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UNIVERSITY OF BELGRADE  
FACULTY OF SECURITY STUDIES

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**HOSTAGE CRISIS MANAGEMENT  
SYSTEM**

Doctoral Dissertation

Belgrade, 2012

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## HOSTAGE CRISIS MANAGEMENT SYSTEM

*Abstract:* Crisis management in Serbia is a relatively new concept, both in theory and in practice. Hostage crises belong to a type of crises that can be influenced by numerous factors. In that sense, it is essential to develop an adequate system of hostage crisis management, founded on scientific basis and the examples of good practical acting in similar situations. Organization occupies the central position in hostage crisis management. The system of hostage crisis administration and management is organized in different ways in different countries.

The recognition of hostage crisis management specificity as a diverse type of management began with the presentations of basic theoretical findings about management.

First part of the paper presents basic theories of management in chronological order, from the first schools of management to contemporary management theories. The application of basic assumptions and rules was possible for realistic models of organization, where special types and theoretical approaches to organization, management and direction were crystallized, such as: systematic, cybernetic and situational approach, and especially the theory of change management by Ichak Adizes. The abovementioned theoretical approaches can be applied in hostage crisis management.

During the action itself, there are various forms of administration and management. The organization typically consists in three levels: strategic, operational and tactical level. Every level has its own system of management and specific characteristics which directly influence critical incident management. Different form of organization implies different priorities when solving specific situations.

In hostage crises, the aim of unified control system is to serve as a means of management and application of standard principles of planning, organization, delegation, coordination and critical incident control assessment. The system of hostage crisis management is proactive, and it is established before the occurrence of crisis. The system being proactive, it is possible to foresee what will most probably happen, and be prepared to deal with the situation. The system of hostage crisis management secures the previously planned structure, procedures and communication in order to control and coordinate the activities of different teams (intervention, negotiation, sniper, medical, utility, etc.).

The concept of unified hostage crisis management system means that all organizations included in the response to a critical incident act within previously developed structure so as to approach the crisis as a team.

This paper analyzes hostage crisis management systems in several modern states and state regions: USA, Germany, France, Slovenia and Croatia. The jurisdiction over hostage crisis management, interventions, negotiation and the process of hostage crisis management is presented for every country. We have concluded that best practices of abovementioned systems can be used as models for hostage crisis management system.

Analyzing hostage crisis management in Serbia we have come to the following conclusions: Hostage crises in Serbia are being managed in the same way as any other critical incident. Police forces enforce the blockade at the scene and wait for special units and negotiators. The training of special units and negotiators is at considerable level, however the crisis management itself, that is the administration by engaged forces at the operational level has proved to be problematic in practice for several reasons: Firstly, the administrators who have the authority in the territory where the incident has occurred are not trained for hostage crisis management. Secondly, the administrators are not conversant enough with the possibilities of engaged forces, which leads to inadequate use of the forces. In such situations the administrator usually takes over the management of a special unit or negotiation team, which is not an adequate solution as well. The task of the administrator is to manage and coordinate all engaged units at the scene before, during and after the incident, whereas the administrators of special units and negotiation teams are not trained, ready and capable of managing all engaged forces. They need to be conversant with all characteristics, tactics, types of operation as well as the possibilities of abovementioned forces in order to properly manage them.

Due to the survey results presented in this PhD thesis, we can conclude that the new findings confirm the hypotheses from the beginning of the survey by using abovementioned methodology of this scientific research. The findings can be classified in several groups.

Firstly, we lack an adequate theoretical and normative basis significant for founding and developing hostage crisis management system in Serbia.



Secondly, the lack of abovementioned basis for realization and development of the hostage crisis management system in Serbia can jeopardize the realization of efficient security forces engagement in hostage and similar crises.

Thirdly, the significant task for the members of security services is to overcome previously presented current situation.

Fourthly, all three social sectors (state, industrial, nongovernmental), especially state authorities, can be considered responsible for creating social atmosphere, and for making necessary contribution, due to their role, in creating an adequate basis for development of hostage crisis management system in Serbia.

Fifthly, the results of theoretical and empiric survey presented in this PhD thesis precisely prove that it is possible to improve the current theoretical and normative basis for realization and development of hostage crisis management system.

The recognition of hostage crisis management system appears to be of considerable importance, as well as the attempt to generalize experiences in performing dedicated tasks by the members of the police engaged in resolution of hostage and similar critical incidents in Serbia.

*Key words:* management, hostage crisis, operating headquarters, negotiation team, intervention forces

**Scientific field:** interdisciplinary, multidisciplinary and transdisciplinary studies

**Specialized scientific field:** security studies

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1.	.....	1
1.1.	.....	2
1.2.	.....	7
1.3.	.....	8
1.4.	.....	9
2.	.....	11
2.1.	.....	11
2.2.	.....	15
2.3.	.....	21
2.3.1.	.....	21
2.3.2.	.....	23
2.4.	.....	28
2.4.1.	.....	28
2.4.2.	.....	29
2.4.3.	.....	30
2.4.4.	.....	31
2.4.5.	.....	32
2.4.6.	.....	34
2.5.	.....	35
2.5.1.	.....	35
2.5.2.	.....	36
3.		
3.1.	.....	39
3.1.1.	.....	39
3.1.2.	.....	44
3.1.3. a	.....	47

3.1.4.	.....	51
3.1.4.1.	.....	51
3.1.4.2.	.....	52
3.1.5.	.....	56
3.1.5.1.	.....	56
3.1.5.2.	.....	57
3.1.5.3.	.....	58
3.1.5.4.	.....	60
3.1.5.5.	.....	61
3.2.	.....	66
3.2.1.	.....	67
3.2.1.1.	.....	67
3.2.1.2.	.....	69
3.2.1.3.	.....	75
3.2.1.4.	.....	77
3.2.2.	.....	80
3.2.2.1.	.....	81
3.2.2.2.	.....	81
3.2.2.3.	.....	83
3.2.2.4.	.....	85
3.3.	.....	88
3.3.1.	.....	89
3.3.2.	.....	91
3.3.3.	.....	93
3.3.4.	.....	95
3.3.5.	.....	97
3.4.	.....	97
4.	.....	103
4.1.	.....	103
4.2.	.....	112

4.2.1.	.....	112
4.2.2.	.....	112
4.2.3.	.....	116
4.2.4.	.....	119
4.3.	.....	120
4.3.1.	.....	120
4.3.2.	.....	121
4.3.3.	.....	124
4.3.4.	.....	125
4.4.	.....	126
4.4.1.	.....	126
4.4.2.	.....	127
4.4.3.	.....	131
4.4.4.	.....	134
4.5.	.....	135
4.5.1.	.....	135
4.5.2.	.....	136
4.5.3.	.....	137
4.5.4.	.....	140
4.6.	.....	142
4.6.1.	.....	142
4.6.2.	.....	143
4.6.3.	.....	144
4.6.4.	.....	145
4.7.	.....	146
4.7.1.	.....	146
4.7.2.	.....	146
4.7.3.	.....	147
4.7.4.	.....	148

5.		.....	149
5.1.		.....	149
5.2.		.....	152
5.3. A	a	.....	158
5.3.1.		.....	158
5.3.2.		.....	159
5.3.3.		.....	166
5.3.4.		.....	176
6.		.....	179
6.1.		.....	179
6.2.		.....	181
6.3.		.....	183
6.4.	—	.....	191
6.5.		.....	197
		.....	199
		.....	209
1.		.....	209
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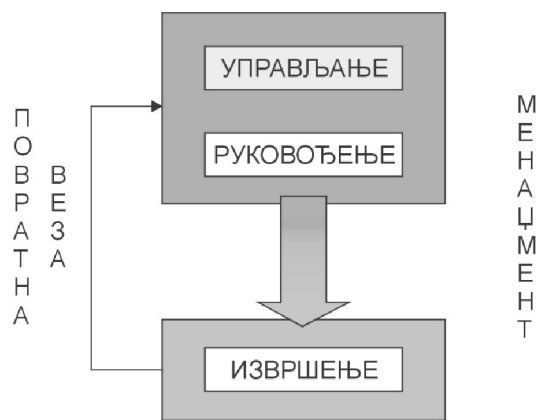
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<sup>129</sup> Strategie d'intervention et de Négociation par Couleurs selon le Rithme Observé - (Strategija intervencije i pregovaranja u odnosu na posmatrani ritam izvršioca) - SINCRO

1990. 2004.  
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<sup>130</sup> St-Yves M., Prud'home M.: "La gestion policiere de situations de crise a la Surete du Quebec", *Revue internationale de criminologie et de police technique et scientifique*, No. 2, 2008, p. 201

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<i>(Unite de Coordination de la Lutte Anti-Terroriste)</i>		<i>(Home Office, Foreign and Commonwealth, and Association of Chief of Police Officers).</i>	<i>(Solicitor Generals Office)</i>	



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<sup>140</sup> 1994. (CIRG), :  
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<sup>141</sup> “ ∴ , , ,2010, . 53-71  
<sup>142</sup> - Hostage Baricade Database System ( )  
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a ( „ “).<sup>143</sup>  
( „ “ „ “ ).

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<sup>143</sup> : Taillon, J. Paul de B.: *Hijacking and Hostages: Government Responses to Terrorism*, Praeger Studies in Diplomacy and Strategic Thought, Greenwood Publishing Group, London, 2002, pp. 108

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<sup>145</sup>

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<sup>146</sup> Birge R.: "Conducting successful hostage negotiations: Balance is the key", *Law & Order*, Mar 2002, pg. 103

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(Department of Energy's Nuclear Emergency Search Team - NEST)

<sup>148</sup> Botting J., Lacelay F.: "The FBI's Critical Incident Negotiation Team" *FBI Law Enforcement Bulletin*, FBI Academy, Quantico, Apr 1995, pg. 12

<sup>149</sup> Regini C.: "Crisis Negotiation Teams Selection and Training", *FBI Law Enforcement Bulletin*, Nov 2002, pg. 3

<sup>150</sup> Hammer M., Clinton R.: "Crisis/hostage negotiation team profile", *FBI Law Enforcement Bulletin*, Mar 1994, pg. 8

1985,

1991.,

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<sup>151</sup> : Dolnik A.: "Contrasting Dynamics of Crisis Negotiations: Barricade versus Kidnapping Incidents", *International Negotiation Vol. 8*, 2003, p . 495-526.

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<sup>152</sup> Regini C.: "Crisis Intervention for Law Enforcement Negotiators", *FBI Law Enforcement Bulletin*, Oct 2004, pg. 1

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<sup>153</sup> : Hugh M. McGowan, "A prediction model for incident resolution", *Journal of Police Crisis Negotiations*, Vol. 7, No.2, 2007

<sup>154</sup> RAID - Recherche, Assistance, Intervention, Dissuasion

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<sup>155</sup> GIPN - Groupe d'Intervention Police Nationale

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<sup>157</sup> GIGN - Groupe d'Intervention Gendarmerie Nationale

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<sup>159</sup> , . 87



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<sup>160</sup> Copain C.,

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<sup>165</sup> Wulf Peter,  
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## 4.5.

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<sup>166</sup> Navodilo o ukrepih policije ob ugrabitvah, zajetju talcev, zasedbi objektov in podobnih varnosnih situacijah, Številka: 2312-123/2008/23, 01.07.2008.

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<sup>168</sup> Bilandži .....: "Specijalne vojno-policijske protuteroristi ke postrojbe: Hrvatska i svijet", *Polemos*, Voll. XII No. 24, Zagreb, 2009, str. 33-60

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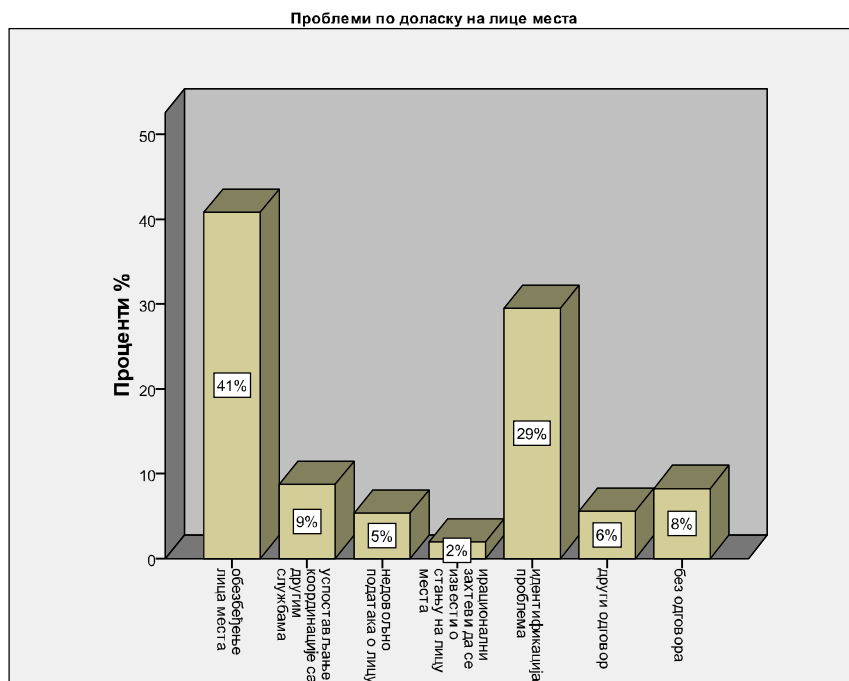
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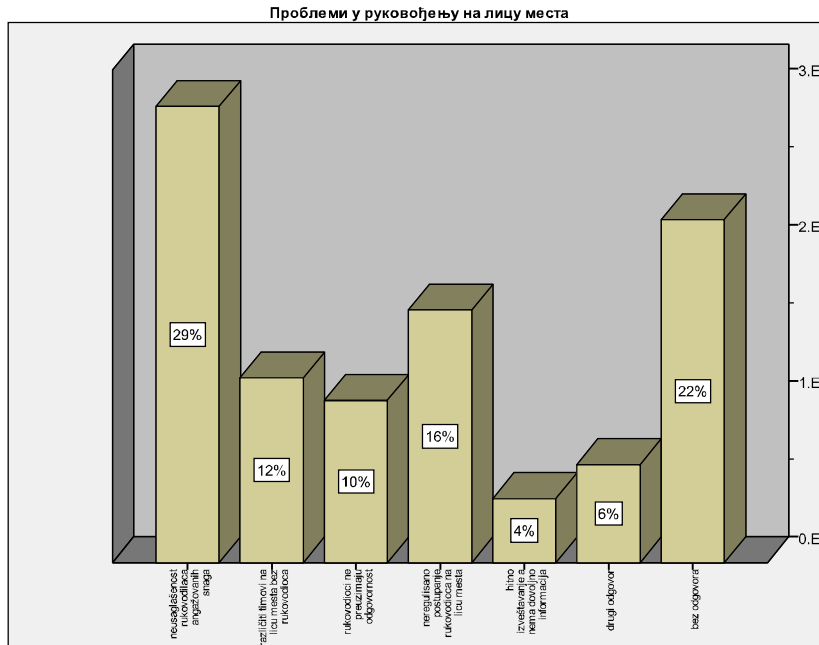
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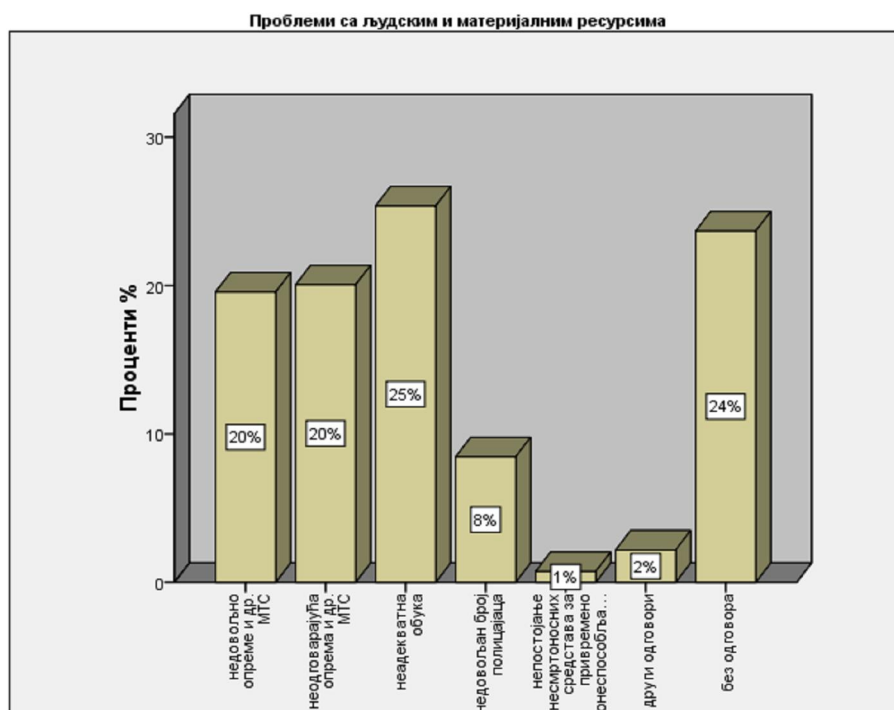
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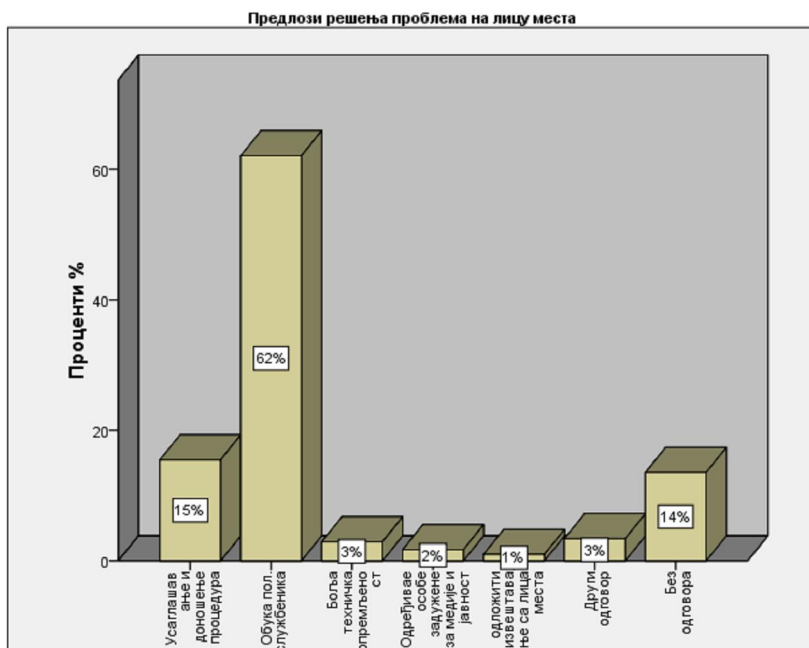
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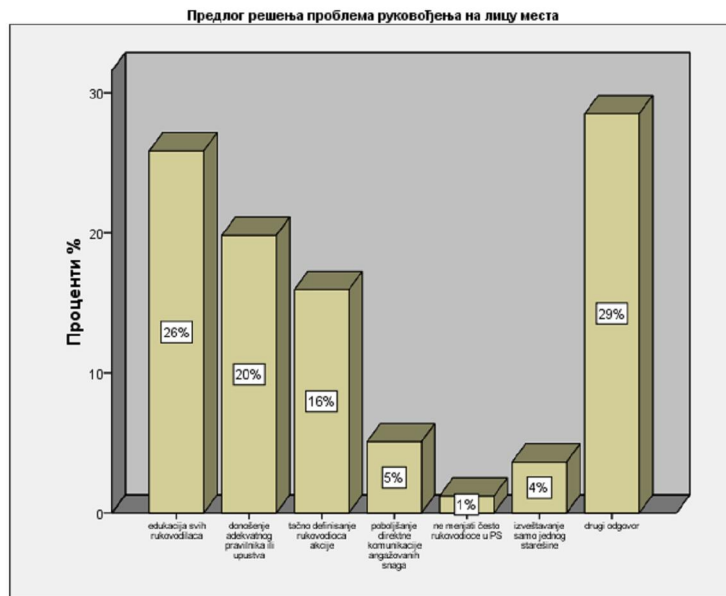
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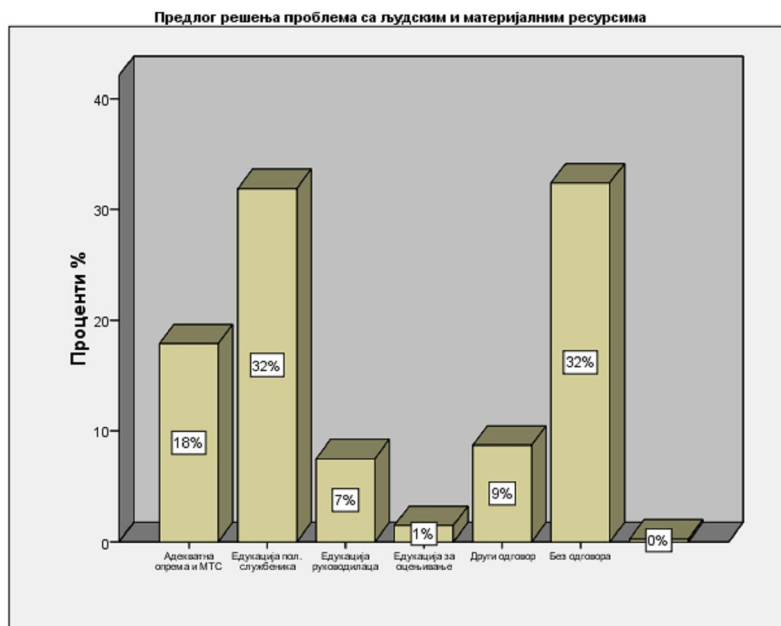
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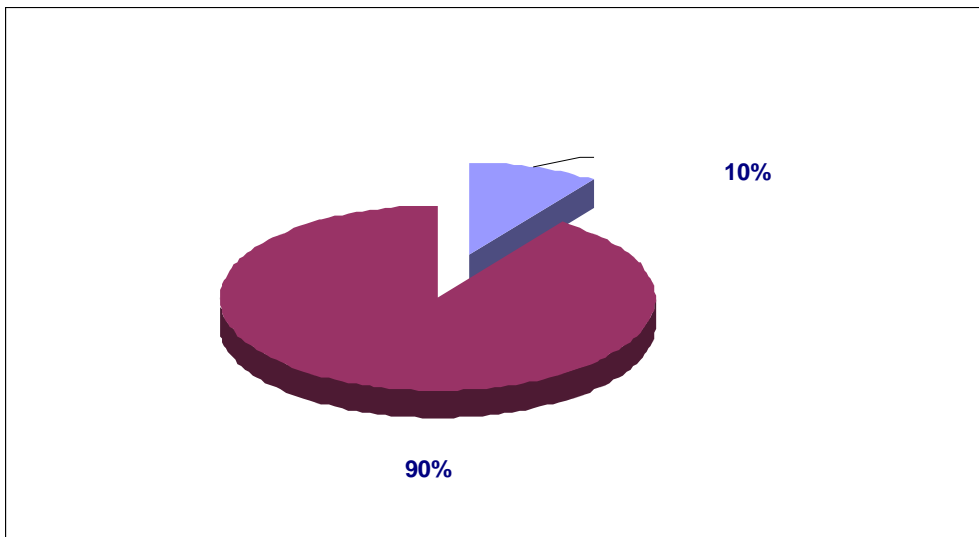
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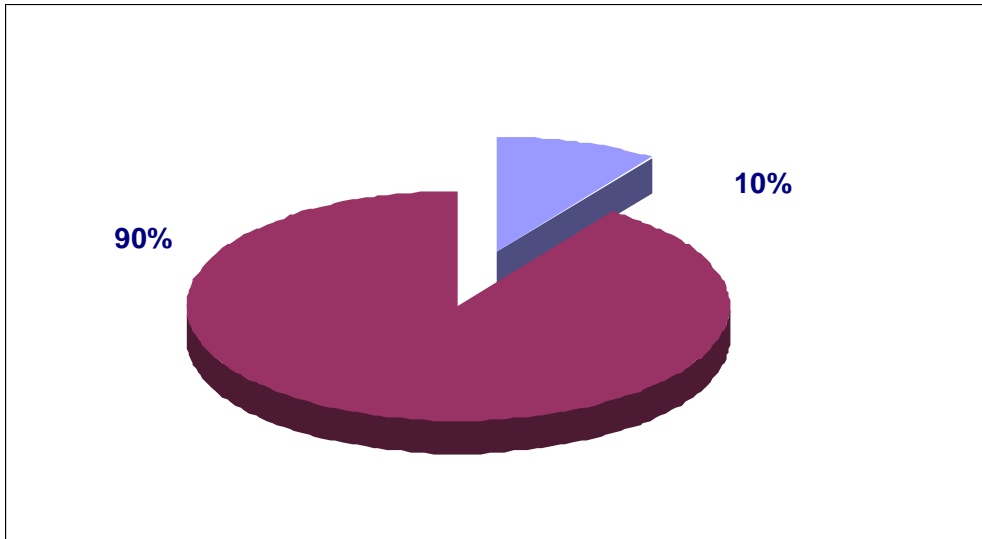


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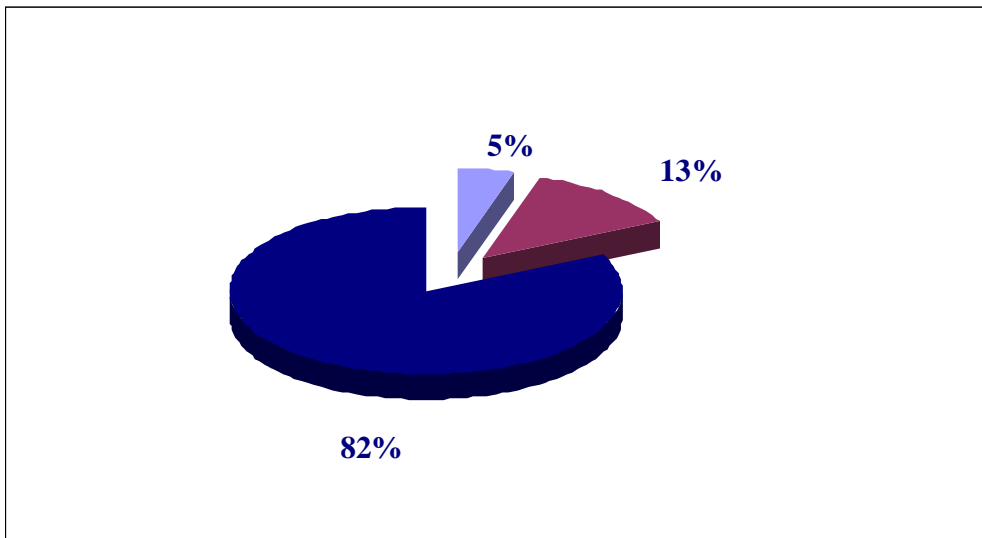
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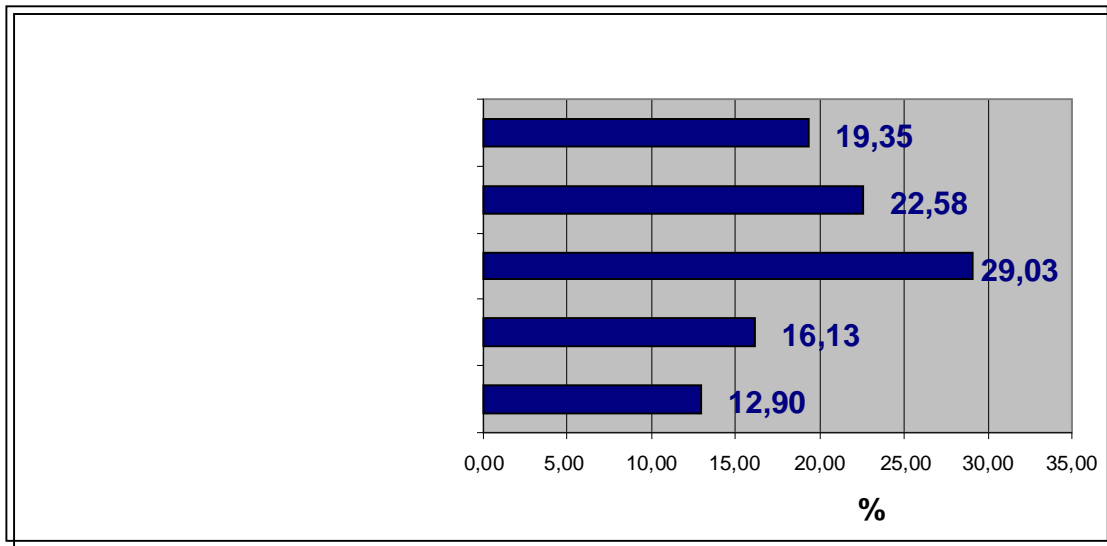
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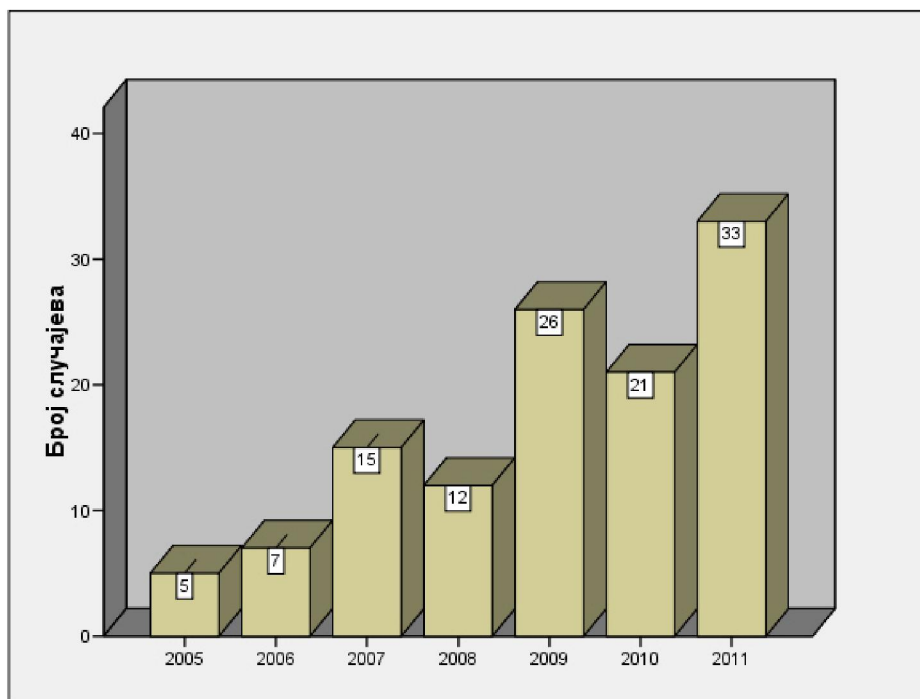
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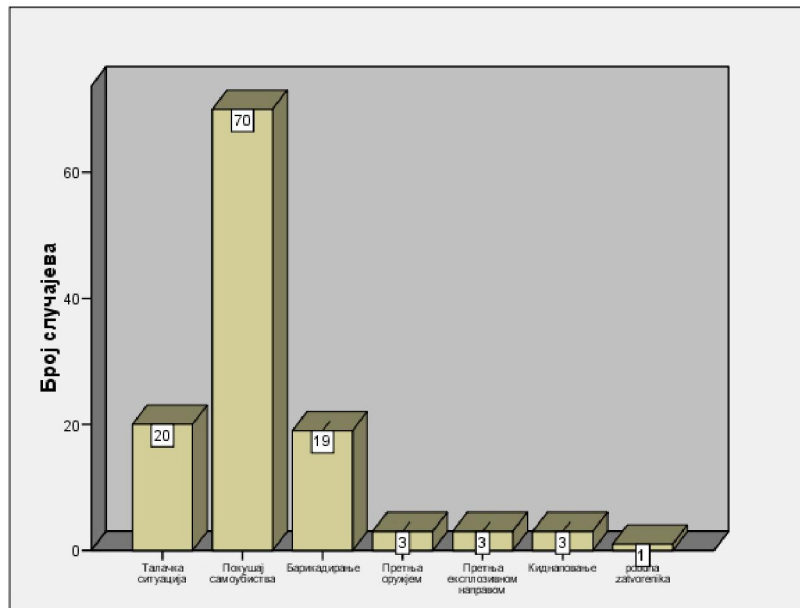
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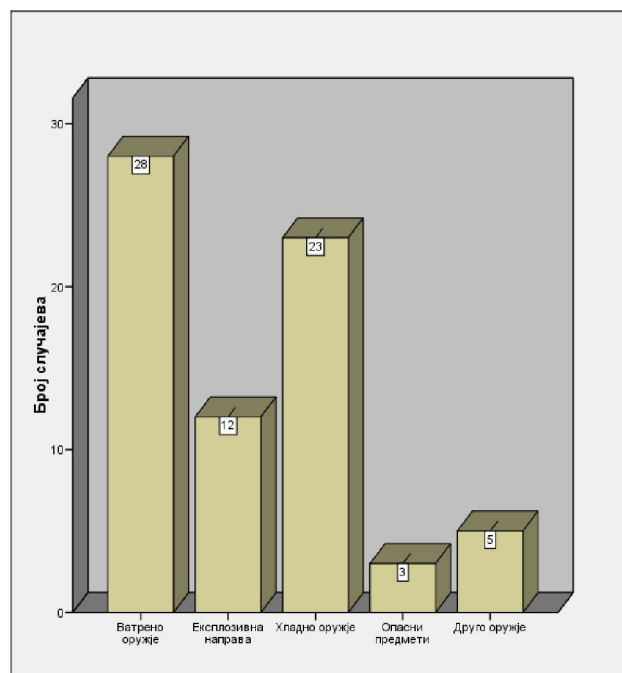
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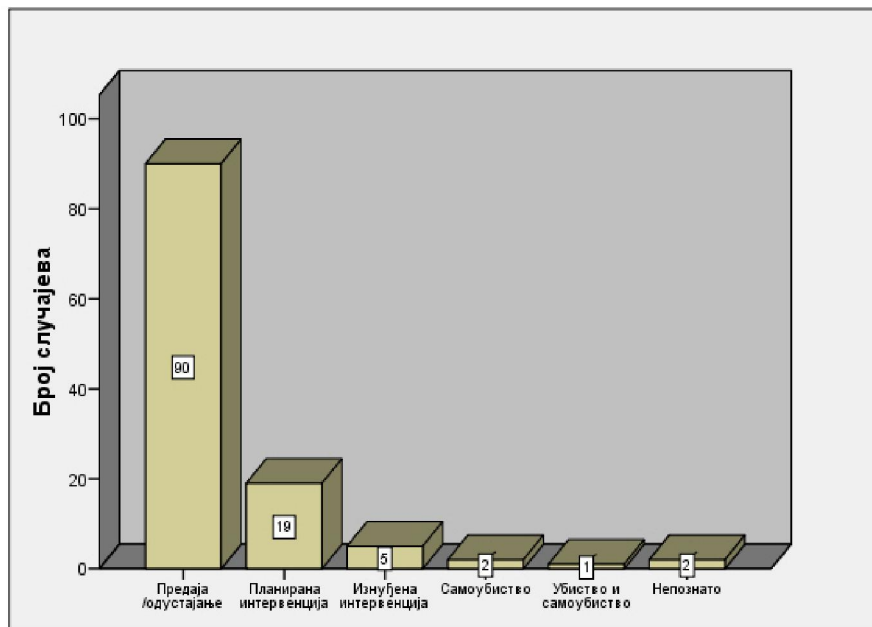


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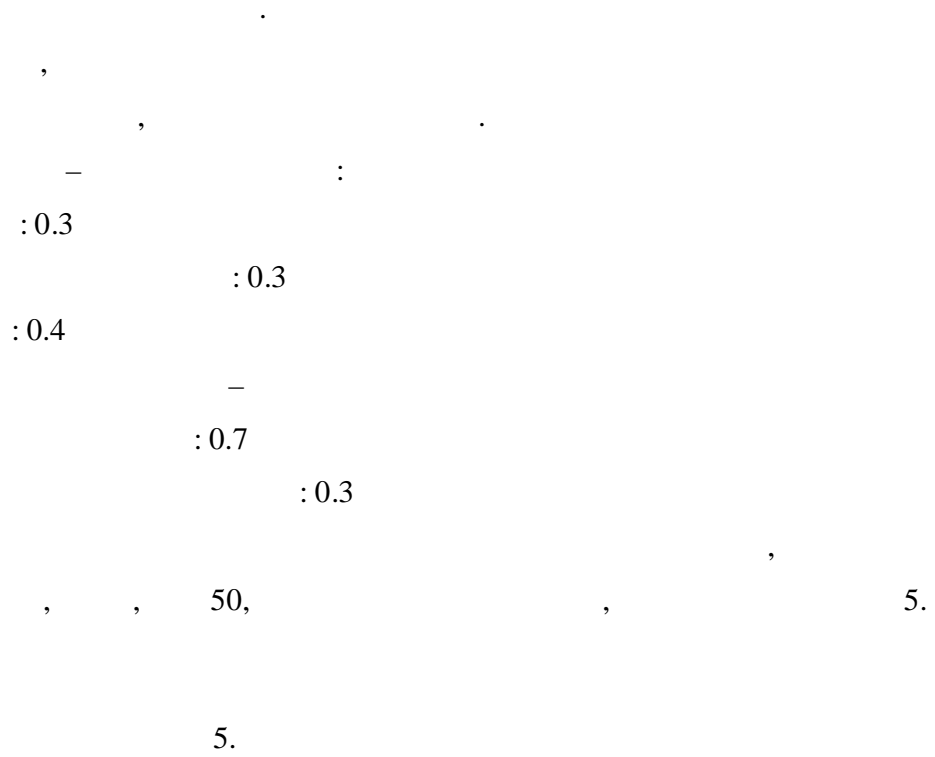
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I	0,40-0,50
II	0,51-0,60
III	0,61-0,70
IV	0,71-0,80
V	0,81-0,90

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6.

	N	
I	12	24%
II	21	42%
III	9	18%
IV	7	14%
V	1	2%
	50	100

21 (42%) II ,  
 I – 12 (24%), III – 9 (18%), IV- 7 (14%), V 1 (2%).

7. M

N	X	SD	V	Min	Max	CV
47	0,58	0,093	0,009	0,43	0,81	16,19
3	0,65	0,098	0,010	0,54	0,73	15,15
50	0,58	0,094	0,009	0,43	0,81	16,22

0,58 ± 0,094,

0,43 0,81.

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0,81 0,58 ± 0,093,

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0,65 ± 0,098.

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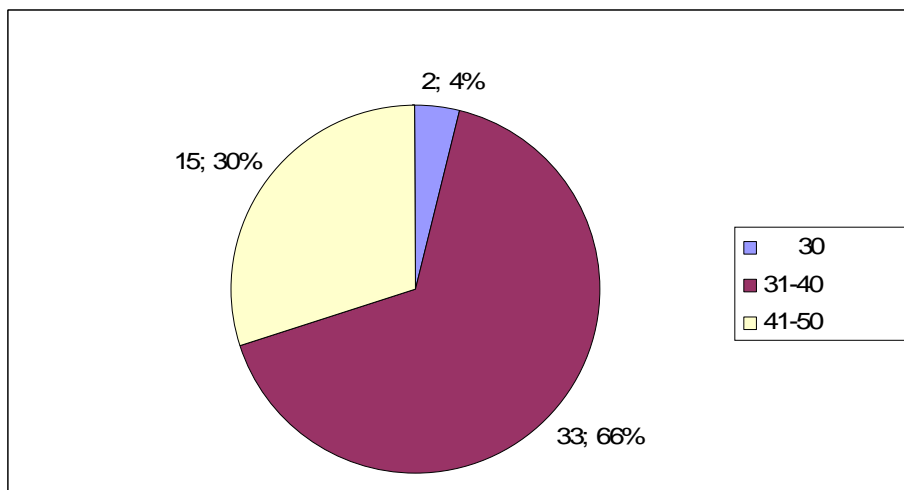
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	N	%	N	%
I	12	25,53	0	0
II	20	42,55	1	33,33
III	8	17,02	1	33,33
IV	6	12,77	1	33,33
V	1	2,13	0	0,00
	47	94,00	3	6,00

II 20 (42,55%) I 12 (25,53%).  
 (33,33%) II, III IV .  
 )  
 33 (66%) 31 40. 2  
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	Do 30		31-40		41-50	
	N	%	N	%	N	%
I	1	50	11	33,33	0	0
II	1	50	17	51,52	3	20
III	0	0	5	15,15	4	26,67
IV	0	0	0	0	7	46,67
V	0	0	0	0	1	6,67
	2	100	33	100	15	100

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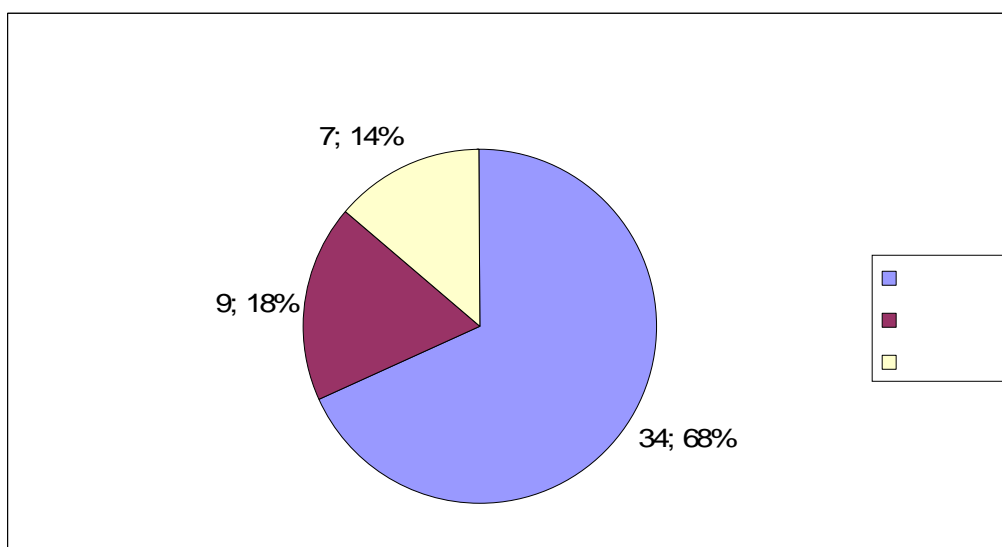
70%

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17.



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	N	%	N	%	N	%
I	5	14,71	4	44,44	3	42,86
II	18	52,94	1	11,11	2	28,57
III	8	23,53	0	0,00	1	14,29
IV	2	5,88	4	44,44	1	14,29
V	1	2,94	0	0,00	0	0,00

(52,94%)

(23,53%)

III.

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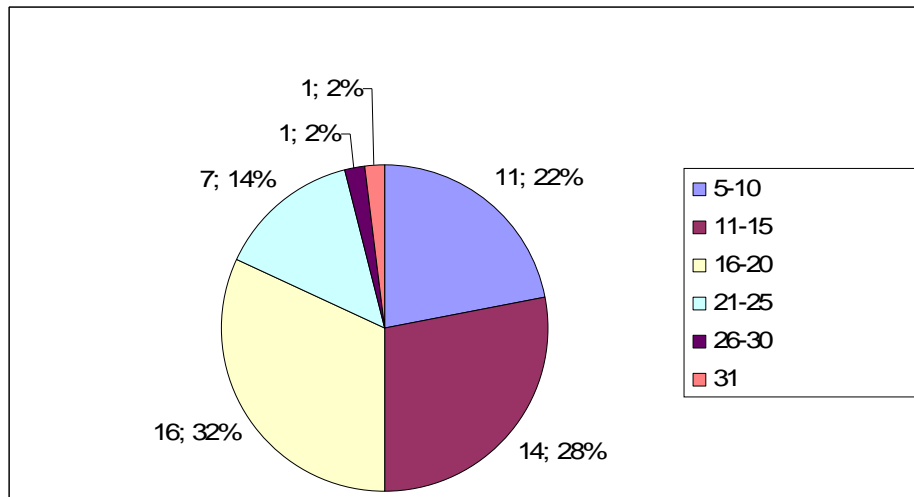
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II	8	72,73	7	50,00	4	25,00	2	28,57	0	0,00	0	0,00
III	0	0,00	1	7,14	7	43,75	5	71,43	1	100	0	0,00
IV	0	0,00	0	0,00	2	12,50	0	0,00	0	0,00	0	0,00
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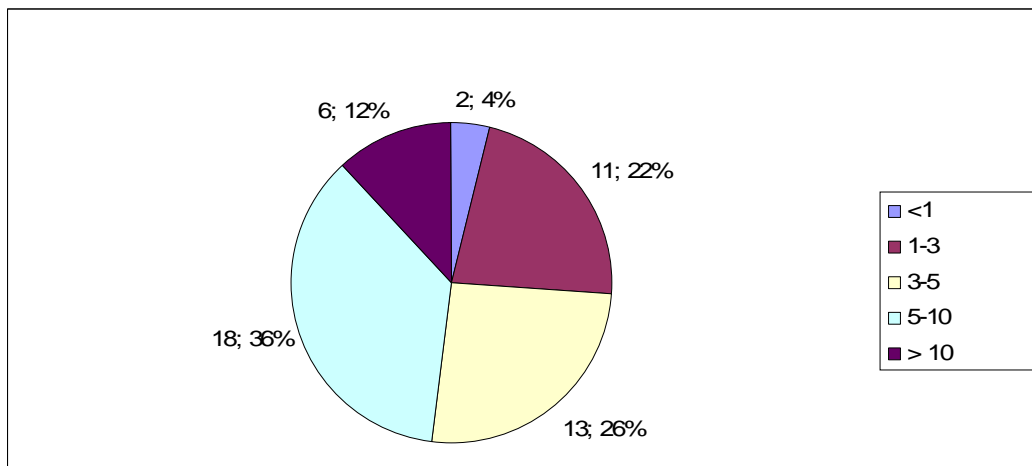
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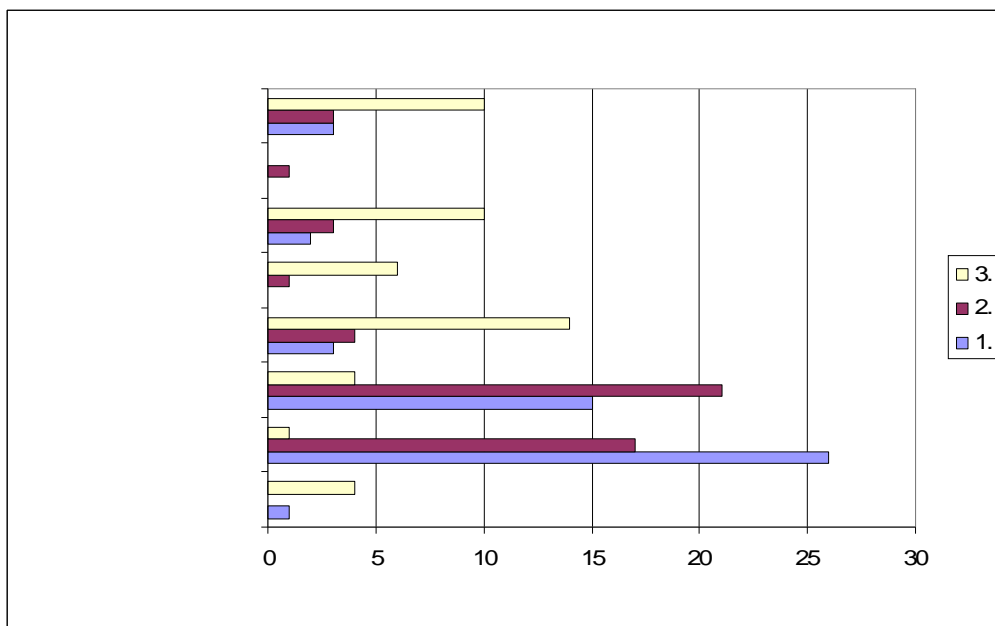
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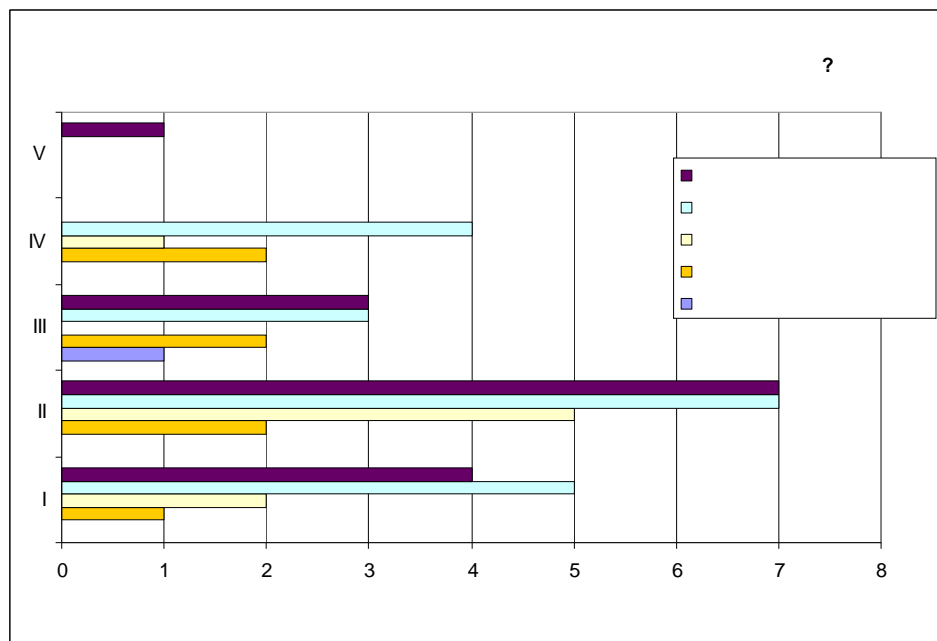


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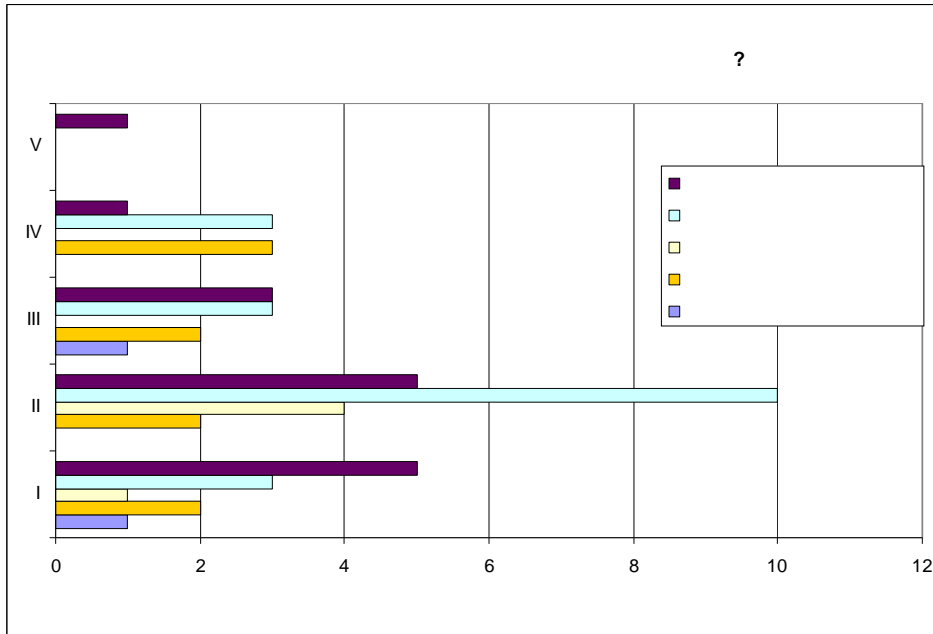
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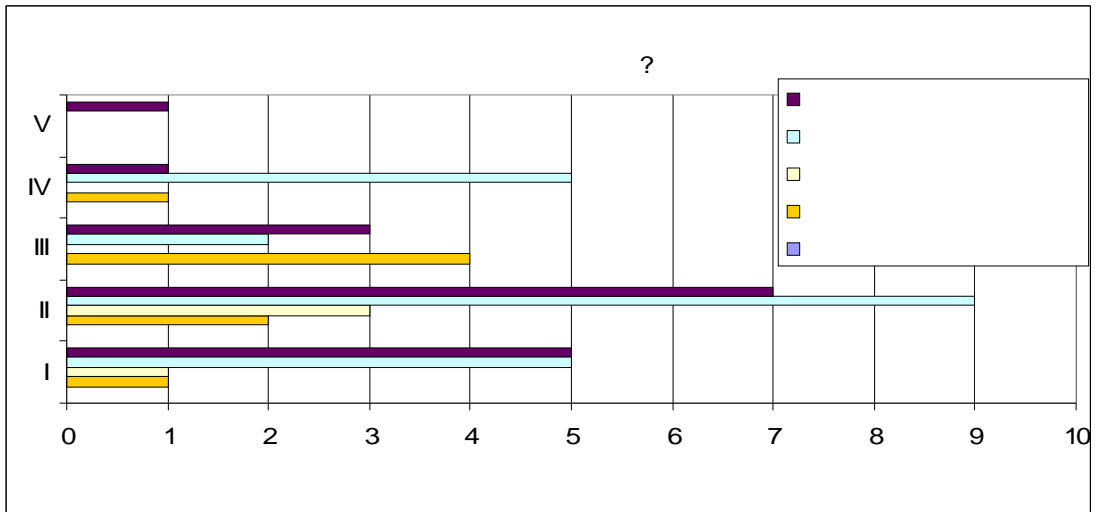
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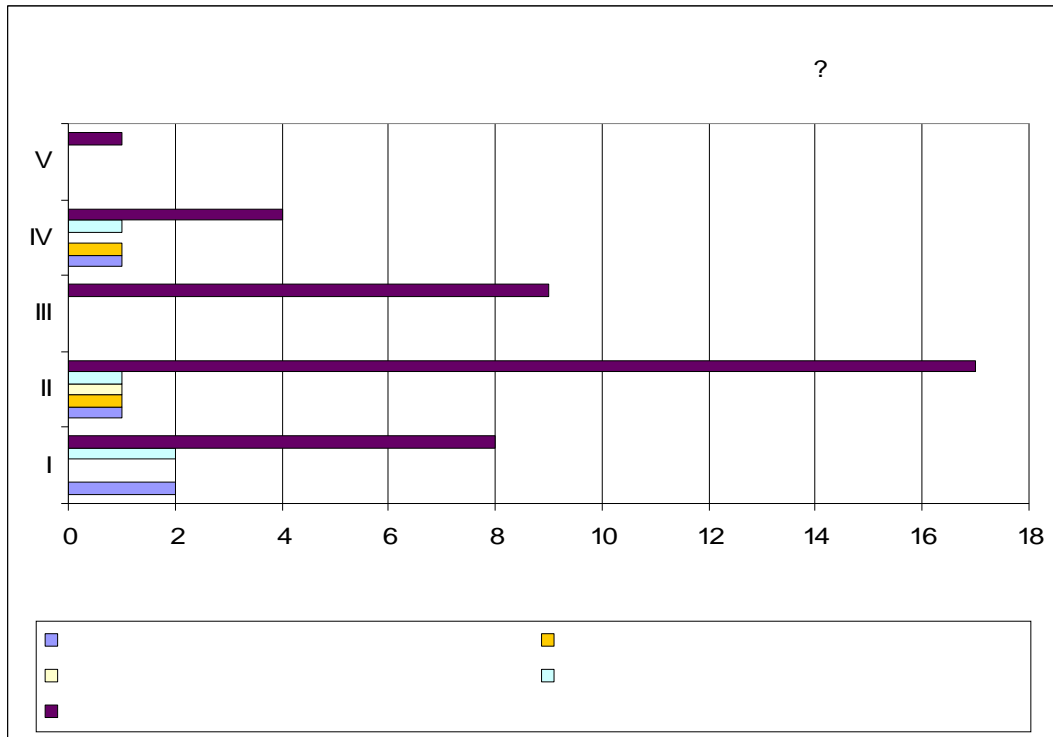
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## Изјава о ауторству

Потписани: Жељко Мојсиловић

број уписа: 138

### Изјављујем

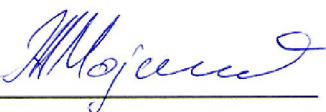
да је докторска дисертација под насловом:

"Систем управљања талачким кризама"

- резултат сопственог истраживачког рада,
- да предложена дисертација у целини ни у деловима није била предложена за добијање било које дипломе према студијским програмима других високошколских установа,
- да су резултати коректно наведени и
- да нисам кршио ауторска права и користио интелектуалну својину других лица.

Потпис докторанда

У Београду, 16.10.2012. године



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## Изјава о коришћењу

Овлашћујем Универзитетску библиотеку „Светозар Марковић“ да у Дигитални репозиторијум Универзитета у Београду унесе моју докторску дисертацију под насловом:

"Систем управљања талачким кризама"

која је моје ауторско дело.

Дисертацију са свим прилозима предао сам у електронском формату погодном за трајно архивирање.

Моју докторску дисертацију похрањену у Дигитални репозиторијум Универзитета у Београду могу да користе сви који поштују одредбе садржане у одабраном типу лиценце Креативне заједнице (Creative Commons) за коју сам се одлучио/ла.

① Ауторство

2. Ауторство - некомерцијално
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(Молимо да заокружите само једну од шест понуђених лиценци, кратак опис лиценци дат је на полеђини листа).

Потпис докторанда

У Београду, 16.10.2012. године



## **Изјава о истоветности штампане и електронске верзије докторског рада**

Име и презиме аутора: Жељко Мојсиловић

Број уписа: 138

Студијски програм: Студије безбедности

Наслов рада: "Систем управљања талачким кризама"

Ментор: Проф. Др. Желимир Кешетовић

Потписани: Жељко Мојсиловић

изјављујем да је штампана верзија мог докторског рада истоветна електронској верзији коју сам предао за објављивање на порталу **Дигиталног репозиторијума Универзитета у Београду**.

Дозвољавам да се објаве моји лични подаци везани за добијање академског звања доктора наука, као што су име и презиме, година и место рођења и датум одбране рада.

Ови лични подаци могу се објавити на мрежним страницама дигиталне библиотеке, у електронском каталогу и у публикацијама Универзитета у Београду.

**Потпис докторанда**

У Београду, 16.10.2012.

