

Postern Association Constitution

Reference:

- A. Army Training Instruction 4-4/10, *Australian Army Policy on Sport*, dated 14 Oct 10

Background

1. The Postern Association is a network of military leaders who strive to ‘be better tomorrow than what we are today’¹. The focus of the Postern Association is to build a network of leaders and thinkers who actively strive, seek and support each other’s pursuit of professional mastery. The Association provides an informal and self-organised network for professional development, regardless of where a member sits within the chain-of-command. This document provides the Constitution for the Postern Association.

Purpose

2. The purpose of this Constitution is to act as a source document to guide the existence, operation and functioning of the Postern Association.

Name

3. The name of the organisation is ‘Postern Association’ and shall be abbreviated to ‘POA’ when required. Engagement mechanisms within the Association are called ‘The Post’.

4. The background to the name is as follows:

a. **Postern Association**

- (1) **Operation Postern.** Lieutenant-General Frank Berryman was the ‘Architect of Victory’ for Operation Postern during World War II, turning Field Marshal Thomas Blamey’s concept into a robust and winning plan. Operation Postern’s pincer movement incorporated an amphibious assault, airborne landing, and unification of air-land-sea power for the capture of Lae in Papua New Guinea. Berryman was willing to question when required, project intellect behind planning, learn and adapt against a formidable enemy as well as maintain professional relationships and command in adversity.² The Postern Association seeks to emulate Berryman’s pursuit of professional mastery as the ‘people-behind-the-scenes’ who seek to strengthen the Army’s intellectual foundations for winning capability.
- (2) **Postern.** A postern is traditionally a secondary door used in fortifications, acting also as a rallying strongpoint for a unit and an additional means for access. The Postern Association acts in much the same way – a rallying point for a network of military leaders as well as being a secondary mechanism reinforcing the chain-of-command functions as we strive for professional mastery.

¹ Lieutenant General Angus Campbell DSC, AM, Address on *The Ryan Review* to the United Services Institute of the ACT, Canberra, 04 August 2016.

² Peter Dean, *The Architect of Victory, The Military Career of Lieutenant-General Sir Frank Horton Berryman*, Cambridge University Press, 2011.

- b. **The Post.** Receiving mail during war is imbued as a moment of joy for the recipient. Engagement between the network of Postern Association members will be known as 'The Post' in order to imbue eager receipt, diligent comprehension and reciprocal interaction with the network.

Vision

5. The Postern Association is a network of military leaders and thinkers in order to 'be better tomorrow than what we are today'. The Association uses the foundation of our past to seek team professional mastery for the challenges of the future. In this way, the Postern Association acts as a mechanism for the Australian Army to stay at the leading edge of our profession, ensuring we do not professionally drift from the endless pursuit of professional mastery.

Values

6. The Postern Association's ethos is based on the Australia Army values of courage, initiative, respect and teamwork.

Code of Conduct

7. The Postern Association Code of Conduct is:
- a. **Strive** to be 'better tomorrow than what you are today'. While the nature of war remains steadfast, the character of war evolves. Professional mastery is therefore an endless endeavour in pursuit of the ever-changing character of war and warfare.
 - b. **Seek** knowledge and understanding about the history and future of our profession of arms. Use the past as a foundation to see further into the future.
 - c. **Support** the team to be 'better tomorrow than what we are today'. The profession of arms is an inclusive team event – always – therefore every member of the Association will actively help support the mastery of each other within a professionally respectful environment.

Goals

8. Postern Association goals are as follows:
- a. **Inspire.** Empower and inspire the future generation of military leaders to actively seek professional development. Help normalise and strengthen the culture of self-initiated and team professional development through mechanisms outside of the chain-of-command, while equalling supporting initiatives within the chain-of-command.
 - b. **Network.** Create a cadre of intelligent and innovative minds, regardless of rank, seniority or speciality. Provide mentorship and connections into service, joint, national and international professional development organisations. Actively debate

ideas and concepts through the professional and collaborative framework of the Association.

- c. **Invest.** Provide professional development opportunities to underpin critical thinking, innovation and an adaptive action mentality to help strengthen our intellectual capability for future challenges.

Means

9. The Postern Association will create opportunities and employ a variety of means, as decided by the Management Committee on an annual basis. These activities may include online debate, education, innovation forums, mentorship, and professional development activities.

10. The Postern Association does not act in isolation or in competition with other professional development organisations, associations and initiatives. The Association strives to link its members to the greater network of military professional development organisations – nationally and internationally as well as internally and externally to the chain-of-command. This sees the Postern Association lead some activities but also act in a ‘supporting role’ to other professional development activities initiated by the Australian Army or externally.

Status

11. The Postern Association is a self-governing, not-for-profit organisation that invests the non-public monies and in-kind support it receives into professional development. The Association is not connected with any traditional military chain-of-command structure, but instead is produced of, by, and for military leaders through a network organised by a Management Committee.

12. While the Association is not part of the traditional chain-of-command, the Association will nest professional development goals with existing Australian Army and ADF professional development initiatives in order to avoid duplication of effort and provide reinforcing support to activities.

13. The existence of the Postern Association is approved IAW ref A. Noting that the Postern Association is a professional development association and not a physical sport, it will comply with the relevant intent of ref A.

Patron

14. The Patron of the Postern Association will be appointed by the Postern Association President. The inaugural Patron is the Chief of Army, Lieutenant General Angus Campbell, DSC, AM.

Members

15. There are two levels of participation in the Postern Association:

- a. **Membership.** All members of the Australian Regular Army (ARA) and Australian Army Reserves (ARES) are eligible to become members of the Postern Association.

Members will be signed up through the Management Committee Secretary on an annual basis or as approached. Membership assists the formalisation of the Association network and members agree to the Code the Conduct. Members are eligible to become Committee Members and have voting rights at the Annual General Meeting.

- b. **Participants.** Any person (ADF, APS, other nation military forces and external) who participates in Postern Association activities will be considered a 'Participant' including participation in activities and online debates. A condition of participation is adherence to the Australian Army value of 'respect'. Participants do not have voting rights and are not eligible to become Committee Members.

Governance Arrangements

16. The Postern Association is a self-governing organisation adhering to the following governance requirements:

a. **Management Committee**

- (1) The Association is governed by a Management Committee. The role of the Management Committee is to ensure the Association achieves its goals within the governance framework of an Australian Army Association.
- (2) The seven standing Management Committee positions are:
 - i. **President.** The President will be appointed for a three-year term and scope of authority is IAW para 25-27 of ref A.
 - ii. **Vice President.** Appointed for a term of two years, rotating on an odd year. Voted at the AGM and appointed by the President.
 - iii. **Secretary.** Appointed for a term of two years, rotating on an even year. Voted at the AGM and appointed by the President.
 - iv. **Treasurer.** Appointed for a term of two years, rotating on an odd year. Voted at the AGM and appointed by the President with qualifications IAW para 19 of ref A.
 - v. **Operations Officer.** Appointed for a term of two years, rotating on an even year. Voted at the AGM and appointed by the President.
 - vi. **Activities Officer.** Appointed for a term of two years, rotating on an odd year. Voted at the AGM and appointed by the President.
 - vii. **Communications Officer.** Appointed for a term of two years, rotating on an even year. Voted at the AGM and appointed by the President.
- (3) The Operations, Activities and Communications Officers will form, structure and resource their sub-directories with appropriate manning dependant on the agreed 'ways' and 'means' for the year. Directors may be appointed by the

Management Committee for specific activities and will form sub-directories as required.

- (4) The President may replace a Management Committee member without a member vote. Likely for situations such as the prolonged absence of a member (deployments) or separation of the member from the Australian Army.
- (5) There are no set number of terms a member may fill; however, the President will weigh the considerations of 'continuity' versus 'renewal' prior to appointing a member for a repeated term.

b. **Standing Orders.** This document acts as a single source document to guide the operation and functioning of the Association. The functioning of the Management Committee, activity coordination and governance requirements will be specified in Standing Orders. Standing Orders are to be updated on an annual basis by the Secretary for approval by the President, and will be tailored to meet the specific activities for the year.

c. **Meetings.**

- (1) **Annual.** An Annual General Meeting (AGM) will be held at a date/time promulgated by the Secretary. A quorum is established with 50% of members in attendance. Each member has one vote. In the event of a tied vote the President may exercise a casting vote.
- (2) **Management Meetings.** Management Committee meetings will be held as required. Each committee member present shall have one vote.
- (3) For all meetings, the Secretary shall issue an agenda, record the minutes and decisions, and distribute the minutes to committee members or the general members as required.
- (4) Due to the dispersed location of Association members, AGMs and Management Committee meetings may be conducted in-person or through online mechanisms.

d. **Reporting.** Annual reporting requirements will be submitted IAW ref A.

e. **Military Risk Management.** Risk will be managed IAW ref A.

f. **Sponsorship.** Gaining and reporting sponsorship will be conducted IAW ref A.

g. **Finance.** The management of finances will adhere to the following:

- (1) The Association will conform to ref A in the management of its finances (public and non-public) and assets in an efficient, effective and ethical manner.
- (2) The assets and income of the Postern Association shall be applied solely in furtherance of its goals and no portion shall be distributed directly or indirectly

to the members of the organisation except as bona fide compensation for services rendered or expenses incurred on behalf of the organisation.

- (3) In the event that the Postern Association is dissolved, any funds remaining after the settlement of all debts and liabilities shall be donated in equal divides to Soldier On and Mates for Mates.

Amendments

17. Proposed amendments to this Constitution are to be submitted in writing to the Secretary for consideration and recommendation. The Management Committee will bring all recommended amendments to the AGM for voting.
18. Approved for and on behalf of the Postern Association Management Committee.



MB Ryan, AM
Brigadier
Postern Association President

29 August 2016