

Commission on the DF
Public Consultation Response Template

1. **Capabilities** – In this regard, you may wish to consider future integrated capability development and the planning and delivery requirements to support a joint force approach in terms of new equipment, professional military education and training, maintenance and development of infrastructure, developments in military doctrine, and transformative concepts, including specialist capabilities, that prepare and support the DF for future operations.

DF Concept of Capabilities:

In general terms the functions of the military should be embraced across a broader spectrum of Irish life and civil functions including military, government, research, technology and innovation, education, employment, corporate business and trade.

A move away from a DF primarily focused on the concept of light infantry brigades would allow a more versatile and capable force to be developed. The resourced capabilities would allow off Island deployments to be predominately in niche high value areas. These same military capabilities provide a more useful on-island utility and value. The main concept required is that the reserve both active and inactive would become the single largest manpower component of the force feeding directly into the capability sets of other elements of the DF. The primary focus of the reserve force is to have the maximum volunteer members of the public undergo rudimentary military training and be capable of rapid mobilisation should the security situation warrant it. The necessary legislative protection will need to be put in place to protect members of the active reserve to maintain employment contracts whilst performing active service to the state.

Organisation Chart 1 below outlines a force structure which changes the traditional command and control of the DF into a more recognisable 21st century structure.

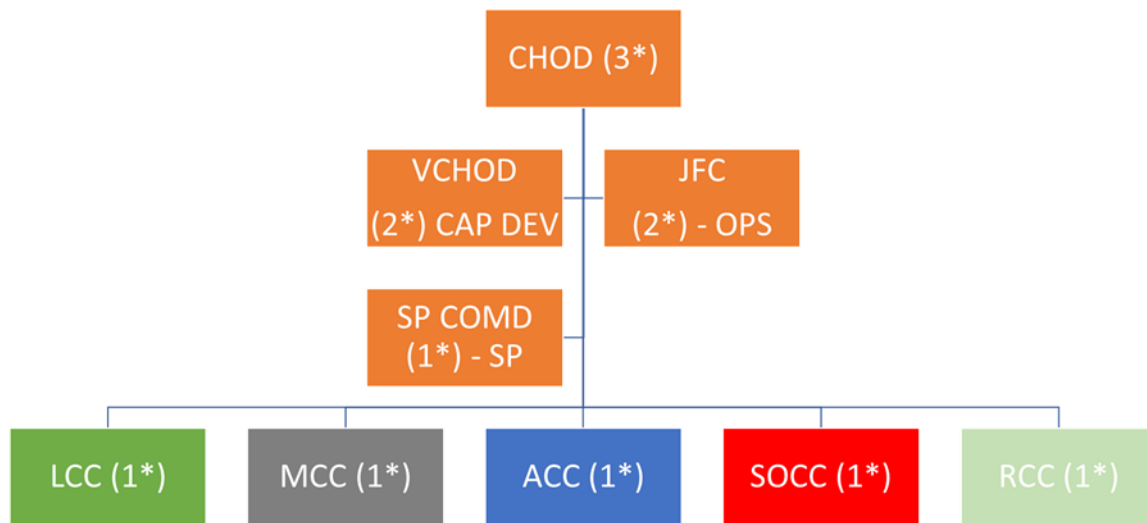
In overall command of the organisation would be a Chief Head Of Defence (CHOD) holding the rank of a 3* General who, similar to the Gardaí Commissioner, would have devolved authority for operational budget control of the organisation. Underneath the CHOD would be several senior officer positions as follows;

- Vice CHOD, 2* General (VCHOD) responsible for capability development of the force.
- Joint Forces Commander, 2* General (JFC) responsible for all operational outputs of the DF both at home and overseas.
- Support Commander, 1* General (Sp COMD) responsible for administrative, legal and financial oversight of the DF.

Five sub commands then directly facilitate the operational output of the force by raising, training and maintaining capabilities that are given under Operational Command (OPCOM) to JFC to meet specific operational requirements.

1. The Land Component Commander, 1* General (COM LCC) is responsible for all Land forces within the DF.
2. The Maritime Component Commander, 1* Admiral (COM MCC) is responsible for all Maritime forces within the DF.
3. The Air Component Commander, 1* General (COM ACC) is responsible for all Air forces within the DF.
4. The Special Operations Component Commander, 1* Gen (COM SOCC) is responsible for all specially designated forces within the DF.

5. The Reserve Component Commander, 1* General (COM RCC) is responsible for all Reserve forces within the DF.



Organisation Chart 1: General Command of DF

The capabilities that fall under each of the five commands would become the direct responsibility of unit commanders to focus on the training and administration of their designated capability set. The simple goal is to reach a standard whereby the respective component commander is confident to be able to offer the capability set to be part of forces under OPCOM to the JFC and be deployed either at home or overseas. In order to be considered as a deployable resource the capability must include full operational, communications, logistics and transport to move that capability within an Area of Operation (AO) for a minimum of 72 hours without additional support. Capability sets are used to determine suitability and entry requirements of members. For example, a cyber defence unit will take qualified cyber specialists including both full time professional and active reserve appointments to adequately resource the capability.

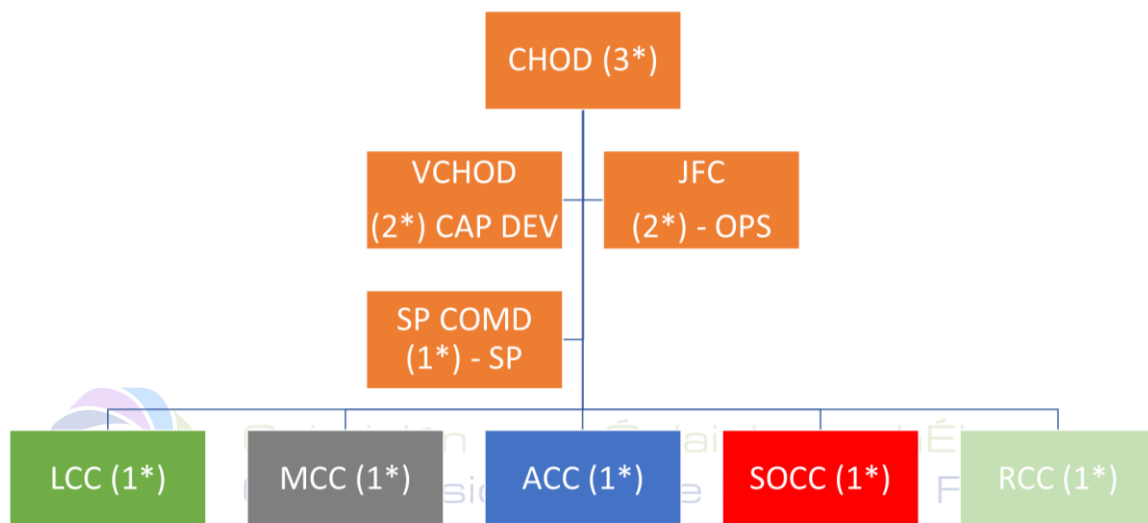
A tactical capability must be fully deployable for a 72hr period without support to perform a given function in order to qualify for deployable status with the Joint Forces Command. All unit capabilities should be located in a single barracks/camp location. All unit HQ's should have the full staff and support functions in the same location.

Some of the capabilities mentioned in the rest of this submission particularly in the maritime and air domains may refer to existing military platforms that provide such a capability. This is more a concept of effect rather than fixation of a particular type of present platform. It is possible that some of these capabilities will be able to be provided for a much lower cost in the future utilising advanced technologies such as artificial intelligence and remote platforms like drones.

- 2. Structures** – In this regard, you may wish to consider the most effective high-level Command and Control (C2) structures within the DF to ensure an agile and balanced approach that can function across all domains at home and overseas.

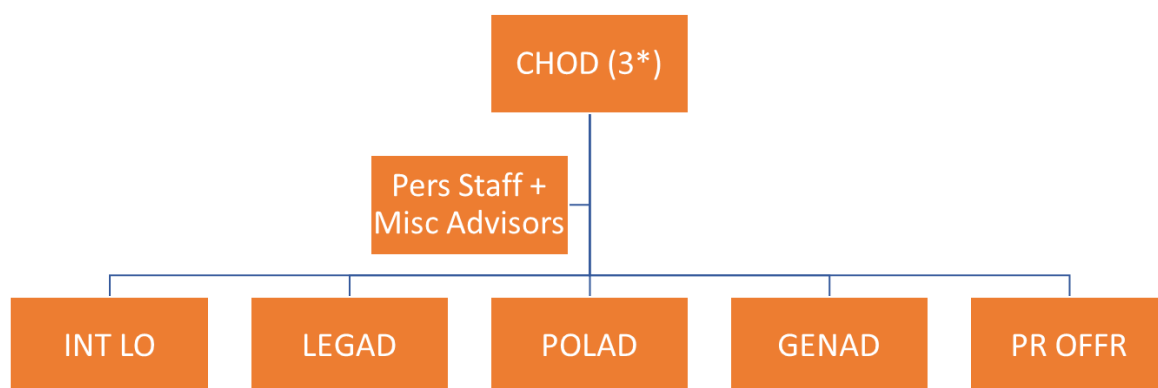
Additionally, you may wish to address appropriate future force structures for the Army (including its brigade structure), the Air Corps, and the Naval Service, individually as component services and collectively as part of an integrated joint force approach.

Furthermore, you may wish to address the changing nature of reservists, which presents an opportunity for the Reserve Defence Force to further integrate and support the Permanent Defence Force through the provision of enhanced collective and specialist capability across all domains.



Organisation Chart 2: General Command of DF

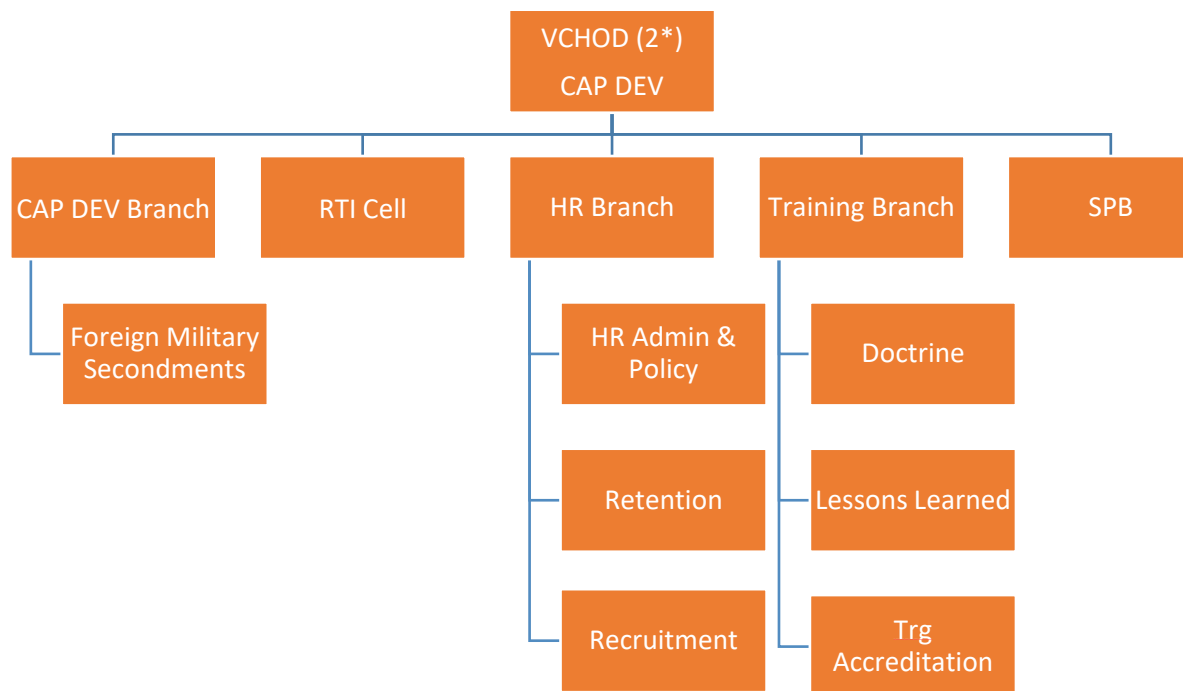
Organisation Chart 2 will now be further broken down into unit levels to expand upon the capability concept showing the supporting structures required. A more detailed breakdown of the various component commands to sub unit level is attached in the organisation charts shown in Appendix 1 to this submission proposal.



Organisation Chart 3: Direct Reporting Staff to CHOD (3* Gen)

The CHOD will have some specific advisors including a Legal Advisor (LEGAD), Gender Advisor (GENAD) and Political Advisor (POLAD) as well as personal staff and the ability to draft in miscellaneous advisors including outside the military to work on certain areas or projects as

required. Also directly reporting to the CHOD will be a liaison officer from the Intelligence Branch and a DF Public Relations (PR) officer who will have staff disseminating outputs from other component commands as required.



Organisation Chart 4: Direct Reporting Staff to VCHOD (2* Gen)

The VCHOD will have the following sub branches under direct command.

Capability Development (CAP DEV) Branch will include military and civilian staff to plan and develop the necessary future defence capabilities identified to meet future government direction, commitments and risk analysis of strategic external and internal threats to the state.

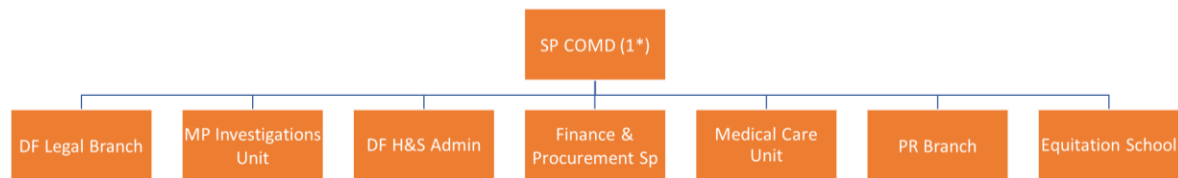
The CAP DEV branch will also directly manage and maintain a cohort of foreign military secondments for both officers and Non-Commissioned Officers (NCO's). This cohort will be selected on a regularly basis to allow the DF to connect directly to latest trends, doctrine and Tactics, Techniques and Procedures (TTP's) of other partner nations within the EU and further afield. A regular reporting system will ensure that feedback received is considered within the context of DF's own capability development plans. This reporting chain will be fed directly into both CAP DEV and Training branches to ensure alignment of effort in shaping the current and future capabilities of the DF.

The Research, Technology and Innovation (RTI) cell will include military and civilian staff to plan, develop and execute identified RTI projects in the Defence Space whilst working with a cross profile of other government, academic, research and commercial partners in the delivery of resourced projects.

Human Resources (HR) branch will be responsible for the oversight of HR administration and policy as well as retention and recruitment initiatives. Individual component commanders and the JFC commander will be responsible for the actual day to day management and selection of personnel.

Training branch will be responsible for oversight of training doctrine, organisational lessons learned and training accreditation with third level institutions or others as appropriate and provide an oversight and accountability resource for the Component Commanders training needs and requirements.

The Strategic Planning Branch (SPB) will be able to focus on long term defence strategy in conjunction with Department of Defence (DOD) and other government bodies as appropriate such as Department of Foreign Affairs (DFA).



Organisation Chart 5: Direct Reporting Staff to Sp Comd (1* Gen)

The SP COMD will have the following sub branches or units under direct command. Primarily the goal of this command is to remove the burden of administrative overload from the component commands. By centralising these important functions, the DF should aim to retain specialists capable of maintain good corporate knowledge and speed of use to move through administrative requirements that would otherwise undermine the effectiveness of the DF.

DF legal branch

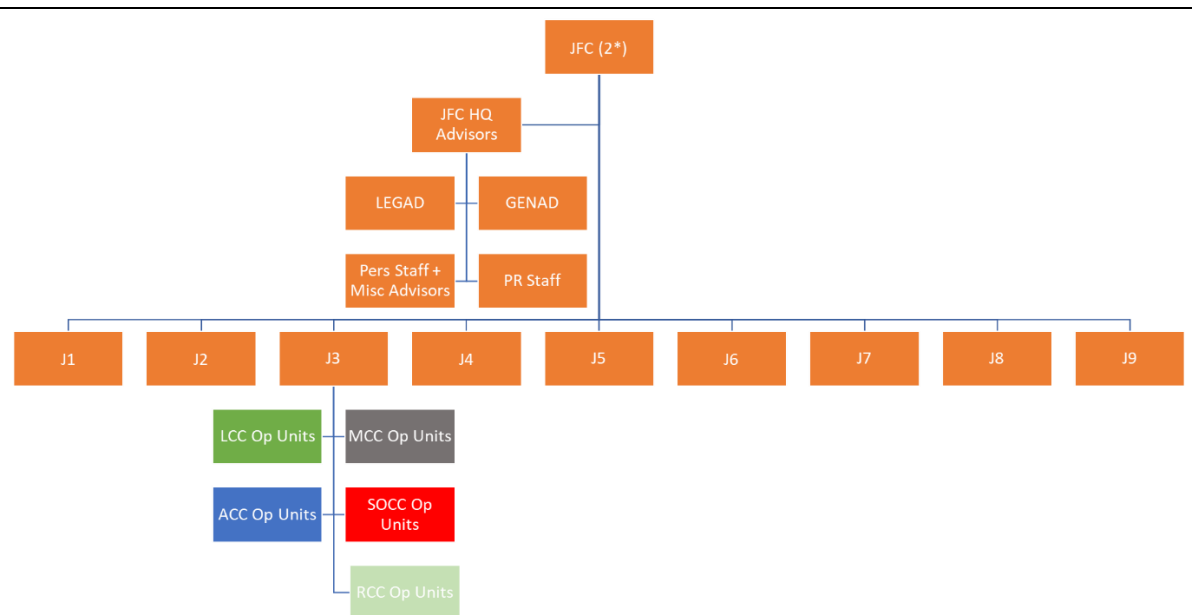
Military Police (MP) investigations unit.

DF health and safety administration branch.

Finance and procurement support group.

Medical care unit responsible for the day-to-day medical issues of the forces and annual medicals etc. These are separate to a deployable military medical capability and can be primarily staffed by civilian medical staff. This medical care unit will provide the force with appropriate medical care, dental care, physiotherapy, psychology and well being resources to best manage the personnel who provide that capabilities of the DF.

The Army Equitation School for maintenance of a proud and distinguished transition, as well as ease of direct support, will fall under SP Comd's authority.

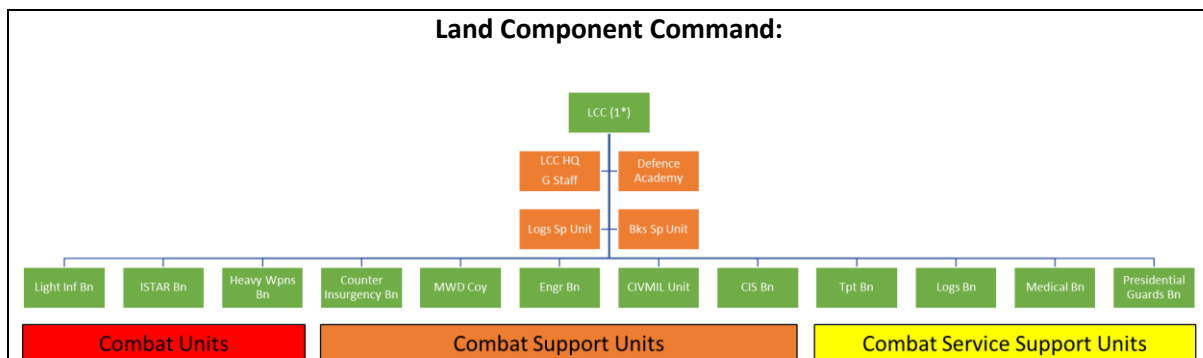


Organisation Chart 6: Direct Reporting Staff to JFC (2* Gen)

The Joint Forces Commander (JFC) is overall responsible for all military operations on island or overseas. To support this, a fully working staff J1 (Personnel) to Joint Civil-Military Coordination (J9-CIMIC) is available and can function on a 24/7 basis with redundancy built in. Several staff advisors are directly available to the JFC including LEGAD, GENAD, PR Staff and personnel staff as well as miscellaneous specialist advisors as required.

In order to achieve direct kinetic effects, the JFC can call upon a range of LCC, ACC, MCC, SOCC and RCC operational forces that have been declared ready, crewed, trained and equipped to deliver specific capability sets deemed necessary. These units or sub-units are declared available on a 6 monthly basis Jan-Jun or Jul-Dec and personnel within these units are fully aware that during their OPCOM phase, they could be deployed at relatively short notice to meet domestic requirements and minimum lead in times for overseas deployment if required.

Provided the General staff functions are working correctly, the JFC should be able to forecast the likely overseas deployments and on-island needs with Joint Plans (J5) staff and ensure units undergoing other cycles such as work up training are preparing for the correct operational tempo and needs.



Organisation Chart 7: Organisation Structure of LCC (1* Gen)

The LCC is the main full time Land force within the DF and contains a number of units delivering specific capabilities which will be broken down in more detail in further organisation charts. The LCC has a professional military full time cohort that comprises of General HQ staff, logistics support unit, barracks support unit and the Defence Academy to facilitate running of the LCC. The remainder of LCC functional units will be a mixture of full time and active reserve personnel to deliver the capability sets required.

The LCC has a full G1-G9 level staff.

The Defence Academy is responsible to run the primary career courses for both officers and NCO's of the DF for both permanent and reserve members.

The logistics support unit manages all inventory items that the LCC uses up during training and operations such as ammunition, food, clothing, equipment etc. It is also responsible for the repair and maintenance of LCC equipment including vehicle and weapons systems. It utilises both full time military and civilian staff or contractors to achieve this aim.

The barracks support unit manages all infrastructure related issues of concern to the LCC including upgrading and maintenance of facilities. It utilises both full time military and civilian staff or contractors to achieve this aim.

The units providing capabilities can be divided into Combat, Combat Support and Combat Service Support for ease of classification although this distinction is becoming less relevant when considered against asymmetric threats posed in modern conflicts and security situations.

Combat Units:

Light Infantry Battalion: This is based around four (4) companies of light infantry force specifically trained to operate in mountainous terrain with limited supplies to allow force protection capacity for deployments in austere environments overseas.

Intelligence Surveillance, Target Acquisition and Reconnaissance (ISTAR) Battalion: This is based around four (4) companies of close and medium level reconnaissance, snipers and UAV equipped platoons trained to deliver specific ISTAR capabilities to a commander.

Heavy Weapons Battalion: This is based around four (4) companies of direct and indirect fire support assets including anti-armour weapons, heavy machine guns, medium and heavy mortars.

Combat Support Units:

Counter Insurgency (COIN) Battalion: This is based around four (4) companies of specialist skill sets including Explosive Ordnance Disposal (EOD), Engineer Specialist Search and Clearance (ESSC) complete with organic Force Protection (FP) and Crowd Riot Control (CRC) capabilities.

Military Working Dogs (MWD) Company: This is based around four (4) platoons to provide assault, reconnaissance, explosives and support working dog functions.

Engineer Battalion: This is based around four (4) companies of combat engineers able to deliver mobility, counter mobility, heavy plant and trades qualified personnel to carry out assigned tasks with.

Civil-Military (CIVMIL) Battalion: This is based around four (4) companies able to provide dedicated responses to civil or other emergency situations including search and rescue, fire-fighting, engineer support and emergency planning teams.

Communications, Information and Signals (CIS) Battalion: This is based around four (4) companies able to provide secure independent tactical communications, IT and network support and Situational Awareness (SA) to a commander.

Combat Service Support Units:

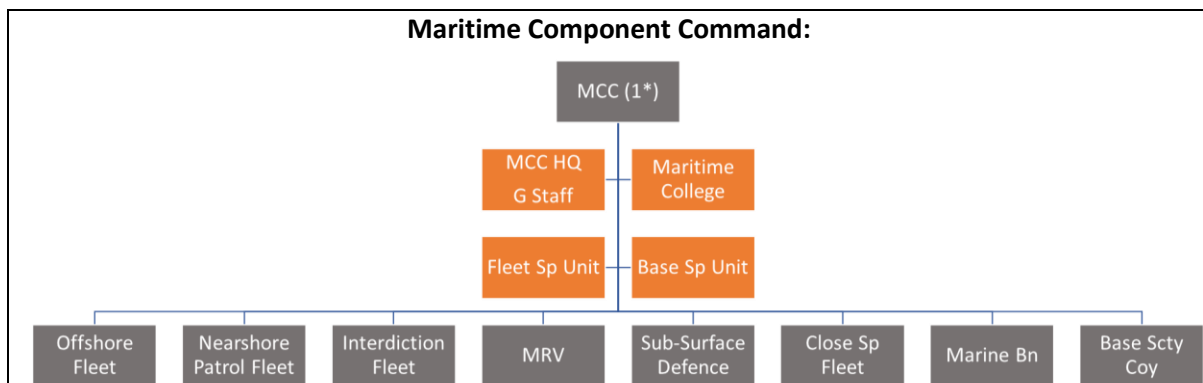
Transport Battalion: This is based around four (4) companies able to provide medium and heavy lift options, appropriate stores, inventory management and packaging expertise as well as vehicle recovery and repair capabilities to a commander.

Logistics Battalion: This is based around (4) companies able to provide deployed combat forces with logistics functions like ordnance repairs, petrol, oil and lubricants, general equipment and ration supply including catering services.

Medical Battalion: This is based around four (4) companies of medics (Emergency Medical Technicians), emergency medics (Paramedics), recovery (Advanced Paramedics) and surgical specialists (Medical Doctors and Surgeons) capable of providing a range of medical care capabilities on deployments.

The Presidential Guards Battalion: This is based around four (4) companies with the ability to provide ceremonial, motorcade, security and military band functions to provide the primary ceremonial function of the DF and the Irish state. The Presidential Guards Battalion will be similar to other international equivalent ceremonial units such as USA's 'The Old Guard' and specialise in display ceremonies. Allowances will be paid to members to upkeep certain physical, dress and grooming standards to ceremonial regulation levels. The specialisation of externally viewed ceremonial aspects will free up the remainder of Comat, Combat Support and Combat Service Support units to follow a more European style of dress regulation thereby opening up interest and reducing grooming expectations of normal forces which will allow a wider base and demographic of recruitment to become available.

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Organisation Chart 8: Organisation Structure of MCC (1* Adm)

The MCC is the full time Maritime force within the DF and contains a number of units delivering specific capabilities which will be broken down in more detail in further organisation charts. The MCC has a professional military full time cohort that comprises of G HQ staff, fleet support unit, base support unit and the Maritime College to facilitate running of the MCC. The remainder of MCC functional units will be a mixture of full time and active reserve personnel to deliver the capability sets required.

The MCC has a full G1-G9 level staff.

The Maritime College will run the primary career courses for both officers and NCO's for both permanent and reserve members of the MCC.

The fleet support unit manages all inventory items that the MCC uses up during training and operations such as ammunition, food, clothing, equipment etc. It is also responsible for the repair and maintenance of MCC equipment including ships and other systems. It utilises both full time military and civilian staff or contractors to achieve this aim.

The base support unit manages all infrastructure related issues of concern to the MCC including upgrading and maintenance of facilities. It utilises both full time military and civilian staff or contractors to achieve this aim.

Offshore Fleet: This is equipped with two (2) Ocean going Patrol Vessels (OPVs) capable of operating at full limits of Irish Exclusive Economic Zone or deploying overseas. These are crewed by two (2) full crews worth of ratings per vessel platform to provide adequate redundancy and shore leave time for personnel.

Nearshore Patrol Fleet: This is equipped with two (2) Near shore Patrol Vessels (NPVs) capable of operating around the entirety of the Irish sea board. These are crewed by two (2) full crews worth of ratings per vessel platform to provide adequate redundancy and shore leave time for personnel.

Interdiction Fleet: This is equipped with two (2) OPV's complete with helicopter platform and is capable of operating at the full limits of Irish Exclusive Economic Zone or deploying overseas. These are crewed by two (2) full crews worth of ratings per vessel platform to provide adequate redundancy and shore leave time for personnel. These vessels provide a deployable capability for Special Operations Forces (SOF), An Garda Siochana (AGS), Coast Guard or Customs personnel to achieve a variety of missions utilising ACC airframes to extend range and versatility.

Multi Role Vessel (MRV) Fleet: This is equipped with two (2) ocean going MRV's capable of operating at full limits of Irish Exclusive Economic Zone or deploying overseas These are crewed by two (2) full crews worth of ratings per vessel platform to provide adequate redundancy and shore leave time for personnel. These vessels provide a deployable capability for the DF to achieve a variety of missions including delivery of MCC, LCC, ACC or SOCC capabilities to deploy in overseas destinations for roles as diverse as peacekeeping or crisis response operations.

Sub-Surface Fleet: This is equipped with two (2) ocean going vessels and is capable of locating submarines operating at the full limits of Irish Exclusive Economic Zone or deploying overseas. The sub-surface fleet is also equipped with two (2) vessel launched submersibles capable of checking underwater cables. These are crewed by two (2) full crews worth of ratings per vessel platform to

provide adequate redundancy and shore leave time for personnel. The sub-surface fleet will also include four (4) full dive teams to be simultaneously capable of mounting operations both at sea and shore side if required.

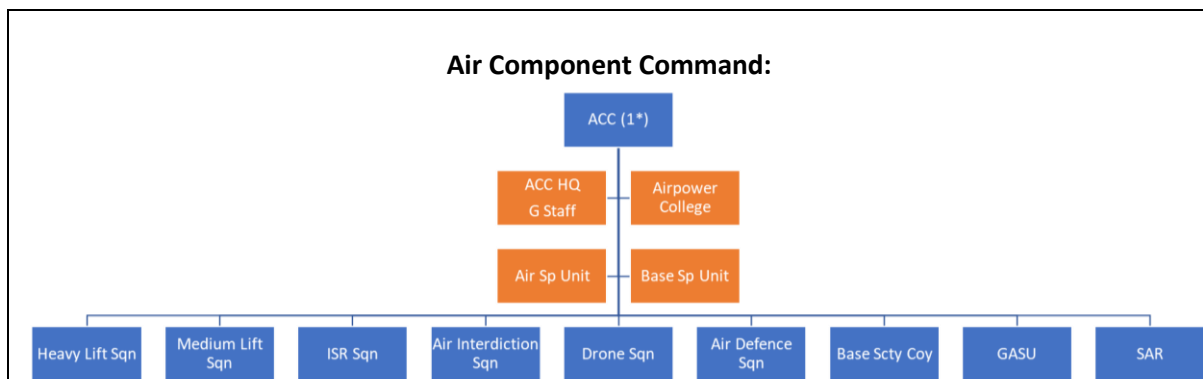
Close Support Fleet: This is equipped with eight (8) assault craft vessels for boarding operations close to shore or in support of larger vessels further out at sea. These are crewed by two (2) full crews worth of ratings per vessel platform to provide adequate redundancy and shore leave time for personnel.

Marine Battalion: This is based around four (4) companies of marines able to deliver mobility, supporting fire and assault forces launched from maritime assets.

Base Security Company: This is responsible for the armed security of Maritime facilities and operates with five (5) teams to allow an adequate and sustainable duty to time off ratio for service personnel.



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Organisation Chart 9: Organisation Structure of ACC (1* Gen)

The ACC is the full-time air force within the DF and contains a number of units delivering specific capabilities which will be broken down in more detail in further organisation charts. The ACC has a professional military full time cohort that comprises of G HQ staff, fleet support unit, base support unit and the Airpower College to facilitate running of the ACC. The remainder of ACC functional units will be a mixture of full time and active reserve personnel to deliver the capability sets required.

The ACC has a full G1-G9 level staff.

The Airpower College will run the primary career courses for both officers and NCO's for both permanent and reserve members of the ACC. It will regularly manage the training of pilots in certification with foreign air forces to reduce the number of airframes required on-island and the logistical package required to conduct aircrew training to an operational capacity.

The air support unit manages all inventory items that the ACC uses up during training and operations such as ammunition, food, clothing, equipment etc. It is also responsible for the repair and maintenance of ACC equipment including aircraft and other systems. It utilises both full time military and civilian staff or contractors to achieve this aim.

The base support unit manages all infrastructure related issues of concern to the ACC including upgrading and maintenance of facilities. It utilises both full time military and civilian staff or contractors to achieve this aim.

Heavy Lift Squadron: This is equipped with two (2) A400M Atlas (or equivalent) and capable of deploying Irish military and other desirable resources overseas including humanitarian aid. Each airframe is crewed by four (4) full aircrews to provide adequate redundancy and 24/7 coverage.

Medium Lift Squadron: This is equipped with four (4) CH-47 Chinook helicopters (or equivalent) and four (4) AW-139's (or equivalent) capable of operating around the entirety of the Irish territory. Each airframe is crewed by four (4) full aircrews to provide adequate redundancy and 24/7 coverage.

Intelligence, Surveillance and Reconnaissance (ISR) Squadron: This is equipped with two (2) CN-295's (or equivalent), four (4) PC-12's (or equivalent) and two (2) EC-135's (or equivalent) and the squadron is capable of ISR capabilities on island or deployed overseas. Each ISR aerial platform is crewed by four (4) full aircrews to provide adequate redundancy and 24/7 coverage.

Air Interdiction Squadron: This is equipped with nine (9) KAI T-50 Golden Eagle (or equivalent) and is capable of providing 24/7 defence of Irish territorial air space with minimum of two (2) aircraft scrambled response. Each airframe is crewed by three (3) full aircrews to provide adequate redundancy and 24/7 coverage. This capability in future should be ideally formed around UAV platforms that provide the same deterrent effect far more economically.

Drone Squadron: This is equipped with four (4) MQ Reapers (or equivalent), four (4) RQ Global Hawks (or equivalent) and each drone aerial platform is crewed by four (4) full crews worth of aircrew to provide adequate redundancy. A platoon with four (4) sections of Vertical Take Off and Landing (VTOL) ISR medium drones provide additional capability. The drone squadron is capable of deploying overseas by JFC.

Air Defence Squadron: This comprises of three main elements.

The Radar and Early Warning company is required to man an on -island permanent capability. The provision of a resilient Air Defence capability is underpinned by the nationwide development of a primary and secondary radar capability.

The drones company provides both assault and defence drone platoons to develop future capabilities, including defending against incursion or pre-emptively destroying attacking forces.

The air defence company comprises of a man-portable air defence missile platoon, a vehicle mounted surface to air missile platoon and a future proofing railgun platoon concept.

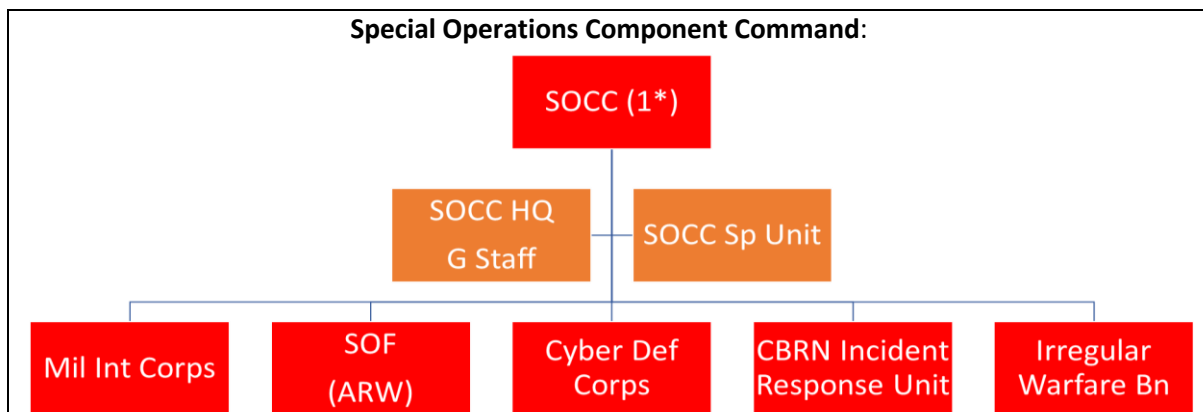
Base Security Company: This is responsible for the armed security of ACC facilities and operates with five (5) teams to allow an adequate and sustainable duty to time off ratio for service personnel.

Garda Air Support Unit (GASU): This continues to be supplied as required in support of AGS.

Search And Rescue (SAR): These capabilities continue to be developed as a redundancy capacity for the state with option to revert to primary response if required. SAR can also provide Medical Evacuation (MEDEVAC) capability where required. This element will also focus on Personnel Recovery (PR) procedures and training for DF personnel deploying to overseas missions where such procedures or capabilities are required.



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Organisation Chart 10: Organisation Structure of SOCC (1* Gen)

The SOCC has a full G1-G9 level staff.

The SOCC support unit manages all inventory items that the SOCC uses up during training and operations such as ammunition, food, clothing, equipment etc. It is also responsible for the repair and maintenance of SOCC equipment including vehicle and weapons systems. It utilises both full time military and civilian staff or contractors to achieve this aim.

Military Intelligence Corps: This comprises of a HQ staff and the following sub sections or cells; Intelligence fusion company is responsible for collating and assessing the intelligence product received by sources and agencies.

The signal intelligence company is responsible for the collection of signal intelligence as directed by J2.

The human intelligence company is responsible for collecting of human intelligence and is trained for both use on-island and overseas. Language skills and other aptitudes being a key consideration to the selection of personnel for this role.

National Security Intelligence Section (NSIS) which primarily looks at and reports about threats on-island. This will include intelligence capacity to deal with subversive groups on island, far left and far right extremism, religious extremism and counter intelligence capacity.

Defence Intelligence (DI) which primarily looks at and reports about threats off-island. This includes general Intelligence specialisation of world regions and specific intelligence requirements for DF deployments and other Irish overseas interests.

Defence Attaché Liaison Office (DALO) would be a much broader role that not only includes liaison with Defence Attaches on-island but would also look at managing DF defence attaches and security advisors seconded to other countries or attached to Irish embassies abroad in areas of key concern. This office would also have a function of liaison with members of DF seconded to foreign militaries as part of the capability development cell.

SOF: The SOF unit will comprised of Army Ranger Wing (ARW) HQ which would be resourced as an ongoing Special Operations Task Group HQ, the ARW Special Operations Group (SOG) comprising of three task units, maritime, land and reconnaissance. Each of these Task Units has a direct link to supporting MCC and ACC assets to develop habitual association and common Tactics, Techniques and Procedures (TTP's). Also included would be the ARW Special Operations Support Group (SOSG) which includes both combat enablers which have undertaken advanced training and supporters. The makeup of this unit is already advanced in breakdown as part of the White Paper PID-28 project.

Cyber Defence Corps: This comprises of the following sub-units;

DF network security specifically deals with the security and management of defence specific IT networks. Capability enhancements in the areas of Artificial Intelligence (AI), Virtual Reality (VR)

and Augmented Reality (AR) would also be monitored closely and fall within the remit for use by DF component commands as deemed suitable.

Critical infrastructure security looks at cyber defence issues for critical infrastructure within the state such as the resilience of energy, transportation and health systems IT services to cyber-attack. Threat analysis and assessment team will look at Irish network security vulnerabilities and work out plans to improve security of architecture with groups.

Offensive shut down is an offensive capability set that will be capable of providing a deterrent effect against cyber aggression against Irish interests and be capable of offering a first strike military solution to government if required.

Social media manages and responds to social media issues in an effort to protect Irish society from improper influence such as those cause by presence of bots etc.

Financial defence specifically looks at security issues in helping to protect Irish financial and financial technology interests.

Info operations provides the DF with positive Info operations options to improve force protection particularly for deployment overseas. This will work closely with PR branch staff to this effect.

RED team which are specially selected and trained hackers and offensive minded cyber specialists that will penetration test Irish cyber interests and expose flaws in systems and networks to develop better resilience in Irish cyber security.

CBRN (Chemical, Biological, Radiological and Nuclear) Incident Response Unit: This is primarily designed to deal with both negating the risk of and responding to the aftermath of CBRN incidents both on-island and overseas.

HQ and planning teams are specialists to coordinate preventative and responsive measures to CBRN incidents.

Warning and Reporting (W&R) team comprises of specialists able to predict contamination or infection probabilities for decision making purposes.

Laboratory team are specialists trained in field laboratory work to analyse chemical and biological agents or substances of concern.

Sampling and Identification of Biological, Chemical and Radiological Agents (SIBCRA) team are specialists in carrying out effective sampling of suspected contamination areas or substances of concern for early assessment and correct procedures to allow comprehensive field or laboratory testing.

Decontamination (DECON) platoon are specialists in providing decontamination to personnel operating in CBRN hazardous environments.

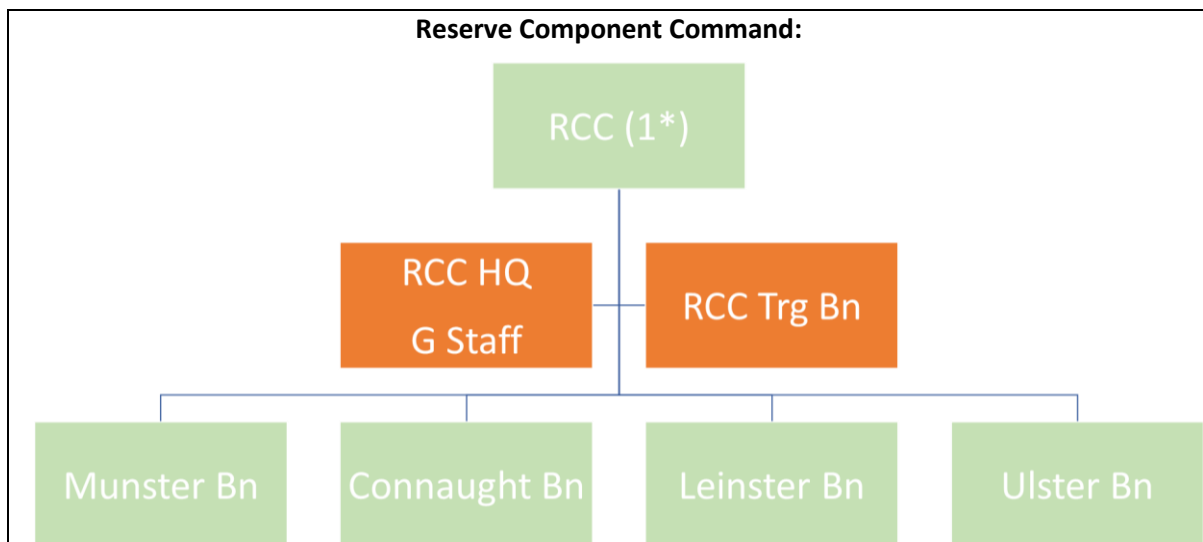
Collective Protection (COLPRO) platoon are specialists in providing collective protection facilities to personnel operating in CBRN hazardous environments.

CBRN medical team are specialists in providing medical treatment to personnel operating in CBRN hazardous environments.

Irregular Warfare Battalion: This comprises of the following;

A battalion HQ which manages the operational capabilities and training of the four (4) irregular warfare companies.

The irregular warfare companies are primarily comprised of reservists who receive specialist training in guerrilla warfare tactics. They are organised into local resistance forces that would rapidly enlarge with local reservists should the security situation require and are giving specific geographical areas of responsibility. These would-be similar to the concept of Finnish Sissi units. All personnel selected to undergo this training will go through additional security clearance and vetting prior to commencement of instruction. This defensive predisposition as a military strategy, to be prepared to carry out a guerrilla style long war campaign that is effective, would provide a would-be adversary more to consider than defeat of an ineffective and under resourced conventional light infantry force.



Organisation Chart 11: Organisation Structure of RCC (1* Gen)

The RCC has a full G1-G9 HQ level staff.

The RCC training battalion manages all administration, training and logistics requirements to enable the reserve battalions to achieve their assigned training goals and to ensure the smooth transition of trained reservists to fill permanent or temporary assignments with the other component commands as appropriate as part of the active reserve force.

Each of the four (4) battalions is assigned a geographical area to recruit and train a demographic from within Ireland. Each of those battalions are broken into a HQ element staffed by full time DF personnel and four (4) companies. Each company is assigned a geographic region and is aligned with third level institutions of the locality within the country to offer educational opportunities with. In effect this is a similar way to a military scholarship that is open to all ranks.

Each Reserve Bn HQ has a reduced S Staff and four (4) Companies each with four (4) Platoons with four (4) Sections. Each Reserve Company has a Captain as Company Commander, Company Sergeant, Company Quartermaster and two (2) Corporals. Each Reserve Platoon has a Lieutenant as a Platoon Commander, Platoon Sergeant and eight (8) Corporals (section commander and section 2I/C). All privates are reservists during their training cycles.

Job protection must be given to reserve members of the DF and adequate legislative protections passed by law to ensure reservists are not penalised for service given to the DF if mobilised or voluntarily commit to give it. The ability to spread a wide variety of paying military jobs around the country will benefit localities for political ease to adopt the new force structure.

To incentivise joining the reserve, any member of society that joins the reserve will get their full college fees paid for and guaranteed military campus accommodation if desired, in line with signing of an appropriate undertaking and restriction of degree course deemed of providing benefit to the defence and security sector. All reserve units are all aligned with 3rd level institutions and associated alumna to further ingrain this cooperation between the defence, education and industry sectors. The reserve training cycles allows feeding in of capabilities to aligned permanent units such that for example a reservist who completes Year 1 or two training with a qualification in computer science might be offered a place in a unit that requires that capability. To further enhance quality control within the reserve, reservists get additional top up payments during the college term for duties and qualification scores in fitness and shooting skills which are scheduled during mid-term breaks.

Infrastructure:

All unit barracks should be designed to maximise the capability of the assigned unit. All unit barracks should aim to have extra unused capacity of accommodation, vehicle bays and stores, built up over time beyond those required for their organic capability sets, in order to accommodate troop surges should operational or training needs require the facilities. Every barracks should also incorporate the following infrastructural facilities;

Operational Facilities: Large briefing room, Operations centre, Administrative office space.

Logistical Facilities: Standardised accommodation blocks, Vehicle bays, Unit stores, EV Charging Points, Level 1 maintenance garage, Medical aid post, Canteen, Recreation space.

Training Facilities: 25m No Danger Area range, Gym, Obstacle course, VR training facility.

All buildings should be equipped to offer functional Wi-Fi access.

The DF is aiming to achieve the government's 2030 energy related targets and a future rationalisation of DF infrastructural facilities would be keeping in line with those goals whilst simultaneously concentrating resources on less facilities. This would likely lead to a better kept and quality of building portfolio overall, whilst generating revenue for reinvestment from the sale of unnecessary facilities.

However, if the political implication of closing barracks is too extreme for rapid implementation of a reorganised DF, then the reorganisation should still occur with unit capabilities in their entirety nested in certain locations. Further consolidation can then take place over a phased basis. Utilising the existing DF infrastructure, the following locations could facilitate the revised DF organisation structure. Some locations are selected to reduce unnecessary training movements and allow a capability to be practiced or more functional in general day to day use.

Minister for Defence Offices, Dublin – CHOD, Sec Gen
DFHQ, Newbridge, Co. Kildare – VCHOD, SP COMD, DOD
Curragh Camp, Co. Kildare – LCC HQ, Logs Sp Unit, Bk Sp Unit, Mil Col, CIS Bn, Tpt Bn, Logs Bn
Baldonnell Aerodrome, Dublin – ACC HQ, Air Sp Unit, Base Sp Unit, Airpower College, Med Lift Sqn, Air Interdiction Sqn, Drone Sqn, GASU, SOF - ARW, Irregular Warfare Bn, Medical Bn
McKee Barracks, Dublin – VCHOD, SP COMD, Presidential Guards Bn, DF Student Accommodation
Cathal Brugha Barracks, Dublin – JFC, SOCC HQ, SOCC Sp Unit, Mil Int Corps, Cyber Def Corps, CBRN Incident Response Unit, DF Student Accommodation
Aiken Barracks, Dundalk, Co. Louth – Heavy Wpns Bn, DF Student Accommodation
Gormanston Camp, Co. Meath – MWD Coy,
Kilbride Camp, Co. Wicklow – TISK
Coolmoney Camp, Co. Wicklow – TISC, Leinster Res Bn HQ and Training Camp
Custume Barracks, Athlone, Co. Westmeath – COM RCC HQ, Engr Bn, CIVMIL Unit, Connaught Res Bn HQ and Training Camp, DF Student Accommodation
Finner Camp, Co. Donegal – ISTAR Bn, Ulster Res Bn HQ and Training Camp, DF Student Accommodation
Renmore Barracks, Galway – Marine Bn, Sub-Surface Defence, Close Sp Fleet, DF Student Accommodation
St Stephens Barracks, Co. Kilkenny – COIN Bn
Kilworth Camp, Co. Cork – Munster Res Bn HQ and Training Camp
Ballymullen Barracks, Tralee, Co. Kerry – Mountain Bn, DF Student Accommodation
Haulbowline Base, Co. Cork – MCC HQ, Fleet Sp Unit, Maritime College, Base Sp Unit, Offshore Fleet, Nearshore Patrol Fleet, MRV, Base Scty Coy
Sarsfield Barracks, Limerick – DF Student Accommodation
Collins Barracks, Cork - DF Student Accommodation

Kilbride Camp, Kilcoran Range, Carna Range and Bere Island Camp remain as range and training locations.

New infrastructure would need to be built in the following locations to support the following maritime and air capabilities;

Dublin Port, Dublin – Berthing for Irish Sea based Interdiction Fleet

Shannon Airport, Co. Clare – Facilities to support Heavy Lift Sqn, ISR Sqn, Air Defence Sqn,

3. Staffing – In this regard you may wish to consider the HR policies that support the requirement for an agile and adaptive modern military force. You may wish to consider issues such as recruitment and retention, organisational culture and values, gender and diversity, career progression, and industrial relations machinery.

To maximise the ability of reservists to feed into the DF particularly for early aspects of military training and education, it would make sense to align all career courses with third level education institutes semesters broadly within 6-month cycles. Another logical concept would be to maximise the use of pre-learning of subject modules by remote means in order to open up a pool of places to reservists to attend courses also along with their full-time comrades.

To maximise induction numbers to the DF whilst simplifying the induction process, all personnel should begin their training with a regular delivered reserve cycle. Only those personnel that show desirable qualities and competencies are offered the opportunity to progress either into full time unit appointments or a Cadetship opportunity. The reserve training cycle should always be held during the summer months to capitalise on school leavers and third level students. It is crucial that job protection must be given to reserve members of the DF and adequate legislative protections passed by law to ensure reservists are not penalised for service given to the DF if mobilised or if they voluntarily commit to give it

The first reserve cycle would be focussed on a ten (10) week basic training cycle in year one (1) with a further eight (8) week advance training to be completed in year two (2). These cycles will operate on a condensed format of recruit training and 2* syllabus to provide necessary basic military skill sets. They will also include mandatory weekend instruction periods to ensure an adequate military indoctrination mindset is imparted onto reservists. Full time military personnel will also complete this year 2 cycle whilst serving in their permanent units should they have attained a selected appointment within them.

Each full-time operational unit or capability operates on a two (2) year cycle. The two (2) year cycle is broken into four (4) by six (6) month rotations. These rotations are aligned with general symmetrisation of third level institutions to ensure the easiest pathways in and out of education and training for members of the DF. Each capability set is organised into four (4) sub units such that each sub unit is in one part of the cycle continuously. That is why all battalions are organised around four (4) company structures etc such that one company at any stage is in one part of the four-stage cycle.

The four (4) parts of the cycle are;

1. Training
2. Operations
3. Lessons Learned, Refit and Administration
4. Career Progression and Training

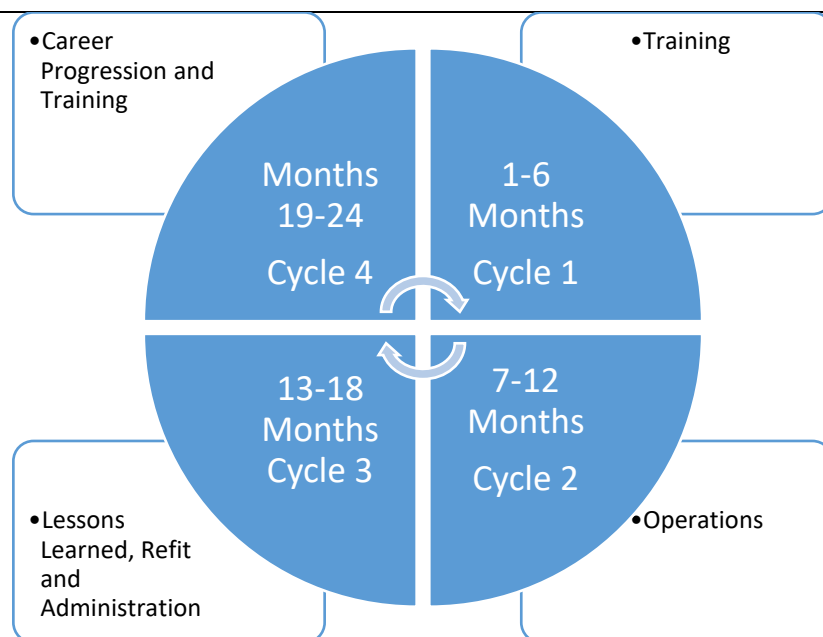


Diagram 1: Unit training and operations cycle

The below table outlines what a theoretical two-year cycle could mean for a sub unit such as the Sniper Platoon capability set of the ISTAR Battalion companies. The key consideration is that in order for the capability to be declared as operationally ready, the battalion commander has to ensure he has had a full platoon undergo the training cycle completely and be fully equipped to be placed under OPCOM to JFC for the operational six-month phase.

Sub Unit:	0-6 months (Sem 1)	7-12 months (Sem 2)	13-18 months (Sem 3)	19-24 months (Sem 4)
A Coy Sniper PI	Training Cycle Finds out it is deploying to EUTM during Trg Cycle and focuses on likely Mission	Operational Period EUTM Mali – 1 st Team deployed. Learn that familiarity with MALI Wpns systems was lacking	LL – Admin Period Leave period and work on creating manual of Mali wpns systems. Run STX and FTX for C Coy PI	Progression and Career Trg PI has snipers doing POTs and Std Inf Cses, others getting Driving & IT Cses
B Coy Sniper PI	Operational Period Quite period, at home Ops, used for visit of POTUS.	LL – Admin Period Leave period and work on getting SOP's written for overwatch domestic Ops	Progression and Career Trg PI has snipers doing Driving & IT Cses	Training Cycle MALI Form up Trg, weather kit issued. D Coy run STX & FTX.
C Coy Sniper PI	LL – Admin Period Rewriting Sniper handbook because of new sights in use	Progression and Career Trg PI has snipers doing POTs and Med Cses	Training Cycle TC for Mali developed, benefit directly from A Coy Sniper PI as Trg DS	Operational Period EUTM Mali – 3 rd Team deployed. Hit the ground very well prepared.
D Coy Sniper PI	Progression and Career Trg PI has snipers doing POTs and Std Inf Cses, others getting Driving & IT Cses	Training Cycle Focus on MALI specific Trg, languages and wpns familiarity	Operational Period EUTM Mali – 2 nd Team deployed. Weather differences for season.	LL – Admin Period Leave period and work on weather kit list. Run STX and FTX for C Coy PI

Table 1: Unit training and operations cycle, example of 2 Year Cycle for the ISTAR Bn – Sniper Platoons Capability Set

The component commander can consider adjustments with unit commanders for cycle 3 and 4 so for example if the unit returns from overseas and most were competent reservists who then move onto other things, the commander can reduce staffing levels for lessons learned and career progression phase. Because component commanders have direction over their operational budget, such savings on manpower or wages can be reinvested into equipment, training costs etc to further develop the capability set. The goal of every commander is to ultimately get to four (4) full sub-

units capable of moving through the cycle seamlessly and fully equipped. This methodology of staff structure allows latitude to component commanders to focus on certain capabilities and to address challenges required to meet JFC's mission profiles. This staffing methodology also gives allowance for career progression across all ranks across a geographically dispersed DF allowing a greater chance to recruit untapped demographics and offer greater retention options of key skill sets to facilitate home life including technical skills sets involved with air, maritime and cyber roles.

The added benefits of this proposed staffing system are as follows;

1. More citizens will undergo military training, therefore increasing the state's overall defence capacity.
2. There will be a wider understanding of the DF with an increased profile leading to greater respect and support from the citizens of Ireland.
3. Only a full-time career cohort of military professionals filling officer and senior NCO ranks are likely to stay in the DF long enough to accrue pension entitlements. This will significantly reduce the pension costs of Defence Budgets over time.
4. The vast majority of roles will be filled by professional reservists, as and when required with adequate lead in times for deployment options overseas or with on-island security matters.
5. The ability to move in and out of military employment or education will provide many people with a platform for self-improvement as well as allow military service to provide for financial support in times of harsher economic times or to offset against local job loss crisis.
6. The close alignment of military service with third level institutions and industry across the country will create a more intelligent and adaptable force. It will also improve general understanding of defence and security within Ireland as a wider society as we move into an ever more unpredictable and rapidly changing future security paradigm.

4. Any other comments you may wish to make in relation to the DF having regard to the Commission's Terms of Reference

The current cultural bias towards technical qualified officers and limited opportunities to be promoted beyond some very limited Corps directorate positions, limits the DF's ability to leverage value from leadership experience in STEM. That ultimately hinders a force to be prepared for the 21st century where technology will be a major component of defensive capability across all five (5) domains of Land, Maritime, Air, Cyber and Space. This can be easily seen by the lack of technical officers who are promoted to the rank of General.

A future DF must allow for a more flexible Corps concept that also allows transfer of line and technical appointments. Promotion opportunities must be opened up equally on the basis of competency with flexibility of pay systems to incentivise retention of key specialists who have ambitions to progress through the ranks also and not necessarily in positions related to their corps or unit's speciality. This lack of flexibility has led to a constant stream of early retirements of technically qualified officers and NCO's to leave the DF earlier than might have been possible if further options were available that did not penalise their existing qualifications and pay grades.

Another consideration that must be looked at in more detail within the DF is that of DF culture and ethics. Presently the existing promotion competition and HR practices within the DF are counterproductive to the maintenance of a higher achieving culture of trust, loyalty and effective military capability. The constant need to feed the HR cycle and requirements has led to a noticeable ethical fading within the DF across all rank structures. A never ceasing requirement to meet arbitrary KPI's or requirements has created a culture drowning in 'box ticking' exercises that frustrate and confuse what is actual progress or capability enhancement. A 'warts and all' review

and analysis of this problem must be considered in tandem with any capabilities, structures or staffing reorganisation proposed. Otherwise mistakes and issues made in the 2012 Re-org are likely to be repeated or problems accelerated.

The information contained in this submission can be further broken down into rank structures and personnel numbers if requested.



Coimisiún um Óglaigh na hÉireann
Commission on the Defence Forces