 1				BQMS Bde Res x 1			Clerk x 1		
Bde HQ: G7	Collins Bks, Cork			SO x 1							Clerk x 1		
1 BTC	Collins Bks, Cork				Instr x 1	Instr x 1			Instr x 1		Instr x 1	Instr x 6	
1 Inf Bn HQ	Dún Uí Mhaoilíosa, Galway			SO (Office of Bn Cmdr) x 1	SO (S1) x 1 SO (S4) x 1 SO (S7) x 1						Clerk (S1) x 1 Clerk (S4) x 1 Clerk (S7) x 1		
1 Inf Bn C Coy (Clare Reinforcement Reserve)	Ennis, Co. Clare			Coy Cmdr x 1	Coy 2IC x 1 APC Capt & Wpns Pl x 1	Pl Cmdr x 2			CS x 1	CQMS x 1	Wpns Pl x 4 Inf Pl x 2	Clerk x 2 Wpns Pl x 5 Inf Pl x 12	Crewman/Dvr Gnr APC x 2 Dvr/Radio x 1 Wpns Pl x 21 Inf Pl x 46
1 Inf Bn D Coy (Galway Reinforcement Reserve)	Dún Uí Mhaoilíosa, Galway			Coy Cmdr x 1	Coy 2IC x 1 APC Capt & Wpns Pl x 1	Pl Cmdr x 3			CS x 1	CQMS x 1	Wpns Pl x 4 Inf Pl x 3	Clerk x 2 Wpns Pl x 5 Inf Pl x 18	Crewman/Dvr Gnr APC x 2 Dvr/Radio x 1 Wpns Pl x 21 Inf Pl x 69

Unit	Location	Col	Lt-Col	Comdt	Capt	Lt	BSM	BQMS	CS	CQMS	Sgt	Cpl	Pte
3 Inf Bn HQ	Stephens Bks, Kilkenny			SO (Office of Bn Cmdr) x 1	SO (S1) x 1 SO (S4) x 1 SO (S7) x 1						Clerk (S1) x 1 Clerk (S4) x 1 Clerk (S7) x 1		
3 Inf Bn C Coy (Kilkenny/Laois Reinforcement Reserve)	Stephens Bks, Kilkenny			Coy Cmdr x 1	APC Capt & Wpns Pl x 1	Pl Cmdr x 1			CS x 1	CQMS x 1	Wpns Pl x 4 Inf Pl x 1	Clerk x 2 Wpns Pl x 5 Inf Pl x 6	Crewman/ Dvr Gnr APC x 2 Dvr/Radio x 1 Wpns Pl x 21 Inf Pl x 23
	Portlaoise				Coy 2IC x 1	Pl Cmdr x 2					Inf Pl x 2	Inf Pl x 12	Inf Pl x 46
3 Inf Bn D Coy (Tipperary Reinforcement Reserve)	McCann Bks, Templemore			Coy Cmdr x 1	Coy 2IC x 1 APC Capt & Wpns Pl x 1	Pl Cmdr x 3			CS x 1	CQMS x 1	Wpns Pl x 4 Inf Pl x 3	Clerk x 2 Wpns Pl x 5 Inf Pl x 18	Crewman/ Dvr Gnr APC x 2 Dvr/Radio x 1 Wpns Pl x 21 Inf Pl x 69
3 Inf Bn E Coy (Waterford / Wexford Reinforcement Reserve)	Military Bks, Wexford			Coy Cmdr x 1	APC Capt & Wpns Pl x 1	Pl Cmdr x 2			CS x 1	CQMS x 1	Wpns Pl x 4 Inf Pl x 2	Clerk x 2 Wpns Pl x 5 Inf Pl x 12	Crewman/ Dvr Gnr APC x 2 Dvr/Radio x 1 Wpns Pl x 21 Inf Pl x 46
	Military Bks, Waterford				Coy 2IC x 1	Pl Cmdr x 1					Inf Pl x 1	Inf Pl x 6	Inf Pl x 23

Unit	Location	Col	Lt-Col	Comdt	Capt	Lt	BSM	BQMS	CS	CQMS	Sgt	Cpl	Pte
3 Inf Bn F Coy <i>(Carlow / Wicklow Reinforcement Reserve)</i>	Coolmoney Camp			Coy Cmdr x 1	APC Capt & Wpns Pl x 1	Pl Cmdr x 2			CS x 1	CQMS x 1	Wpns Pl x 4 Inf Pl x 2	Clerk x 2 Wpns Pl x 5 Inf Pl x 12	Crewman/ Dvr Gnr APC x 2 Dvr/Radio x 1 Wpns Pl x 21 Inf Pl x 46
	Carlow				Coy 2IC x 1	Pl Cmdr x 1					Inf Pl x 1	Inf Pl x 6	Inf Pl x 23
12 Inf Bn HQ	Sarsfield Bks, Limerick			SO (Office of Bn Cmdr) x 1	SO (S1) x 1 SO (S4) x 1 SO (S7) x 1						Clerk (S1) x 1 Clerk (S4) x 1 Clerk (S7) x 1		
12 Inf Bn C Coy <i>(Limerick Reinforcement Reserve)</i>	Sarsfield Bks, Limerick			Coy Cmdr x 1	Coy 2IC x 1 APC Capt & Wpns Pl x 1	Pl Cmdr x 2			CS x 1	CQMS x 1	Wpns Pl x 4 Inf Pl x 2	Clerk x 2 Wpns Pl x 5 Inf Pl x 12	Crewman/ Dvr Gnr APC x 2 Dvr/Radio x 1 Wpns Pl x 21 Inf Pl x 46
12 Inf Bn D Coy <i>(North Cork Reinforcement Reserve)</i>	RDF Premises, Mallow			Coy Cmdr x 1	APC Capt & Wpns Pl x 1	Pl Cmdr x 1			CS x 1	CQMS x 1	Wpns Pl x 4 Inf Pl x 1	Clerk x 2 Wpns Pl x 5 Inf Pl x 6	Crewman/ Dvr Gnr APC x 2 Dvr/Radio x 1 Wpns Pl x 21 Inf Pl x 23
	Kilworth Camp				Coy 2IC x 1	Pl Cmdr x 2					Inf Pl x 2	Inf Pl x 12	Inf Pl x 46

Unit	Location	Col	Lt-Col	Comdt	Capt	Lt	BSM	BQMS	CS	CQMS	Sgt	Cpl	Pte
12 Inf Bn E Coy <i>(Kerry Reinforcement Reserve)</i>	Ballymullen Bks, Tralee (incorporating RDF Premises, Kilorglin)			Coy Cmdr x 1	Coy 2IC x 1 APC Capt & Wpns Pl x 1	Pl Cmdr x 2			CS x 1	CQMS x 1	Wpns Pl x 4 Inf Pl x 2	Clerk x 2 Wpns Pl x 5 Inf Pl x 12	Crewman/ Dvr Gnr APC x 2 Dvr/Radio x 1 Wpns Pl x 21 Inf Pl x 46
12 Inf Bn F Coy <i>(West Cork Reinforcement Reserve)</i>	RDF Premises, Skibbereen			Coy Cmdr x 1	Coy 2IC x 1 APC Capt & Wpns Pl x 1	Pl Cmdr x 3			CS x 1	CQMS x 1	Wpns Pl x 4 Inf Pl x 3	Clerk x 2 Wpns Pl x 5 Inf Pl x 18	Crewman/ Dvr Gnr APC x 2 Dvr/Radio x 1 Wpns Pl x 21 Inf Pl x 69
1 Bde Arty Regt HQ	Collins Bks, Cork			SO x 1	SO x 3						Ack FDC x 2 Comms x 1		
1 Bde Arty Regt No 4 Bty <i>(Cork city Reinforcement Reserve)</i>	Collins Bks, Cork			Bty Cmdr x 1	Bty 2IC x 1	GPO x 1 CPO x 1			CS x 1	CQMS x 1	Tech Asst/Radio x 1 Sec NCO x 2 Det Cmdr x 8	Clerk x 1 Tech Asst/Radio x 1 Det 2IC x 8	Dvr/Radio x 3 Tech Asst/Radio x 9 Gnr x 36 MT Dvr x 8 Sec/Def x 7

Unit	Location	Col	Lt-Col	Comdt	Capt	Lt	BSM	BQMS	CS	CQMS	Sgt	Cpl	Pte
1 Bde Cav Sqn <i>(Cork city Reinforcement Reserve)</i>	Collins Bks, Cork			SO x 1	Trp Cmdr x 2	Trp 2IC x 2			CS x 1	CQMS x 1	Tech ComOp Sigs x 1 Fitter x 1 Trp Sgt x 2	Clerk x 1 Fitter x 2 Cpl x 8	ComOp x 1 Fitter x 2 Dvr x 4 Dvr/Gnr Op x 24 Dismount Tpr x 9
1 Bde MP Coy <i>(Cork city Reinforcement Reserve)</i>	Collins Bks, Cork			SO x 1	SO x 1	Provost Pl x 1			CS x 1	CQMS x 1	Provost Pl x 3	Provost Pl x 21	Provost Pl Trainees x 14
1 Bde Tpt Coy <i>(Cork city Reinforcement Reserve)</i>	Collins Bks, Cork			SO x 1	SO x 1	Heavy Lift x 4			CS x 1	CQMS x 1	Clerk x 1 Clerk/MT Dvr x 2 MT Dvr Instr x 2	MT Dvr Instr x 5 Tech x 5	MT Dvr/Clerk x 2 MT Dvr x 50
1 BRIGADE SUB-TOTAL:		0	1	22	38	37	1	1	15	14	108	290	1,030

Unit	Location	Col	Lt-Col	Comdt	Capt	Lt	BSM	BQMS	CS	CQMS	Sgt	Cpl	Pte
2 BRIGADE													
Bde HQ: Office of the GOC	Cathal Brugha Bks, Dublin		EO Bde Res x 1				BSM Bde Res x 1				Clerk x 1		
Bde HQ: G1	Cathal Brugha Bks, Dublin			SO x 1							Clerk x 1		
Bde HQ: G3/5	Cathal Brugha Bks, Dublin			SO x 1							Clerk x 1		
Bde HQ: G4/8	Cathal Brugha Bks, Dublin			SO x 1				BQMS Bde Res x 1			Clerk x 1		
Bde HQ: G7	Cathal Brugha Bks, Dublin			SO x 1							Clerk x 1		
2 BTC	Cathal Brugha Bks, Dublin				Instr x 1	Instr x 1			Instr x 1		Instr x 1	Instr x 6	
6 Inf Bn HQ	Custume Bks, Athlone			SO (Office of Bn Cmdr) x 1	SO (S1) x 1 SO (S4) x 1 SO (S7) x 1						Clerk (S1) x 1 Clerk (S4) x 1 Clerk (S7) x 1		
6 Inf Bn C Coy (Offaly / Westmeath Reinforcement Reserve)	Custume Bks, Athlone			Coy Cmdr x 1	APC Capt & Wpns Pl x 1	Pl Cmdr x 1			CS x 1	CQMS x 1	Wpns Pl x 4 Inf Pl x 1	Clerk x 2 Wpns Pl x 5 Inf Pl x 6	Crewman/ Dvr Gnr APC x 2 Dvr/Radio x 1 Wpns Pl x 21 Inf Pl x 23
	Tullamore				Coy 2IC x 1	Pl Cmdr x 2					Inf Pl x 2	Inf Pl x 12	Inf Pl x 46

Unit	Location	Col	Lt-Col	Comdt	Capt	Lt	BSM	BQMS	CS	CQMS	Sgt	Cpl	Pte
6 Inf Bn D Coy <i>(Mayo Reinforcement Reserve)</i>	Military Barracks, Castlebar			Coy Cmdr x 1	Coy 2IC x 1 APC Capt & Wpns Pl x 1	Pl Cmdr x 2			CS x 1	CQMS x 1	Wpns Pl x 4 Inf Pl x 2	Clerk x 2 Wpns Pl x 5 Inf Pl x 12	Crewman/ Dvr Gnr APC x 2 Dvr/Radio x 1 Wpns Pl x 21 Inf Pl x 46
6 Inf Bn E Coy <i>(Leitrim / Roscommon & Longford Reinforcement Reserve)</i>	Military Barracks, Boyle			Coy Cmdr x 1	APC Capt & Wpns Pl x 1	Pl Cmdr x 1			CS x 1	CQMS x 1	Wpns Pl x 4 Inf Pl x 1	Clerk x 2 Wpns Pl x 5 Inf Pl x 6	Crewman/ Dvr Gnr APC x 2 Dvr/Radio x 1 Wpns Pl x 21 Inf Pl x 23
	Longford				Coy 2IC x 1	Pl Cmdr x 1					Inf Pl x 1	Inf Pl x 6	Inf Pl x 23
7 Inf Bn HQ	Cathal Brugha Bks, Dublin			SO (Office of Bn Cmdr) x 1	SO (S1) x 1 SO (S4) x 1 SO (S7) x 1						Clerk (S1) x 1 Clerk (S4) x 1 Clerk (S7) x 1		
7 Inf Bn C Coy <i>(Dublin city northside Reinforcement Reserve)</i>	McKee Bks, Dublin			Coy Cmdr x 1	Coy 2IC x 1 APC Capt & Wpns Pl x 1	Pl Cmdr x 3			CS x 1	CQMS x 1	Wpns Pl x 4 Inf Pl x 3	Clerk x 2 Wpns Pl x 5 Inf Pl x 18	Crewman/ Dvr Gnr APC x 2 Dvr/Radio x 1 Wpns Pl x 21 Inf Pl x 69

Unit	Location	Col	Lt-Col	Comdt	Capt	Lt	BSM	BQMS	CS	CQMS	Sgt	Cpl	Pte
7 Inf Bn D Coy <i>(Dublin city southside Reinforcement Reserve)</i>	Cathal Brugha Bks, Dublin			Coy Cmdr x 1	Coy 2IC x 1 APC Capt & Wpns Pl x 1	Pl Cmdr x 3			CS x 1	CQMS x 1	Wpns Pl x 4 Inf Pl x 3	Clerk x 2 Wpns Pl x 5 Inf Pl x 18	Crewman/ Dvr Gnr APC x 2 Dvr/Radio x 1 Wpns Pl x 21 Inf Pl x 69
7 Inf Bn E Coy <i>(Dún Laoghaire- Rathdown Reinforcement Reserve)</i>	Dún Laoghaire			Coy Cmdr x 1	Coy 2IC x 1 APC Capt & Wpns Pl x 1	Pl Cmdr x 3			CS x 1	CQMS x 1	Wpns Pl x 4 Inf Pl x 3	Clerk x 2 Wpns Pl x 5 Inf Pl x 18	Crewman/ Dvr Gnr APC x 2 Dvr/Radio x 1 Wpns Pl x 21 Inf Pl x 69
7 Inf Bn F Coy <i>(Fingal Reinforcement Reserve)</i>	Swords			Coy Cmdr x 1	Coy 2IC x 1 APC Capt & Wpns Pl x 1	Pl Cmdr x 3			CS x 1	CQMS x 1	Wpns Pl x 4 Inf Pl x 3	Clerk x 2 Wpns Pl x 5 Inf Pl x 18	Crewman/ Dvr Gnr APC x 2 Dvr/Radio x 1 Wpns Pl x 21 Inf Pl x 69
27 Inf Bn HQ	Aiken Bks, Dundalk			SO (Office of Bn Cmdr) x 1	SO (S1) x 1 SO (S4) x 1 SO (S7) x 1						Clerk (S1) x 1 Clerk (S4) x 1 Clerk (S7) x 1		

Unit	Location	Col	Lt-Col	Comdt	Capt	Lt	BSM	BQMS	CS	CQMS	Sgt	Cpl	Pte
27 Inf Bn C Coy <i>(Cavan / Monaghan Reinforcement Reserve)</i>	Cavan			Coy Cmdr x 1	APC Capt & Wpns Pl x 1	Pl Cmdr x 1			CS x 1	CQMS x 1	Wpns Pl x 4 Inf Pl x 1	Clerk x 2 Wpns Pl x 5 Inf Pl x 6	Crewman/ Dvr Gnr APC x 2 Dvr/Radio x 1 Wpns Pl x 21 Inf Pl x 23
	Monaghan				Coy 2IC x 1	Pl Cmdr x 2					Inf Pl x 2	Inf Pl x 12	Inf Pl x 46
27 Inf Bn D Coy <i>(Louth Reinforcement Reserve)</i>	Aiken Bks, Dundalk			Coy Cmdr x 1	Coy 2IC x 1 APC Capt & Wpns Pl x 1	Pl Cmdr x 2			CS x 1	CQMS x 1	Wpns Pl x 4 Inf Pl x 2	Clerk x 2 Wpns Pl x 5 Inf Pl x 12	Crewman/ Dvr Gnr APC x 2 Dvr/Radio x 1 Wpns Pl x 21 Inf Pl x 46
27 Inf Bn E Coy <i>(Meath Reinforcement Reserve)</i>	Navan			Coy Cmdr x 1	APC Capt & Wpns Pl x 1	Pl Cmdr x 1			CS x 1	CQMS x 1	Wpns Pl x 4 Inf Pl x 1	Clerk x 2 Wpns Pl x 5 Inf Pl x 6	Crewman/ Dvr Gnr APC x 2 Dvr/Radio x 1 Wpns Pl x 21 Inf Pl x 23
	Gormanston Camp and Aerodrome				Coy 2IC x 1	Pl Cmdr x 2					Inf Pl x 2	Inf Pl x 12	Inf Pl x 46

Unit	Location	Col	Lt-Col	Comdt	Capt	Lt	BSM	BQMS	CS	CQMS	Sgt	Cpl	Pte
28 Inf Bn HQ	Finner Camp, Bundoran			SO (Office of Bn Cmdr) x 1	SO (S1) x 1 SO (S4) x 1 SO (S7) x 1						Clerk (S1) x 1 Clerk (S4) x 1 Clerk (S7) x 1		
28 Inf Bn C Coy (Donegal Reinforcement Reserve)	Finner Camp, Bundoran			Coy Cmdr x 1	Coy 2IC x 1 APC Capt & Wpns Pl x 1	Pl Cmdr x 3			CS x 1	CQMS x 1	Wpns Pl x 4 Inf Pl x 3	Clerk x 2 Wpns Pl x 5 Inf Pl x 18	Crewman/ Dvr Gnr APC x 2 Dvr/Radio x 1 Wpns Pl x 21 Inf Pl x 69
28 Inf Bn D Coy (Sligo Reinforcement Reserve)	Sligo			Coy Cmdr x 1	Coy 2IC x 1 APC Capt & Wpns Pl x 1	Pl Cmdr x 1			CS x 1	CQMS x 1	Wpns Pl x 4 Inf Pl x 1	Clerk x 2 Wpns Pl x 5 Inf Pl x 6	Crewman/ Dvr Gnr APC x 2 Dvr/Radio x 1 Wpns Pl x 21 Inf Pl x 23
2 Bde Arty Regt HQ	Custume Bks, Athlone			SO x 1	SO x 3						Ack FDC x 2 Comms x 1		

Unit	Location	Col	Lt-Col	Comdt	Capt	Lt	BSM	BQMS	CS	CQMS	Sgt	Cpl	Pte
2 Bde Arty Regt No 4 Bty (Westmeath Reinforcement Reserve)	Custume Bks, Athlone			Bty Cmdr x 1	Bty 2IC x 1	GPO x 1 CPO x 1			CS x 1	CQMS x 1	Tech Asst/Radio x 1 Sec NCO x 2 Det Cmdr x 8	Clerk x 1 Tech Asst/Radio x 1 Det 2IC x 8	Dvr/Radio x 3 Tech Asst/Radio x 9 Gnr x 36 MT Dvr x 8 Sec/Def x 7
2 Bde Cav Squ (Dublin city Reinforcement Reserve)	Cathal Brugha Bks, Dublin			SO x 1	Trp Cmdr x 2	Trp 2IC x 2			CS x 1	CQMS x 1	Tech ComOp Sigs x 1 Fitter x 1 Trp Sgt x 2	Clerk x 1 Fitter x 2 Cpl x 8	ComOp x 1 Fitter x 2 Dvr x 4 Dvr/Gnr Op x 24 Dismount Tpr x 9
2 Bde MP Coy (Dublin city Reinforcement Reserve)	Cathal Brugha Bks, Dublin			SO x 1	SO x 1	Provost Pl x 1			CS x 1	CQMS x 1	Provost Pl x 3	Provost Pl x 25	Provost Pl Trainees x 14
2 Bde Tpt Coy (Dublin city Reinforcement Reserve)	Cathal Brugha Bks, Dublin			SO x 1	SO x 1	Heavy Lift x 4			CS x 1	CQMS x 1	Clerk x 1 Clerk/MT Dvr x 2 MT Dvr Instr x 4	MT Dvr Instr x 8 Tech x 8	MT Dvr/Clerk x 2 MT Dvr x 82
2 BRIGADE SUB-TOTAL:		0	1	25	45	41	1	1	17	16	125	338	1,202

Unit	Location	Col	Lt-Col	Comdt	Capt	Lt	BSM	BQMS	CS	CQMS	Sgt	Cpl	Pte
DEFENCE FORCES TRAINING CENTRE													
DFTC HQ	Curragh Camp		EO DFTC Res x 1	SO (G1) x 1 SO (G3/7) x 1 SO (G4) x 1			BSM DFTC Res x 1	BQMS DFTC Res x 1 (G4)			Clerk (G1) x 1 Clerk (G3/7) x 1 Clerk (G4) x 1		
Mil Col: Arty Sch	Curragh Camp				Instr x 1				Instr x 1		Instr x 2	Clerk x 1	
Mil Col: Cav Sch	Curragh Camp				Instr x 1				Instr x 1		Instr x 2	Clerk x 1	
Mil Col: Inf Sch – HQ	Curragh Camp			SO x 1					Instr x 1			Clerk x 1	
Mil Col: Inf Sch – OTW	Curragh Camp				Instr x 1						Clerk x 1		
Mil Col: Inf Sch – NCOTW	Curragh Camp				Instr x 1						Instr x 2		
Mil Col: Inf Sch – IWW	Curragh Camp				Instr x 1						Instr x 2		
Mil Col: DFPES	Curragh Camp				Instr x 1						Instr x 2		
Mil Col: Mil Admin Sch	Curragh Camp				Instr x 1						Instr x 2		
Mil Col: UNTSI	Curragh Camp				Instr x 1						Instr x 2		
Military Police Sch	Curragh Camp				Instr x 1				Instr x 1		Instr x 2	Clerk x 1	
Transport Sch	Curragh Camp				Instr x 1				Instr x 1		Instr x 2	Clerk x 1	
1 Mech Inf Coy (Kildare Reinforcement Reserve)	Curragh Camp			SO x 1	SO x 1	Pl Cmdr x 2			CS x 1	CQMS x 1	Inf Pl x 2	Clerk x 1 Dvr x 5 Inf Pl x 12	Dvr/Radio x 1 Dvr x 17 Inf Pl x 28

Unit	Location	Col	Lt-Col	Comdt	Capt	Lt	BSM	BQMS	CS	CQMS	Sgt	Cpl	Pte
1 Armd Cav Sqn (Kildare Reinforcement Reserve)	Curragh Camp			SO x 1	Trp Cmdr x 2	Trp 2IC x 2			CS x 1	CQMS x 1	Tech ComOp Sigs x 1 Fitter x 1 Trp Sgt x 2	Clerk x 1 Fitter x 2 Cpl x 8	ComOp x 1 Fitter x 2 Dvr x 4 Dvr/Gnr Op x 24 Dismount Tpr x 9
DFTC Tpt Pl (Kildare Reinforcement Reserve)						Heavy Lift x 2					MT Dvr Instr x 2	MT Dvr Instr x 5	MT Dvr x 25
DFTC SUB-TOTAL:		0	1	6	13	6	1	1	7	2	30	39	111

Unit	Location	Capt	Cmdr	Lt-Cmdr	Lt (NS)	N/A	WO	SCPO	CPO	SPO	PO	LS	Sea
NAVAL SERVICE RESERVE													
NS HQ	Naval Base, Haulbowline		XO NSR x 1				WO (NSR) x 1				Clerk x 1		
NS HQ (DFHQ, Ops Div, J 3&5)	Naval Base, Haulbowline (McKee Bks, Dublin)				SO x 1						Clerk x 1		
NS HQ (DFHQ, Ops Div, J7)	Naval Base, Haulbowline (McKee Bks, Dublin)				SO x 1						Clerk x 1		
NS HQ (DFHQ, Ops Div, Res Forces)	Naval Base, Haulbowline (McKee Bks, Dublin)			SO x 1							Clerk x 1		
NS HQ (DFHQ, Sp Div, J1)	Naval Base, Haulbowline (McKee Bks, Dublin)				SO x 1						Clerk x 1		
NS HQ (DFHQ, Sp Div, J4)	Naval Base, Haulbowline (McKee Bks, Dublin)				SO x 1						Clerk x 1		

Unit	Location	Capt	Cmdr	Lt- Cmdr	Lt (NS)	N/A	WO	SCPO	CPO	SPO	PO	LS	Sea
Cork Unit NSR <i>(Cork Reinforcement Reserve)</i>	Naval Base, Haulbowline			OC x 1	2IC x 1 OIC Flotilla x 1 OIC Training x 1 OIC Logs/ Admin x 1			Master at Arms x 1	Flotilla x 1 Training x 1 Logs/ Admin x 1		Clerk x 1 Flotilla x 1 Training x 1 Logs/ Admin x 2	Flotilla x 4 Training x 4 Logs/ Admin x 2	Flotilla (dvr) x 1 Flotilla (sea) x 19 Training (dvr) x 1 Training (sea) x 19 Logs/ Admin (dvr) x 2 Logs/ Admin (sea) x 8
Dublin Unit NSR <i>(Dublin Reinforcement Reserve)</i>	Cathal Brugha Bks, Dublin			OC x 1	2IC x 1 OIC Flotilla x 1 OIC Training x 1 OIC Logs/ Admin x 1			Master at Arms x 1	Flotilla x 1 Training x 1 Logs/ Admin x 1		Clerk x 1 Flotilla x 1 Training x 1 Logs/ Admin x 2	Flotilla x 4 Training x 4 Logs/ Admin x 2	Flotilla (dvr) x 1 Flotilla (sea) x 19 Training (dvr) x 1 Training (sea) x 19 Logs/ Admin (dvr) x 2 Logs/ Admin (sea) x 8

Unit	Location	Capt	Cmdr	Lt- Cmdr	Lt (NS)	N/A	WO	SCPO	CPO	SPO	PO	LS	Sea
Galway Unit NSR (Galway Reinforcement Reserve)	Dún Uí Mhaoiliosa, Galway			OC x 1	2IC x 1 OIC Flotilla x 1 OIC Training x 1 OIC Logs/ Admin x 1			Master at Arms x 1	Flotilla x 1 Training x 1 Logs/ Admin x 1		Clerk x 1 Flotilla x 1 Training x 1 Logs/ Admin x 2	Flotilla x 4 Training x 4 Logs/ Admin x 2	Flotilla (dvr) x 1 Flotilla (sea) x 19 Training (dvr) x 1 Training (sea) x 19 Logs/ Admin (dvr) x 2 Logs/ Admin (sea) x 8
Limerick Unit NSR (Limerick Reinforcement Reserve)	Sarsfield Bks, Limerick			OC x 1	2IC x 1 OIC Flotilla x 1 OIC Training x 1 OIC Logs/ Admin x 1			Master at Arms x 1	Flotilla x 1 Training x 1 Logs/ Admin x 1		Clerk x 1 Flotilla x 1 Training x 1 Logs/ Admin x 2	Flotilla x 4 Training x 4 Logs/ Admin x 2	Flotilla (dvr) x 1 Flotilla (sea) x 19 Training (dvr) x 1 Training (sea) x 19 Logs/ Admin (dvr) x 2 Logs/ Admin (sea) x 8

Unit	Location	Capt	Cmdr	Lt- Cmdr	Lt (NS)	N/A	WO	SCPO	CPO	SPO	PO	LS	Sea
Waterford Unit NSR (Waterford Reinforcement Reserve)	Military Barracks, Waterford			OC x 1	2IC x 1 OIC Flotilla x 1 OIC Training x 1 OIC Logs/ Admin x 1			Master at Arms x 1	Flotilla x 1 Training x 1 Logs/ Admin x 1		Clerk x 1 Flotilla x 1 Training x 1 Logs/ Admin x 2	Flotilla x 4 Training x 4 Logs/ Admin x 2	Flotilla (dvr) x 1 Flotilla (sea) x 19 Training (dvr) x 1 Training (sea) x 19 Logs/ Admin (dvr) x 2 Logs/ Admin (sea) x 8
NSR SUB-TOTAL:		0	1	6	24	0	1	5	15	0	31	50	250

Unit	Location	Col	Lt-Col	Comdt	Capt	Lt	RSM	RQMS	Flt Sgt	Flt QMS	Sgt	Cpl	Air
AIR CORPS RESERVE													
AC HQ, G1/4 Support Staff	Casement Aerodrome, Baldonnell		SSO (ACR) ²⁷ G1/4 Sp Staff x 1				RSM (ACR) x 1	RQMS (ACR) x 1			Clerk x 1		
AC HQ (DFHQ, Ops Div, J 3&5)	Casement Aerodrome, Baldonnell (McKee Bks, Dublin)				SO x 1						Clerk x 1		
AC HQ (DFHQ, Ops Div, J7)	Casement Aerodrome, Baldonnell (McKee Bks, Dublin)				SO x 1						Clerk x 1		
AC HQ (DFHQ, Ops Div, Res Forces)	Casement Aerodrome, Baldonnell (McKee Bks, Dublin)			SO x 1							Clerk x 1		
AC HQ (DFHQ, Sp Div, J1)	Casement Aerodrome, Baldonnell (McKee Bks, Dublin)				SO x 1						Clerk x 1		
AC HQ (DFHQ, Sp Div, J4)	Casement Aerodrome, Baldonnell (McKee Bks, Dublin)				SO x 1						Clerk x 1		

²⁷ (ACR) = Air Corps Reserve

Unit	Location	Col	Lt-Col	Comdt	Capt	Lt	RSM	RQMS	Flt Sgt	Flt QMS	Sgt	Cpl	Air
No 1 Operations Wing (Fixed Wing), 106 Sqn <i>(Dublin South Reinforcement Reserve)</i> ²⁸	Casement Aerodrome, Baldonnell			SO x 1	SO x 1	Pl Cmdr x 2			Flt Sgt x 1	Flt QMS x 1	Sgt x 2	Cpl x 12	Air x 46
No 3 Operations Wing (Rotary Wing), 305 Sqn <i>(Dublin South Reinforcement Reserve)</i> ²⁹	Casement Aerodrome, Baldonnell			SO x 1	SO x 1	Pl Cmdr x 2			Flt Sgt x 1	Flt QMS x 1	Sgt x 2	Cpl x 12	Air x 46
No 5 Support Wing (Airbase Support), 507 Sqn <i>(Dublin South Reinforcement Reserve)</i>	Casement Aerodrome, Baldonnell			SO x 1	SO x 1	Tpt & Logs / Admin Pl x 2			Flt Sgt x 1	Flt QMS x 1	MT Dvr Instr & Logs / Admin x 2	MT Dvr Instr & Logs / Admin x 5	MT Dvr & Logs / Admin x 15
AIR CORPS SUB-TOTAL:		0	1	4	7	6	1	1	3	3	12	29	107

²⁸ It is recommended that the role of 106 Sqn is to act as infantry on behalf of No 1 Operations Wing (Fixed Wing), with training to focus on Non-combatant Evacuation Operations (NEO), recovery of downed aircrew (Joint Personnel Recovery/JPR), and in-depth defence of airfields, etc.

²⁹ It is recommended that the role of 305 Sqn is to act as infantry on behalf of No 3 Operations Wing (Rotary Wing), with training to focus on Non-combatant Evacuation Operations (NEO), recovery of downed aircrew (Joint Personnel Recovery/JPR), and in-depth defence of airfields, etc.

Structure/Disposition of the Reinforcement Reserve by rank – summary table

Unit	Location	Col	Lt-Col	Comdt	Capt	Lt	BSM	BQMS	CS	CQMS	Sgt	Cpl	Pte
DEFENCE FORCES HEADQUARTERS													
DFHQ SUB-TOTAL:		1	2	9	0	0	1	1	0	0	12	0	0
1 BRIGADE													
1 BRIGADE SUB-TOTAL:		0	1	22	38	37	1	1	15	14	108	290	1,030
2 BRIGADE													
2 BRIGADE SUB-TOTAL:		0	1	25	45	41	1	1	17	16	125	338	1,202
DEFENCE FORCES TRAINING CENTRE													
DFTC SUB-TOTAL:		0	1	6	13	6	1	1	7	2	30	39	111
NAVAL SERVICE RESERVE													
NSR SUB-TOTAL:		0	1	6	24	0	1	5	15	0	31	50	250
AIR CORPS RESERVE													
AIR CORPS SUB-TOTAL:		0	1	4	7	6	1	1	3	3	12	29	107
GRAND TOTAL		1	7	72	127	90	6	10	57	35	318	746	2,700

1. Total establishment of Reinforcement Reserve elements of the Army Reserve, Naval Service Reserve, and Air Corps Reserve elements = **4,169 personnel, all ranks**

APPENDIX 2

Structure/Disposition of the Specialist Reserve

Introductory notes:

1. By allocating the Specialist Reserve elements of the Communications and Information Services, Engineer, Medical and Ordnance Corps to their respective Branches / Corps Directors, this allows these elements to be flexibly utilised as a national asset. It does not limit these elements to existing in one/several geographical locations or being concretely linked to one specific Defence Forces unit, thereby allowing these elements to operate/train as and where their Branch / Corps Director deems appropriate.
2. For the Communications and Information Services / Engineer / Medical / Ordnance Corps (and associated schools), the Naval Service Reserve Technical Specialists (Maritime), and the Air Corps Reserve Technical Specialists (Aviation), it is recommended that only persons who possess (or are in the process of training for) specialist qualifications/skillsets that are relevant to these areas should be permitted to serve in these corps / schools / units.
3. **Force Multiplier specialists:** Applicants for the RDF who possess (or are in the process of training for) specialist qualifications/skillsets that do not naturally fit into one of the Army Reserve Specialist Reserve corps or associated schools – or in the Naval Service Reserve Technical Specialists (Maritime) or the Air Corps Reserve Technical Specialists (Aviation) – but whose qualifications/skillsets are still of military value, should be enlisted/commissioned into a Force Multiplier specialists group.
 - a. Examples of such qualifications/skillsets are linguists, academics, legal professionals, financial professionals, logistics experts, etc.
 - b. The branch of the service that they are enlisted/commissioned into should be based on applicants' personal preference, and suitability of their qualification/skillset for that branch (e.g. a linguist is likely to be of value to the Army and Naval Service, but perhaps not to the Air Corps, etc.)
4. To reflect the specialised nature of the appointments outlined in **2.** and **3.** above, the rank of Private (or equivalent) should only be assigned to persons who are **currently in training** for a specialist qualification/skillset. Those who possess a specialist qualification/skillset should hold appropriate officer or NCO rank only.
5. The establishment of the Specialist Reserve should be **fluid and unstructured in terms of rank/appointments**, with the only limit being an overall establishment cap for each Specialist Reserve element. Personnel should be appointed to a rank/appointment commensurate with their civilian qualifications/skill sets or their ability for a particular desirable role. For example, capping the amount of Sergeant/Advanced Paramedic

appointments in the Medical Corps would mean that – if all of these appointments were filled – an additional Advanced Paramedic applicant would not be able to join the Specialist Reserve, at least not at the appropriate rank (and therefore may not join at all). A fluid/unstructured rank/appointment establishment – where qualifications/skills ultimately determine rank/appointment regardless – would be far more preferable and would prevent this issue arising.

6. **Temporary Specialists:** This category of the Specialist Reserve is necessary to allow personnel normally serving in the Reinforcement Reserve, but who may possess desirable specialist qualifications/skillsets that could be utilised periodically, to temporarily transition into the Army/Naval Service/Air Corps Specialist Reserve (as appropriate) for the purposes of being utilised for their specific specialist qualifications/skillsets. Since such personnel will ultimately retain/return to their Reinforcement Reserve appointment, there is no requirement for each branch of Temporary Specialists to have a fixed establishment.

Location	Specialist Reserve element	Establishment
ARMY RESERVE		
Defence Forces Headquarters Operations Division CIS branch / J6	Communications and Information Services Corps Reserve	200 personnel, all ranks (Rank – offr or NCO – to be determined by individual qualifications/skillset).
Defence Forces Headquarters Support Division Engineer branch	Engineer Corps Reserve	200 personnel, all ranks (Rank – offr or NCO – to be determined by individual qualifications/skillset).
Defence Forces Headquarters Support Division Medical branch	Medical Corps Reserve	200 personnel, all ranks (Rank – offr or NCO – to be determined by individual qualifications/skillset).
Defence Forces Headquarters Support Division Ordnance branch	Ordnance Corps Reserve	50 personnel, all ranks (Rank – offr or NCO – to be determined by individual qualifications/skillset).
Defence Forces Headquarters Appropriate centralised Army/land authority	Army Reserve Force Multiplier specialists	100 personnel, all ranks (Rank – offr or NCO – to be determined by individual qualifications/skillset).
Defence Forces Headquarters Appropriate centralised Army/land authority	Army Reserve Temporary Specialists	No fixed establishment (Designed to allow for temporary transiting of personnel serving in the Reinforcement Reserve into the Specialist Reserve, during times which their civilian qualifications/skillsets/abilities may be required).
Defence Forces Training Centre Communications and Information Services School	Communications and Information Services Corps Reserve (CIS Sch)	Captain/Instructor x 1 Sergeant/Instructor x 2 (Personnel should be of specific specialist qualification/skillset to hold these ranks)
Defence Forces Training Centre Engineer School	Engineer Corps Reserve (Engr Sch)	Captain/Instructor x 1 Sergeant/Instructor x 2 (Personnel should be of specific specialist qualification/skillset to hold these ranks)
Defence Forces Training Centre Medical School	Medical Corps Reserve (Med Sch)	Captain/Instructor x 1 Sergeant/Instructor x 2 (Personnel should be of specific specialist qualification/skillset to hold these ranks)
Defence Forces Training Centre Ordnance School	Ordnance Corps Reserve (Ord Sch)	Captain/Instructor x 1 Sergeant/Instructor x 2

		(Personnel should be of specific specialist qualification/skillset to hold these ranks)
NAVAL SERVICE RESERVE		
Naval Base, Haulbowline Naval Service Headquarters	Naval Service Reserve Technical Specialists (Maritime)	50 personnel, all ranks (Rank – offr or NCO – to be determined by individual qualifications/skillset).
Naval Base, Haulbowline Naval Service Headquarters	Naval Service Reserve Force Multiplier specialists	50 personnel, all ranks (Rank – offr or NCO – to be determined by individual qualifications/skillset).
Naval Base, Haulbowline Naval Service Headquarters	Naval Service Reserve Temporary Specialists	No fixed establishment (Designed to allow for temporary transiting of personnel serving in the Reinforcement Reserve into the Specialist Reserve, during times which their civilian qualifications/skillsets/abilities may be required).
AIR CORPS RESERVE		
Casement Aerodrome, Baldonnell Air Corps Headquarters	Air Corps Reserve Technical Specialists (Aviation)	50 personnel, all ranks (Rank – offr or NCO – to be determined by individual qualifications/skillset).
Casement Aerodrome, Baldonnell Air Corps Headquarters	Air Corps Reserve Force Multiplier specialists	50 personnel, all ranks (Rank – offr or NCO – to be determined by individual qualifications/skillset).
Casement Aerodrome, Baldonnell Air Corps Headquarters	Air Corps Reserve Temporary Specialists	No fixed establishment (Designed to allow for temporary transiting of personnel serving in the Reinforcement Reserve into the Specialist Reserve, during times which their civilian qualifications/skillsets/abilities may be required).

1. Total establishment of Specialist Reserve elements of the Army Reserve, Naval Service Reserve, and Air Corps Reserve = **962 personnel, all ranks**

2. **12 / 962** Specialist Reserve appointments have dedicated ranks:
 - a. Captain x 4 (CIS Sch, Engr Sch, Med Sch, Ord Sch)
 - b. Sergeant x 8 (CIS Sch, Engr Sch, Med Sch, Ord Sch)

3. **950 / 962** Specialist Reserve appointments have no fixed ranks (i.e. rank is determined by individual qualifications/skillsets):
 - a. Communication and Information Services Corps x 200
 - b. Engineer Corps x 200
 - c. Medical Corps x 200
 - d. Ordnance Corps x 50
 - e. Army Reserve Force Multiplier specialists x 100
 - f. Naval Service Reserve Technical Specialists (Maritime) x 50
 - g. Naval Service Reserve Force Multiplier specialists x 50
 - h. Air Corps Reserve Technical Specialists (Aviation) x 50
 - i. Air Corps Reserve Force Multiplier specialists x 50

4. Separate to this establishment limit of 962 personnel for the dedicated Specialist Reserve, the following should have no establishment limit (to reflect the transitory/temporary nature of appointments within these groups):
 - a. The Army Reserve Temporary Specialists group.
 - b. The Naval Service Reserve Temporary Specialists group.
 - c. The Air Corps Reserve Temporary Specialists group.