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P R E F A C E

Dear readers,

In front of you is the Thematic Collection of Papers presented at the International Scientific Conference “Archibald Reiss Days”, which was organized by the Academy of Criminalistic and Police Studies in Belgrade, in co-operation with the IRZ Foundation from Bonn, Germany, the Ministry of Interior and the Ministry of Education, Science and Technological Development of the Republic of Serbia, China Criminal Police University, Lviv State University of Internal Affairs, Volgograd Academy of the Russian Internal Affairs Ministry, Faculty of Security in Skopje, Faculty of Criminal Justice and Security in Ljubljana, Police Academy “Alexandru Ioan Cuza” in Bucharest, Academy of Police Force in Bratislava and Police College in Banjaluka, and held at the Academy of Criminalistic and Police Studies, on 3 and 4 March 2014.

International Scientific Conference “Archibald Reiss Days” is organized for the fourth time in a row, in memory of the founder and director of the first modern higher police school in Serbia, Rodolphe Archibald Reiss, PhD, after whom the Conference was named.

The Thematic Collection of Papers contains 130 papers written by eminent scholars in the field of law, security, criminalistics, police studies, forensics, medicine, as well as members of national security system participating in education of the police, army and other security services from Germany, Russia, Ukraine, Belarus, China, Poland, Slovakia, Moldova, Lithuania, Latvia, Czech Republic, Hungary, Slovenia, Macedonia, Bosnia and Herzegovina, Croatia, Montenegro, Republic of Srpska and Serbia. Each paper has been reviewed by two reviewers, international experts competent for the field to which the paper is related, and the Thematic Conference Proceedings in whole has been reviewed by five competent international reviewers.

The papers published in the Thematic Collection of Papers contain the overview of contemporary trends in the development of police education system, development of the police and contemporary security, criminalistic and forensic concepts. Furthermore, they provide us with the analysis of the rule of law activities in crime suppression, situation and trends in the above-mentioned fields, as well as suggestions on how to systematically deal with these issues. The Collection of Papers represents a significant contribution to the existing fund of scientific and expert knowledge in the field of criminalistic, security, penal and legal theory and practice. Publication of this Collection contributes to improving of mutual cooperation between educational, scientific and expert institutions at national, regional and international level.

The Thematic Collection of Papers “Archibald Reiss Days”, according to the Rules of procedure and way of evaluation and quantitative expression of scientific results of researchers, passed by the National Council for Scientific and Technological Development of the Republic of Serbia, as scientific publication, meets the criteria for obtaining the status of thematic collection of papers of international importance.

Finally, we wish to extend our gratitude to all the authors and participants at the Conference, as well as to all those who contributed to or supported the Conference and publishing of this Collection, especially to the IRZ Foundation from Bonn, the Ministry of Interior of the Republic of Serbia and the Ministry of Education, Science and Technological Development of the Republic of Serbia.

Belgrade, March 2014

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A WORD FROM THE IRZ

What is IRZ and why does it support the International Scientific Conference “Archibald Reiss Days“ of the Academy of Criminalistic and Police Studies of the Republic of Serbia?

The abbreviation IRZ stands for the German Foundation for International Legal Cooperation, which was founded over 20 years ago, namely in 1992, on the initiative of the German Federal Ministry of Justice. The IRZ's task is to provide support to the partner countries in the establishment and strengthening of the rule of law. In this regard, it is very helpful that it has been organized as an association. The IRZ members are large organizations in the field of law in Germany, such as the Association of Judges, bar associations, chambers of notaries, specifically the existing Lawyers' Association and Chamber of Notaries, Women Lawyers Association and Association of Jurors, to name a few of them. Consequently, the IRZ, as the only active organization, authorized the German Federal Government, and specialized exclusively in the international counseling in the field of law, has direct access to expert knowledge and the experts from these organizations.

At first, the partner countries were exclusively from East and Southeast Europe, which have reformed their legal systems from socialism to a market democracy. Today, the IRZ also operates in North Africa and Asia. Within its work, the IRZ provides consulting services in legislative procedures and provides support in the areas of education and further training of legal practitioners, and is also the co-editor of legal publications. The IRZ is funded by the German tax funds from the budget of the Federal Ministry of Justice and the Federal Ministry of Foreign Affairs, as well as from revenues generated through participation in the IPA and twinning projects.

The IRZ has been present in Serbia since 2000, as a part of the German contribution to the Stability Pact for South East Europe. Since then, in cooperation with numerous project partners, it has implemented a number of programmes - to highlight just a few - cooperation with the Constitutional Court of the Republic of Serbia, where the IRZ significantly contributed to the introduction of individual constitutional complaint in the Serbian legal system, as well as with the Judicial Academy.

Another focus of the work in the last few years was counseling in the field of the reform of the Code of Criminal Procedure. Within the activities related to the counseling, among other things, translation of the German Guidelines for Criminal Investigation and Administrative Fines Proceedings (RiStBV) was published, which governs the basic practical issues relating to the investigative procedure. In addition, a new edition of the translation of the German Code of Criminal Procedure, developed within the IRZ's project work in Bosnia and Herzegovina, was published, in order to allow Serbian lawyers who do not speak German language to independently read the relevant German regulations.

However, it must be emphasized that the counseling within the reform of the Serbian Criminal Procedure Code, from the IRZ's perspective, did not go without disappointments. German experts particularly considered that it was inadequate for a country located in the very heart of Europe to take over institutes from criminal proceedings of the United States of America. Moreover, mixing of continental European and Anglo-American legal institutions in a hybrid law faced general challenging from a technical standpoint. Regardless of that, the IRZ continues to support the reform of the Code of Criminal Procedure in the area where the current law in Serbia is similar to the German system - in the area of investigative procedure. This can be seen also as a contribution of Germany in crime suppression in Serbia. The very focusing on the new prosecutorial investigation, especially on the cooperation between the prosecution and the police, is the reason why the IRZ cooperates in this area with the Academy of Criminalistic and Police Studies, through organization of joint events and seminars. For the same reason, the IRZ supports this scientific conference, since its goal is the strengthening of the capacities for crime prevention and investigation in criminal proceedings.

We especially greet the fact that the materials from this scientific conference will be published in printed form, which will make them available to a wider audience. An additional favorable fact is that this scientific conference pays tribute to Archibald Reiss, after whom the conference was named, as a Swiss man from German speaking region, who can also be considered as a symbol of cooperation between jurists from German speaking countries and their Serbian colleagues.

Finally, we wish to thank the many individuals and institutions, without which cooperation between the IRZ and the Academy would not be that successful and enjoyable. In the first place, we must point out the German Federal Ministry of Justice and Consumer Protection and the German Ministry of Foreign Affairs, which support and enable the IRZ's work in Serbia from the funds of German contribution to the Stability Pact for South East Europe. In addition, we would like to thank the German Ambassador Mr Heinz Wilhelm and his associates, who are closely following and constructively supporting the work of the IRZ. Finally, the IRZ would like to sincerely thank the Dean of the Academy, Mr Goran Milošević, PhD, and Vice Dean for Science and Research, Mrs Dragana Kolarić, LLD, for the efficient and always pleasant cooperation. We also thank to all those who strongly support the IRZ's counseling of Serbia in the field of investigative procedure - especially to retired Prosecutor-General Jürgen Dehn and Police Director Hans Dieter Hilken, who as an experienced team of practitioners have been sharing their rich experience in the field of prosecutorial investigation with their Serbian colleagues. We also thank Mr Dragan Simić, who has been following the activities of the aforementioned experts as a professional translator, as well as my colleague Ms Dragana Radosavljević, who as a project manager from Bonn is in charge for the IRZ's activities in Serbia.

Lawyer dr. Stefan Pürner
Head of Section South-East Europe Middle, IRZ

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STRATEGIES AND TACTICS IN CRISIS MANAGEMENT INFORMATION AND EMERGENCY

Associate Professor **Zoran Jevtović**, PhD¹
University of Niš, Faculty of Philosophy

Full Professor **Srđan Milašinović**, PhD²
Academy of Criminalistic and Police Studies, Belgrade

Abstract: By creating an integrated system for emergency management since 2009 the Government of Serbia joined crucial reforms in the system of protection and rescuing of people, material assets and the environment. The formation of the Emergency Department together with specialist teams for rapid response a significant progress towards European standards has been made; the international cooperation has contributed to the exchange of experiences and knowledge, while the adoption of the Law on Emergency Situations established guidelines that represent the highest standard of regulation in those areas whose subject is a protection of fundamental values such as life, the integrity, the environment and property. Natural disasters, technological accidents and traffic accidents are some of the causes that are the subject of public attention, which is why information management is of growing importance. The authors offer an open and multi-dimensional conceptual model of crisis communication, advocating that any emergency situation takes place in several stages, each of which is characterized by different patterns of communication. New media, social network above all, have changed the context of the communication activities, while the variable speed of data communication, though inadequate and unprepared teams, often undermine the results achieved in the field. Performing the analytical investigation of messages of Archibald Reiss authors emphasize the relevance of his views on important communication in times of crisis, offering an original theoretical model of information management, adequate to the qualitatively changed social condition.

Keywords: Information, Emergency situations, new media, Crisis communications, Public management, Security.

It is difficult to define the modern society from a sociological framework, since the current series of crises, conflicts, unexpected events and political developments, are changing social and political security environment, creating a new inter-group and individual relationships. The world is in information and security turmoil, and the crisis communications and construction consent forms come to the forefront, while the priorities are given to the realization of compromises and peaceful solutions. Spotting crisis situations, decision making, their correct interpretation, execution in the field and drawing lessons are considered as crucial phases of emergency management. Hence, this paper claims that every crisis, conflict or emergency situation has its own peculiarities and perspectives, but vital strategic thinking direction and control over the information is important for their development and social positioning! Between democratic legitimacy and dynamic and sophisticated symbolic management there is a narrow space for *crisis management* activities³, minding the stability of the system and the measures to be taken. The public impression is important because of the perception of security problems, ways of reacting and solving those problems, especially in the digital community when, caused by the “data leakage” a panic or distrust in the power of system can easily arise. Emergency situations cannot be often predicted, but in practice they should be faced as soon as possible, and not avoided or delayed!

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² The paper was written under the Project No. 179045, implemented by the Academy of Criminalistic and Police Studies, funded by the Ministry of Education, Science and Technological Development of the Republic of Serbia.

³ This concept in future work will involve “*planning, implementation and control of complex processes of inter-subjective transmission of content and construction of reality by political actors*” (Zerfaß A. & Oehsen, H.O. 2011:11).

The concept of strategy comes from the Greek language (*stratēgós*: warlord, according to *stratós*: army, and *agein*: leading), and the original interpretation is understood as “the science of the art of war, which explores the mutual relations of political, economic and war elements of preparation and conduction of war” and “long-term plan of the Supreme Command for the achievement of victory.”⁴ In contemporary community the concept is used in all areas of social life, from politics and security, via the economy and education, to sports and entertainment, but in derived and figurative meaning. In the public sphere the term communication strategy originated as a comprehensive idea of an individual or a social group, in the communication role of the sender, in order to achieve specific goals by persuasive effect on the individual or social groups, in the communication role of the recipient.⁵ The theory based on the number of participants that create communication situation clearly distinguishes interpersonal, mass and integrated⁶ communication strategy. In emergency situations, a combination of strategies is preferred, because the ultimate effect is the efforts of entities influence attitudes, thinking and behavior of differently structured public opinion with plurality of messages. In emergency situations, the safety of the entire community may depend on the transmission speed and quality of information content, which means that it is necessary to form a unified communication center, which would, in consistence with the expressive possibilities of technical and technological support, create and direct media production to all public segments. Controlling and dosing of attention, learning about the situation in the field, the identification of the problems of citizens, gaining the trust, blurring reality, preventing panic, conflict resolution, recovery are only some of the techniques that can be used. *Conditio sine qua non* of any strategy in this form of communication practice makes communication timely and transparent. With that in mind, the emergency communications strategy can be defined as a comprehensive concept of a security subject of the ways to disseminate messages in order to preserve the stability of the system, allowing the effectiveness of responses to the events and directing the publicity to the desired direction.

Tactics include the choice of communication methods and skills during emergencies implementing by entities in order to gain the attention and trust. Their mission is to assist in achieving the projected strategy, whereby information as part of the solution emergencies, but also as a means of persuading others are used. In contemporary society, the public perception is the result of directed mass-production, which means that combination of a variety of communication channels and the projected content affects the resolution of the situation, and thus expected outcomes. Democratic establishment does not mean the anarchy in the communication space – by the development of a strategy for acting in emergency situations at the same time the tactics that will ensure dissemination of influence on the public should be defined.

To avoid possible theoretical differences here we will delimit the conceptual differences and similarities between the notions of crisis, conflict and emergencies. From the extensive range of semantics we highlighted several distinctive concepts: Ian Mitroff believes that the crisis is an unpredictable event that has the potential “to hit the entire organization”, but if we want to talk about a greater crisis “the price expressed in human lives, property, financial gain, reputation, general health and well-being of the organization” comes into play.⁷ Pearson C.M. and Clair J.A. define crisis as “low probability event and a major consequences that threatens the life of the organization, and is characterized by vague causes, effects and means of solution, as well as belief that decisions must be made quickly”.⁸ Contemporary definition is given by Paul t’Hart stating that it is “an unpleasant event, which poses a challenge for policy makers, tempt them to act in terms of threats, time constraints and lack of readiness”, because it is “a serious threat to the basic structures or the fundamental values and norms of social system which, in terms of time pressure and very precarious circumstances, requires making critical decisions”.⁹ From this definition, we see that it can be applied to all kinds of disturbances

4 Klajn and Šipka, *The dictionary of foreign words and phrases*, 2008, pp.1187.

5 Miletić, M. i Miletić, N., *Komunikološki leksikon*, 2012, p.142.

6 Lat. *integralis*; from *integer*, with meaning: entire, complete, whole.

7 Mitroff, I., “*Managing Crisis before they Happen*”, AMACOM, New York, 2000.

8 Pearson C. M. and J. A. Clair : “Reaffirming Crisis Management”, *Academy of Management Review* 23, 1998, p.60.

9 U: Rosenthal, U., M.T.Charles and P. ’t Hart (1989), “The world of crisis and crisis management” in: U. Rosenthal, M. T. Charles and P. ’t Hart (Eds), *Coping with Crises: The Management of Disasters, Riots and Terrorism*, Springfield:Charles C. Thomas.

(environmental threats, fractures of information and communication systems, economic crises, conflicts within states, prison riots, regional wars, factory explosions, and natural disasters), as it introduces multidisciplinary access in the analytical process. Second, this definition indicates the importance of timely decision making - crisis and emergency situations are viewed as opportunities for the urgent adoption of important decisions.

The notion of *conflict* is related to different types of negative social practices and interactions between and within social groups and their relationship with the larger or smaller dose involved violence. The roots of conflict as a complex phenomenon, are found in a variety of needs: economic, class, racial, religious, national, political, socio-psychological and other contradictions, interests and goals. Researchers, by recognizing the position of historical materialism, notice how this concept emphasizes the importance of contradictions, tensions and conflicts among antagonized social classes. "Polarization of these major groups within global companies, which occurs primarily in connection with the distribution of socio-economic and then political, moral, cultural and other values, culminates in the respective global social crisis. States of such social tensions and struggles are permanent companion of human societies since the large internal differentiation of conflicting interests arising from the emergence of private property, which took place at the dawn of civilization. ¹⁰ "So, by looking at the development of civilization, we will notice conflicts as constant companions, regardless of ideological order or economic-cultural values. Hence, the conflict can be defined as "the social situation in which at least two parties (individuals, groups, states) participate having: a) a completely different starting point, at first glance irreconcilable, and seek different objectives that can be achieved only by one party and/or using b) completely different means for achieving a particular goal".¹¹

An *emergency situation*¹² is a broader concept than the notion of *crisis* and *conflict*. The emergency situation may only be emergency for a social group or geographic community (large fire, serious traffic accidents, floods) for direct actors it can be a major crisis or disaster. Therefore, an emergency situation does not have to be a crisis situation, but it puts extraordinary demands in front of the traditional structures. ¹³ Specifically, the institutional system components scheduled to fight crisis can respond to this emergency needs with the entrenched mechanisms and security standards. Events that cause emergencies are understandable (comprehensible) operational situation which, if they are allowed to develop unchecked, can result in a serious degradation of capacity and loss of resources and/or human life. Therefore, the internal and external information management is of growing importance, especially as in the practice the public uses these terms interchangeably, not noticing the precise line of demarcation that is stressed in Conflictology. Each emergency situation is composed of several phases: the event, media manifestation, escalation, de-escalation, resolution and stability (compromise). Theorists see the four main angles from which we approach the event:

According to the source, or origin (natural or technological emergencies);

According to the consequences (degree of loss and damage, the intensity and duration);

According to the course (intervention of different actors, the security capacity of response, organizations and communities),

According to the degree of risk that it involves. ¹⁴

The process of crisis communication in emergency situations usually flows from security,

¹⁰ Jevtović, M., Milašinović, S.; *Socijalnopatološke pojave*, PA, Beograd, 2006, p.33.

¹¹ <http://www.friedenspaedagogik.de/2008>

¹² The concept of emergency situations in our work involves adversities and extraordinary events that occurred on factors that are not predictable, nor are under man's contingency, and have the effect on endangering the life or health of humans or animals and property damage. However, the conceptual framework is further expanding to accidents that indicate a man-made disasters, and are generally consequences of natural events.

¹³ The *emergency situation* should be distinguished from *state of emergency* which implies that the government's announcement to suspend the normal functioning of the government and public administration, and citizens are warned to change their normal way of life or behavior in order to protect lives and property, while government agencies receive instructions to act according to the plans for emergency situations, with certain restrictions of freedoms and rights of citizens. Causes of the state of emergency are usually natural disasters, massive civil riots, announcement or the beginning of the war, in which case the term *state of war* is used.

¹⁴ Lalonde, C., (2004), "In Search of Archetypes in Crises Management", *Journal of Contingencies and Crisis management*, Vol 12, No 2.

via social to the psychological level. The process has a substantially hidden unpredictability, but communication team oversees the public sphere in order to achieve physical, economic or social interests. Communication is usually based on a set of expected outcomes, while the control is reflected in the creation of predictable behavior of the audience, leading to the expected result. We live in a time of permanent risks and challenges in which spatial and temporal frames of communications experience profound transformation, due to the fact that the media of public information and notification are grown in competitive and successful creative industry of thinking.¹⁵

THE CONCEPT OF INFORMATION MANAGEMENT

In *Merriam-Webster dictionary* the *concept* is defined as “the general overall thought, opinion, or idea; an idea made up by a combination of characteristics and components of a entirety”.¹⁶ Therefore, the concept of crisis communication can be understood as a general thought, opinion or idea of the security system; an idea made up by a combination of characteristics or subgroups of the security system. The emergency situations, in its core, comprises a process of communication exchange, either to express the essence of misunderstandings and obstacles, or to offer solutions and to achieve consensus. With o contact with the other side there is no conflict, so we can talk about the dialectical relationship of the participants. Besides, the key to their lack of understanding is in the different perceptions of reality, or the surplus or deficit of certain data.

If we do not act on time, the emergency situation may be extended to escalate to a higher level of intensity. For the purposes of this study we have analyzed the case of the recent water pollution in city of Uzice (Serbia), in order to show the consequences of confusing response of crisis management:

On 6th of December, 2013 at 6.18 p.m. the media first reported on the panic that prevails among the citizens of city of Uzice. Less than an hour earlier, Institute of Public Health announced that algae in drinking water were found and that the tap water is not for drinking and cooking, and that the citizens will get recommendations about further utilization tomorrow. Unofficially, the Institute of Public Health of Serbia sent a telephone notification to its Department in Uzice at 1.00 p.m. that “something is wrong” with the tap water in the city, but this strategically important information is concealed from the general public. This is a typical error of communication in crisis situations, because the thought that a latent (hidden) crisis can be hidden when there is a chain of involved collaborators is equal to utopia. At 8.30 p.m. the citizens were officially informed that the water is not for drinking and cooking. The team for emergency situations immediately held a meeting, but unprepared for timely response allowed the rumors to take the place of soothing information! The creation of a team to operate in crisis communication was absent; top managers as the most responsible person, determination of PR and beginning control and routing data (emergency press conference, the opening of free info- line for citizens, creating a website, writing press releases, submitting a statement media...). At the head of the team, the Deputy Mayor of city of Uzice was appointed in the absence of the mayor and chief of staff of the Municipal Emergency Management (political, not professional appointment), while in practice the priority was to ensure the tank with water from the surrounding villages (“the team will try during night to address the issue of bottled water supply of the city, as all stores by early evening hours were left with no bottles of water”). From a potential problem situation was out of control and crossed into the manifest (open) crisis, which every moment increased the number of interested participants!

Just a day later, the situation is further complicated since the crisis is not well presented in the public sphere, so that the pressure of citizens is growing. Poor communication reinforces the conflicting tensions, especially as no one accepts responsibility for the resulting situation. In emergency situations it is better to prevent the appearance of bad image than to allow it public acclimatization. In practice, the opposite happened: the journalist went to the lake Vrutci, from which the city is supplied with water and met a disastrous situation. The coastal part of the lake,

¹⁵ Milašinović, S., Jevtović, Z., Despotović, Lj., *Politika, mediji i bezbednost*, Beograd, Kriminalističko-policijska akademija, 2012.

¹⁶ <http://www.britannica.com/EBchecked/topic/376313/Merriam-Webster-dictionary> On 01/23/2014.

close to the dam is covered with a thick layer of slimy, dark red mass, like raspberry syrup. Further upstream the bottom of the lake was covered in thin layer, and the water itself, seen from the surrounding hills, has a reddish color. All television programs and news begin with apocalyptic scenes, because in crisis situations the images are easily implanted into the subconscious than statements or descriptive data. If media are left with no fresh information during the emergency situations, they take the initiative, which was very noticeable in this example. A sensationalist articles about the “fabulous” attempts of getting rich of local merchants who sell water to the cup are published; rumors about cancer are spread, while statements, in some cases, are given by bitter individuals with hidden ideological motives. Attempts of relevant departments to ban the use of water as a preventive measure only encouraged rumor communication (“on Thursday morning the rumors that cyanobacteria are isolated from the water were spread. Hours before the official announcement, some of the citizens of Užice who have friends in the Public Health Department, were informed that the water is not for drinking”). The Institute of Public Health of Serbia was confirmed the presence of algae isolated from water identified as cyanobacteria, but, at the same time, the Division in Užice claims that the presence of extremely hazardous cyanotoxin called *microcystin-LR* is not proved, which is malignant in small quantities, and is the result of decomposition of cyanobacteria; to prove this, engaging the foreign laboratory is needed. In these situations, the feverish as the wind expands media images, because the public is infected by partial information. This is dangerous to the stability of the community, because when transmitting data their relevance distorts, and the suspicion converts into truth. Rumors projected a false reality, and with a loss of confidence in the official media their suggestiveness and credibility arise.¹⁷ The situation in the field is escalating from the simple reason since the human needs are ignored! Rudolph Archibald Reiss, a renowned Swiss publicist, a doctor of chemistry and professor at the University of Lausanne¹⁸, wrote that “in times of political and economic crisis the feeling of helplessness, fear, violence and mistrust in the state government arises, whose task is to ensure peace and security”.¹⁹

On 31st of December, 2013, water supply system of the city of Užice began chemical purification of the pipeline that runs from the reservoir to the plant Vrutci to the plant in Užice Terazije. After a few days (01/04/2014) of additional chemical treatment, the water was still defective. Emergency laboratory tests performed at the Institute “Batut” in Belgrade showed that in a liter of water taken from the tank of purified, treated water at the plant Cerovića hill, some 7.700 cells of potentially toxic algae planktothrix was found. Even worse is the situation in the urban water supply network where 22.000 cells were found in a sample. However, unlike the last time when the citizens of Užice waited for seven days from sampling to results of laboratory analysis, this time the authorities should have only a day and a half, which is proof that the system restores vitality and control of the operation. Even now we can say that the city headquarters is characterized by all phases of inadequate response times: the unwillingness and unpreparedness to deal with time pressure.²⁰ The team for crisis management has no initiative, and instead of being proactive and to impose discourse, it leaves it to media that, driven sensationalism and circulation, only encourages discontent and apathy.

On 5th of January, hundreds of citizens of Užice expressed a protest outside the local government headquarters demanding immediate solution to the problem of water supply. Citizens have organized themselves through Facebook and call themselves a group of “Užice citizens who will not be silent”. Thus, the social network space occupied conventional media, using slowness and disorganization of official institutions. “It is time to, instead of standing still in the queues beside the water supply tanks, ask for the acceptance of moral and criminal responsibility of all relevant and to require the solution of the hot topic problem, since we do not believe that the amount of algae and bacteria are to repair any time soon”, was written in a

17 Nojbauer, H. J., *Fama – istorija glasina*, Beograd, Klio, 2010, p. 14.

18 Archibald Reiss (1875 -1929) was the founder of the first academic program of the Institute of Forensic Science and Criminology, at the University of Lausanne.

19 See more in: Jevtović, Z. and Aracki, Z.: „Archibald Reiss propaganda – Communication Influence on Conflict Paradigm Construction“, Thematic Proceedings of International Significance: *Archibald Reiss Days*, Academy of Criminalistic and Police Studies, Belgrade, 2013, issue III, Volume III, p. 249-256.

20 “The crisis is a big challenge for managers, since they are required to make appropriate decisions in the highly stressed situation”. See more in: *Metodologija istraživanja konflikata i krizno komuniciranje*, Milašinović, Jevtović, 2013, p. 100.

letter which was read out at the protest. The Facebook group has announced the continuation of the meeting. That same evening, after the meeting of the local team for emergency situations the director of “Srbija vode” (“Serbian waters”) said at a press conference that on Monday the construction of the pipeline with a length of two kilometers to Užice will begin in order to obtain drinking water from wells “Sušička” on Zlatibor mountain. For the construction of the pipeline the machinery Army of Serbia will be hired, was announced. Almost ten days after the occurrence of the problem the first decisions were made, which means that a lot of time has been lost. Emergency situation management in this case required the grassroots mobilization and coordination with national institutions and focus on the consequences of the problem. After the 6th of January, at the proposal of the team for emergencies, Mayor of Užice **Saša Milošević** made a Decision on declaring emergency in the territory of the city which is supplied with water from the reservoir Vrutci. Two days later, General Manager of “Srbija vode” Goran Puzović said “that building a pipeline from Čajetina to Užice will be 24/7 work”. He said that everything will be done for the citizens of Užice to obtain drinking water as soon as possible, and to determine the responsibility of how it came to pollution of the accumulation. The same day, the Government of Serbia has concluded that for supplying quality water it is necessary to build a network that will connect the city water supply system with the spring in the municipality of Čajetina, as well. The Government has tasked the relevant ministries to suggest ways and the extent of the Republic to build the necessary water supply network and formed a team, headed by the Minister of Regional Development and Local Government Igor Mirović. And then, in the press release, the local headquarters for the Emergency situations recognizes that this is an ecological disaster!

Incorrect assessments of politicians or public services, with the wrong emergency situation management produced reasonable dissatisfaction of the citizens. Only by involving the Government of Serbia perception was drawn to a fundamental solution to the crisis, extensive field activities and mobilization in terms of the operation of management communications. On the 9th of January, Major of the Army of Serbia Slavko Prodanović, head of the working group for the construction of the pipeline, said that “so far 1.200 meters of the route is cleared and that the army will operate 24 hours a day”, even stating a specific dates by which tasks must be completed. Minister of Justice Nikola Selaković few days later announced that an investigation against those responsible for this situation was launched and that the names will be revealed in “the near future”. Continuous improvement in the field is followed with distrust, and in the process the highest state officials are included. The focus is on re-establishing confidence in the state institutions; government offer safety by proactive action in the field, and the fact that promises are fulfilled and that the plumbing is completed reduced the tension. Resolution of the crisis (on 7th of February, citizens of Užice were officially announced that the water is safe for drinking, and the emergency situations is canceled after 43 days) meant the achievement of the objectives of the crisis team. However, the issue of accountability to the moment of this article preparation is not resolved, and it may have consequences to other, similar situations!

CONCLUDING REMARKS

In emergency situations it is necessary to form a unified center for crisis communication that takes responsibility in the distribution of credible data to the variety of public: from traditional media to social networks. Integral communications strategies involve two groups, and which is particularly important, two activity levels: internal and external, in order to attract attention. The analysis of Serbian practice shows survival of ossified bureaucratic-apologetic model of convincing communication, thus losing the trust of the citizens, but leaving the space for uncontrolled action of citizen media (Facebook, Twitter, SMS, rumor, misinformation, etc.). Analytical and research approach is missing, so after a solution to the problem there is no person or institutions to assume responsibility. The political marketing which scores the resolution of issues in the short term gives the effects, but in the long-term it leads to the loss of credibility of the overall security system.

In the analyzed case study, we had a typical example of how emergency situations can be transformed into a latent crisis when the competent bodies and services are not able to control

the situation in the field. In contemporary society a problem as its visibility in the public space is no longer as important as the method of representation and solutions. Therefore, contact with the public must be professional, intensive, proactive and dynamic as the team for emergency situations will possess the necessary initiative. Crisis communication plan should contain complete and accurate information about the event, responding should be specific and rhetoric should be appropriate and mild in stress situation. Information management does not mean establishing censorship and selection in providing information, but specific creative effort of constructing a media reception which draws the attention of the audience towards the strategic profiled field. By attracting and maintaining the attention of communication time and space for the activities of the teams on the field are provided. Example of emergency situation in Užice showed us how during the crisis communication the range of rhetorical tactics and arguments changes: when they are used (time), where they are used (social networks and forums, who uses them (credibility) and how successful they are presented to the public (mass media).

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