



An Roinn Cosanta
Department of Defence

Building Momentum

Defence Sector Action Plan

September 2021

This Action Plan has been developed in accordance with the requirement in - '*Building Momentum – A New Public Service Agreement 2021 – 2022*' to develop sectoral action plans linked to the reform agenda in the Agreement (section 1.6 of *Building Momentum*). Each of the actions outlined in this action plan are linked back to the reform agenda outlined in *Building Momentum* – the relevant action number is shown in the Actions column.

In accordance with the Agreement this plan sets out objectives, deliverables and timelines, and is signed off by the Secretary General of the Department of Defence on behalf of the Defence Sector.

The Defence Sector Action Plan contains commitments to co-operate with ongoing reform, modernisation and transformation initiatives, including in relation to the implementation of the White Paper on Defence, 2015 and any recommendations approved by Government arising from the Commission on the Defence Forces.

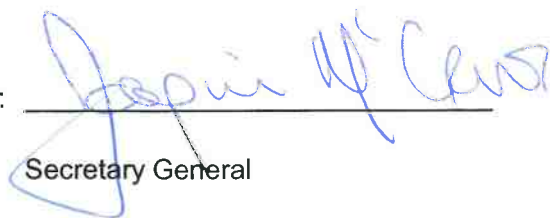


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	Employer Priorities	Actions	Outcomes	Time scale	Measure
		Identify specific actions to deliver priorities	Set out anticipated results of actions	Identify the quarter in which this action will be completed	Set out the measure (s) to support verification of outcomes
1.	Building on the work already completed in the HLIP, examine and develop appropriate additional induction streams, including the further development of the re-enlistment or re-commissioning schemes where this is appropriate to meet particular organisational requirements.	Review the schemes for re-commissioning of Officers and re-enlistment of former PDF personnel. Develop Terms and Conditions for appropriate additional induction streams	Vacancies filled in the Defence Forces establishment through a range of induction streams.	Ongoing	Increased recruitment through a range of induction streams
2.	Implementation of flexible and innovative HR initiatives, including the Commissioning From the Ranks scheme; the use of the Reserve (FLR, AR and NSR) and Review of workforce requirements in the context of capability needs	Conduct 11th Potential Officers Course in 2021. Utilisation of RDF members where required subject to meeting appropriate standards. Identify personnel capability gaps and identify options to address gaps, as appropriate.	Enhanced flexibility to address capability shortfalls Greater flexibility in addressing service requirements	In accordance with White Paper on Defence and Commission on the Defence Forces timelines Ongoing	11 th POC conducted Capability deficits addressed with Reservists where appropriate Reduced personnel capability gaps.

	Employer Priorities	Actions	Outcomes	Time scale	Measure
3.	Ongoing Implementation of review of promotion competitions. An Integrated Competency Framework (ICF) for the Defence Forces.	Promotion competitions revised in line with best practice in consultation with DF representative bodies. Finalise review of the ICF in consultation with DF representative bodies	Increase the efficiency of the Officer and NCO promotion process to better meet the workforce needs of the Defence Forces. More efficient and effective promotion process.	Ongoing End 2022.	Competitive promotion competitions held as required. Roadmap for implementation of the ICF in place for the end of 2022.
4.	Implementation of approved recommendations, arising from the recommendations arising from the Commission on the Defence Forces.	Implement Government approved recommendations, arising from the Commission on the Defence Forces. Subject to consultation with DF representative bodies in accordance with S.6	TBC	Commission on the Defence Forces due to report by the end of 2021.	TBC
5.	Implementation of outstanding previous Agreement provisions, as appropriate, save where varied by this Agreement.	Actions to include a review of Sick Leave arrangements in the Defence Forces.	Greater Productivity	End 2022.	Harmonisation with public sector norms, as appropriate.

Sign off:


Secretary General

Date: 30 September 2021