

team's ideas would have been a perfect example of leadership! Who knows, good management may even have approved a budget for the team's suggestions.

Additionally, officers may need to be aware of different roles played by the participants in the police department. A good team will have a range of roles represented and in some instances members may need to take on roles they feel less comfortable with. Researches are often quoted regarding team roles. They describe team members who are:

- Action-oriented: are focused on the tasks, like to see results, are efficient.
- People-oriented: are good at delegating, motivating and promoting decision making. They listen to others and encourage harmony.
- Ideas-oriented: are creative and are bored by routines.

So, there are different ways of referring to roles within a team. Some people use job titles such as team secretary and team coordinator. Others use more descriptive behavioral roles such as action role, people role and ideas role. A member of a team who plays an action role would consider practicalities, bear the overall goals in mind, aim to get decisions made and make sure decisions are actioned. Someone in a people role would aim to ensure everyone in the team is happy and to maintain harmony. Someone in an ideas role would generate new ideas and look at the situation from other perspectives. A troubleshooter is a person who considers potential problems.

And at last, cultural attitudes may have an impact on the following team-building aspects too:

- Spending time on small talk before the meeting or getting straight down to business
- Socialising with colleagues outside working hours
- The listening versus action balance
- The amount of involvement team members have in the decision-making process.

In conclusion, it should be noted that a well-formed team is resistant to external influences, it becomes a single organism that is capable to respond flexibly to changes in the situation. Team building - a process of purposeful formation of a special way of interaction between people in the organization, which enables clients to realize their intellectual and creative energy potentials.

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THE AUSTRALIAN FEDERAL POLICE

This article details the nature and organizational structure of the AFP. It includes the AFP's history, relevant legislation, recognition and ceremonial initiatives and more.

The nature of the AFP and what is required of it, has changed significantly in recent years. The AFP has responded to a rapidly changing environment and this has required a greater focus on national and international operations. The new challenges the AFP faces include counter terrorism, human trafficking and sexual servitude, cyber-crime, peace operations, protection and other transnational crimes.

To help meet these challenges, the AFP has implemented a new organizational structure. The structure focuses on AFP's main operational areas and provides a higher level of national coordination and support to these areas.

The objectives of the new structure are to achieve better results by:

- ✓ improving the management structure and methodologies to better reflect the AFP's national and international focus;
- ✓ providing an improved management framework which is better able to meet the national expectations of government, client and partner agencies;
- ✓ providing a stronger accountability framework to the government;
- ✓ ensuring the organization is acting in a corporately consistent manner and that resources are being aligned to meet corporate priorities;
- ✓ providing a stronger management framework to develop and implement corporate strategy and policy;
- ✓ improving our strategic position and management capabilities to proactively identify and manage new demands and emerging crime and security threats;
- ✓ providing opportunities for staff development in managerial roles.

The Australian Federal Police (AFP) College in Barton, Canberra is a registered training organization under the Australian Skills Quality Authority (ASQA). The college offers accommodation and training programs for AFP members and staff from other government agencies.

The AFP College develops, delivers and coordinates training programs for: International law enforcement agencies. They are committed to providing customized, professional, accountable and quality training through sharing AFP best practices. All training is undertaken with a view to enhancing cooperation between the law enforcement partners and the AFP.

Nationally their focus is on helping government agencies build capacity within their own organization by developing their investigation skills in relation to crimes against the Australian Government and in line with the Australian Government Investigation Standards (AGIS).

These international training programs focus on helping the international law enforcement partners build capacity within their own organizations. The programs also address the AFP's aims of interdicting and investigating transnational crimes such as narcotics trafficking, people smuggling, terrorism and money laundering.

The college also offers online training through its Learning Management System.