



STATEMENT of the Minister



Avi Dicter Minister of Public Security

Over the past year, the Ministry of Public Security and all the agencies under its jurisdiction began to take measures aimed at implementing the policy that has been formulated for those agencies; a policy intended to increase the personal safety of Israel's citizens and their general sense of security.

In 2007, the Israel Police undertook a number of important strategic steps, the first one being the transfer of the incarceration and prisoner escort system from the Israel Police to the Israel Prison Service (IPS). The purpose of this step is to turn the IPS into the national incarceration authority and to enable the Israel Police to allocate its resources for the war against crime in all its various forms and to strengthen the personal security of the country's citizens.

The second step concerns the strengthening of the intelligence capabilities of the Israel Police. In the course of last year, emphasis was placed on the organization's reinforcement and on its adaptation for the war against serious crime, with special attention being given to the incorporation of technological tools that will place the Israel Police on the same front-line as other public security and intelligence agencies and which will create a turning-point in the war against severe crime.

Recently, the new National Crime Unit was established in the ranks of the Israel Police: "Lahav 433", which has 950 police officers from five different national units that are actively involved in the war against crime. Together, they create a strong, single body that will be at the forefront of the struggle against crime in all districts throughout the country.

The Ministry of Public Security is also currently in the process of establishing the Israel Witness Protection Authority, an agency that will be yet another important player in the struggle against severe crime.

In the battle against traffic accidents, the Ministry of Public Security is cooperating with the Israel Police in the application of technological means to enforce traffic laws, and the ministry itself is in the advanced stages of preparing a public tender for the activation of an automatic country-wide electronic traffic law enforcement system.

Over the past year, work has begun on the implementation of the nation-wide "City without Violence" program. The main element in this program is collaboration between local communities and all the relevant professional agencies in the struggle against violence. This collaboration is part of the work being conducted by the cabinet ministers' committee on the struggle against violence; a committee in which the Ministry of Public Security and its various agencies play a major role as far as policy implementation is concerned.

The Ministry of Public Security is today investing considerable time and energy in order to increase the level of international cooperation between those agencies involved in homeland security, in the war against global terrorism and in related fields. Over the past year, a memorandum of mutual understanding was signed with the American Department of Homeland Security, agreements of cooperation were signed with the Secretary of State for Security in Spain and the Bulgarian Ministry of Interior, and a joint statement with the Canadian Ministry of Public Safety and Emergency Preparedness was presented.

The aim of the Ministry of Public Security's short-, medium- and long-range implementation of policy is to reinforce public security in the State of Israel as the country stands on the brink of its 60th anniversary. I wish to express my sincere hope that the implementation of these public security policies will increase the personal security of Israel's citizens and the national security of the State of Israel.

FROM THE EDITOR

Hiddai Wagschal

Head, Information Services Unit
Ministry of Public Security



The State of Israel is celebrating the 60th anniversary of its founding and, in these celebrations, a special emphasis is placed on the future generation; the 60th year of Israeli statehood is marked as Israel's Year of the Child.

Much of the activity of the Ministry of Public Security through its various branches involves work with children and youth that is designed to promote their personal development and which thus makes a significant contribution to public security in Israeli society through distancing children and youth from crime and through teaching them to be law-abiding citizens who respect others.

In this booklet, you can read about special projects where

Metzila is a key player and which contribute to the local community through the empowerment of its young citizens. The article about raising dogs to serve national security describes a unique project run by the Chief Scientist in which youths are actively involved. This issue of Innovation Exchange presents the impressive extent to which the Israel Police and the Israel Prison Service interact with youth.

Another issue that we have focused on in this booklet is training, the development of the future generation and personal feedback in Israel's law enforcement network and which is the topic of the article about the IPS' Nir Training Center and about the future training center of the Israel Police.

The Minister of Public Security's Research Award was granted last year to Chief Superintendent Amihai Hever for developing the Training Dictionary. I deeply regret the fact that Amihai will not see his article, which appears in this issue, due to his having passed away after a courageous battle with cancer.

The past year has been one of great momentum for the Ministry Public Security, as can be seen in the booklet's selection of news items about the Ministry.

I wish to thank all those who have been involved in the production of this booklet, especially my friends in the Israel Police, the Israel Prison Service and the Ministry of Public Security.

I would like to conclude with a prayer for the future, for a future full of productive, positive activity that will lead to new horizons; for shining achievements in all areas of public security and for the success of the future generation, who are the true face of the State of Israel.

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MINISTRY



A Year in the Ministry: News in Brief

Memorandum of Mutual

Understanding Signed by the Ministry of Public Security and the American DHS



*Minister Dicter
and Secretary Chertoff*

After being appointed Cabinet Minister responsible for cooperation with the U.S. Department of Homeland Security by the Israeli Cabinet, the Minister of Public Security, Avi Dicter, signed a memorandum of mutual understanding with his American counterpart, the Secretary of Homeland Security of the United States of America, Mr. Michael Chertoff.

The memorandum was signed during Minister Dicter's official visit to the United States in February and refers to fields such as:

- Counter terrorism
- Aviation security, including passenger and baggage inspection
- Information exchange on planning, responses, recovery and damage control during a state of emergency
- Research, development, experimenting and evaluation, including protocols and standardization of experiments, technology and methods of exposing explosives.

Israel Witness Protection

Authority Established

The new authority is responsible for the protection of threatened witnesses in crucial and severe cases and was assigned with three major roles:



- To protect the witnesses which have been accepted to the protection program, which will last even after the end of the legal process depending on the severity of the threat and the degree of danger to the witness.
- To develop and distribute methods and rules, including professional knowledge collection, international cooperation and personnel qualification.
- To increase the public appeal and the civilian duty to honestly testify, whether in court or at the police station.

Aryeh Livneh (Leibo) was appointed Director of the Witness Protection Authority. The Minister of Public Security, Avi Dicter, instructed the authority to be operational already in early 2008 due to its vitality to the battle against crime in Israel.

Israel Electronic Monitoring Program Reaches the 600 Milestone

One of the key tasks of the Ministry of Public Security is to provide feasible solutions to the problem of prison overcrowding in Israel. As part of this goal, the Ministry continuously invests time and effort in developing innovative methods that will help meet the needs of the correction facilities in Israel.

Electronic monitoring of pre-trial detainees and prisoners on house arrest after being released on bail or on parole is one such efficient alternative to holding individuals in correctional facilities, enabling the Israel Police to monitor the whereabouts of the prisoners or detainees. The E.M. program started in May 2005.

As of January 2008, 604 detainees and prisoners are being monitored simultaneously by the program and a total of 1,570 people have participated since the program's establishment.

Ombudsman for Police and Prison Service Personnel Report Presented to Knesset Committee

The Ministry of Public Security's Ombudsman for Police and Prison Service Personnel, Major General (ret.) Hanna Keller, presented in July the Ombudsman's Triennial Report to the Minister of Public Security, Avi Dicter, the Chairman of the Internal Affairs and Environment Committee in the Knesset, Knesset Member Ophir Pines-Paz and to the members

of the Internal Affairs and Environment Committee. Minister Dicter congratulated the Ombudsman and her staff for submitting the report after three years that the Ministry failed to officially submit the report and present the findings. "The complaints in the report are an expression of the trust police officers and prison service personnel have in the system" said the Minister.

High School Academy Graduates First Class

The unique high school program implemented in the Kanot Youth Village and the Ma'alot High School graduated its first class in July. Thirty seven students graduated the policing study track, four of which graduated with honors.

The program curriculum includes subjects such as

criminology and sociology while focusing on law obedience, democracy and police models. The study track familiarizes the students with the Israel Police and its work while instilling values such as mutual assistance, involvement, community service and violence/crime prevention.



Protection of State Land

The Ministry of Public Security took the coordination efforts on protection of state land under its wing and is heading the enforcement and coordination efforts on the subject. The field was developed due to the large extent of illegal building and invasion of state property over the past years. Recent government decisions were made in order to upgrade the law enforcement on these issues:

- The Department for Construction Supervision in the Ministry of Interior
- The Supervision Department in the Israel Land Authority
- The Department of Wilderness in the Israel Nature and National Parks Protection Authority
- The Department of Land Laws in the office of the State Prosecution

The Ministry of Public Security, in accordance with its Minister's policy, decided to raise the issue to the highest priority and appoint Dr. Ram Gal responsible for the subject within the Ministry and chief coordinator between all the cooperating bodies.

1. Forming an official policy and enforcement strategy on a system-wide, inter-ministerial level.
2. Enhancing the enforcement effectiveness on an operational level, while optimizing the coordination between the relevant bodies:

Public Complaints Department Releases 2006 Annual Report

The department processes all complaints received from the public concerning the work of the Israel Police and the Israel Prison Services. It investigates every complaint and documents the data and findings for easy retrieval for relevant internal auditing. Throughout 2006, the department processed 2,037 complaints. 78% of the complaints (1,542 cases) were filed against the Israel

Police, 22% (485 cases) were filed against the Israel Prison Service and 10 cases were filed against the Ministry of Public Security.

Most the complaints against the police were on investigations, traffic control, enforcement and police behavior. Most the complaints against the prison service were on prisoner rights, warden behavior and vacations.



Crime Prevention Seminar for Metzila Staff



Metzila, the Ministry's Crime Prevention and Community Department, held a five day seminar on crime prevention for its professional staff.

The course was designed to impart project coordinators, regional directors and professional staff with the knowledge and skills to prevent crime and ensure public safety.

The study topics were taken from the every day work schedule of a Metzila coordinator, such as financial management of projects, operating Metzila programs on a regional level and the duties of a coordinator. Other subjects regarded the world of crime prevention and violence, such as preventing juvenile delinquency, youth probation, molding behavior and social environment, strengthening the community, measuring and mapping crime, immigrants and crime, domestic violence, preventing school violence and preventing violence in sports.

New Coastal Sub District Headquarters Inaugurated



The new headquarters of the Coastal Sub District of the Israel Police was inaugurated in February, in the presence of the Commissioner of the Israel Police; the Director General of the Ministry of Public Security; the Commander of the Northern District; senior officers and many other guests. The new building unites the Haifa command and other police units currently spread across different locations in the city. The centralization of the various forces into one building will raise work efficiency and lower costs of rent, maintenance and

personnel.

The new headquarters is located in the eastern entrance of Haifa and is situated on a major intersection granting it easy access to the nearby Krayot cities, the bay, downtown Haifa, and the Carmel and Hadar areas, all in the shortest and most efficient timing.



New Commissioner of Israel Police and New Commissioner of Israel Prison Service Appointed

In April, the Israeli Government appointed Major General Dudi (David) Cohen Commissioner of the Israel Police and Major General Benny Kaniak Commissioner of the Israel Prison Service,

following the recommendation of the Minister of Public Security, Avi Dicter. Major General Cohen's previous post was Commander of the Central District in the Israel Police and was promoted to Inspector General when

assuming office in May. Major General Kaniak's previous post was Deputy Commissioner of the Israel Police and was promoted to Lieutenant General upon assuming office.



(From left) Commissioner of the Israel Prison Service, Lieutenant General Benny Kaniak; Former Commissioner of the Israel Police, Inspector General Moshe Karadi; Minister of Public Security, Avi Dicter; Commissioner of the Israel Police, Inspector General Dudi Cohen; Former Commissioner of the Israel Prison Service, Lieutenant General Yaakov Ganot; Director General of the Ministry of Public Security, Rani Falk.



A Bi-National Symposium of Global Terrorism

October 23

Jerusalem

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(from left) Dr. David Hagy, Minister Dicter and Ambassador Richard Jones

In an era when global terrorism affects every aspect of our life, the Ministry of Public Security and the National Institute of Justice in the United States joined forces in examining its affect specifically on police forces and policing methods while aiming at strengthening the world's last line of defense against terrorism – the police officers patrolling our streets.

A two day bi-national symposium took place in Jerusalem on October 23rd, 2007, jointly headed by the Chief Scientist's Bureau in the Ministry of Public Security and the National Institute of Justice in the United States (NIJ). The symposium, titled

“To Protect and to Serve: Police and Policing in the Age of Terrorism and Beyond”, focused on the subject of the effects of global terrorism on police and policing.

The symposium brought together leading researchers from Israel and United States who conducted researches over the year prior to the symposium investigating various aspects of the effects that terrorism has on policing strategies and on society at large. The objective of the symposium was to report, analyze, discuss and summarize the research findings. The research projects, initiated

by the Ministry of Public Security, were implemented within the framework of the Memorandum of Understanding for a research partnership between the Bureau of the Chief Scientist (BCS) at the Ministry of Public Security in Israel and the National Institute of Justice (NIJ) at the Department of Justice in the USA, aimed at cooperation and collaboration in research, development, testing and evaluation of policies and technologies.

The Symposium was attended by Dr. David Hagy, Acting Principal Deputy Director of the National Institute of Justice (NIJ). The National Institute of Justice was also represented by Dr. Thomas Feucht, NIJ Deputy Director for Research and Evaluation, Dr. John Morgan, NIJ Deputy Director for Science and Technology and Ms. Lois Mock, NIJ Senior Social Science Analyst.

The Ministry of Public

Symposium on the Impact of Terrorism on Police and Policing

13th-24th, 2007
Tel Aviv, Israel



Ministry
of Public Security

Paul Weisband

Information Services Department, Ministry of Public Security

Security was represented by Eliezer Rosenbaum, Deputy Director General, Ministry of Public Security; Prof. Israel Barak, Chief Scientist and Director of the Bureau of the Chief Scientist at the Ministry of Public Security; Idit Hakimi, (Ph.d.), Head of Social and Behavioral Division, at the Bureau of the Chief Scientist, Ministry of Public Security; other heads of departments in the Ministry and other Ministry officials.

The professional panel included a selected group

of American police chiefs including Ronal W. Serpas, Chief of Police, Metropolitan Nashville Police Department; James Corwin, Chief of Police, Kansas City, Missouri and Jim Bueermann, Chief of Police, Redlands Police Department, California.

The researchers presented their findings over the two days regarding various aspects of the effects terrorism has had in the past, and will have in the future, on police and policing strategies in democratic societies.

Among the topics discussed over the two day symposium:

Trends in Modern International Terrorism and Methods for coping:

Dr. Boaz Ganor from the Israel Center for Terrorism at the Herzelia Inter-Disciplinary Center

Global Terrorism, Democracy and Crime:

Prof. Gary La Free from the University of Maryland

The Impact of Terrorism on the Police:

Prof. David Weisburd from the Hebrew University

Police Strategies to Counter Terrorism:

Professors Cynthia Lum from George Mason University, and Prof. Maki Haberfeld from John Jay College of Criminal Justice in New York

Implications of Terrorism on the Formal and Social Organization of Policing:

Jack Green from Northeastern University and Dr. Sergio Herzog, Hebrew University



During the symposium

THE MINISTRY



*Prof. Israel Barak, Chief Scientist,
Ministry of Public Security*

***The Impacts of Policing
Terrorism on Society and the
Community:***

Prof. Dr. Badi Huseissi from the Hebrew University in Jerusalem and Prof. Geoffrey Alpert from the University of South Carolina in the USA

Guest lectures throughout the symposium were given by the Commissioner of the Israel Police, Inspector General Dudi Cohen and the Deputy Commissioner of the Israel Police, Major General Shahar Ayalon.

While speaking to the editor of Innovation Exchange, Dr. David Hagy, Acting Principle Deputy Director of the NIJ, spoke about the cooperation with Israel: “Our partnership with Israel is very important to us. That is why NIJ made a significant investment in these research papers and to this valuable symposium. Naturally, most our work with Israel is related to terrorism. We recognize the high price Israel has paid responding to terrorist events, and we are grateful for Israel’s willingness

Chief Scientist’s Bureau

The Bureau of the Chief Scientist is a professional scientific agency within the Ministry of Public Security, whose principal responsibility is to develop, formulate and promulgate science-driven law enforcement policy as it relates to public security and combating crime in the State of Israel.

Goals and Objectives

- To provide policy guidance in the areas of public security and combating crime
- To generate scientific and technological information and knowledge, as well as basic applied research and development
- To disseminate up to date scientific and technological know-how to public security agencies
- To offer and promote expert opinion and advice to the Minister of Public Security regarding scientific and technological matters
- To develop and maintain scientific and professional ties, both nationally and internationally

The Organizational Structure of the Bureau

The Bureau of the Chief Scientist consists of two main divisions:

- The Social and Behavior Sciences Division
- The Natural Sciences, Exact and Physical Sciences and Technology Division

In each of the above scientific disciplines the Bureau initiates, promotes, co-ordinates, supervises and implements research and development activities in order to aid the Ministry of Public Security in carrying out its operational responsibilities in Israel.

to share the wisdom of this experience with us. We have a lot to learn from Israel; especially in the policing/terrorism field, and this can help to inform NIJ's research activities in the future. We're also here to see how NIJ's knowledge and experience about policing in the U.S. can be beneficial to Israel's policing and research."

The opening session of the symposium was held in the presence of the American Ambassador to Israel, H.H. Richard H. Jones and the Minister of Public Security, Avi Dicter, who gave the keynote lecture titled "Fighting Terrorism in a Democratic Society: Challenges, Opportunities and Implications".

The American Ambassador to Israel, H.H. Richard H. Jones thanked the Ministry and the NIJ for inviting him and spoke about the struggle against global terror and the importance of the cooperation between the two countries. "The war against terrorism is intertwined – from the local police to the federal agencies,

from Israel to the United States; your mission is critical and daunting. I commend you for your efforts and all your hard and dangerous work, but also for putting this important symposium together"

Minister Dicter spoke about the similarities between criminals and terrorists – both who ignore the danger and harm they cause to innocent people, while using the poor and weak.

"The key word in combating terror is 'responsibility'" said the Minister. "In regards to the battle against terror, reasonability is shared by the army, the Israel Security Agency (Shabak) and the police. Although it is impossible to share responsibility in any other field, it is done here. When it comes to crime, there is one agency which bears the sole responsibility: the police. The public know this, the media knows this. Yet when a suicide bomber reaches his target, whose responsibility is it? In a democratic society, we want to know who is responsible for our safety".

"We have created an excellent network between the United States and Israel when fighting terror and crime. It is now time to implement that same model on a local level here in Israel. The question is not whether a democratic society can fight terrorism. It most definitely can. The question is how we do so. The pit of terror has a bottom, yet we don't have to reach it. We must reach a critical mass that will have an effect on the phenomenon called global terror. That is our job".

Over the two intensive days, the symposium and its participants confronted and discussed important topics on policing in an era of global terrorism with a hope for a stronger battle against terrorism. Among other things, the end product of the symposium may be the formulation of new ideas and policies regarding how to organize and deploy the police in the face of the threats identified.



*(from left)
Dr. Idit Hakimi;
Police Chief
Ronald Serpas;
Commissioner
Dudi Cohen;
Commander Idit
Biton;
and Police Chief
James Corwin*



ME

Community and Ministry

Eilat Mishor, Spokesperson

The topic of violence in general and juvenile violence in particular continues to feature on the public agenda. In order to counter these phenomena, Metzila – the Community and Crime Prevention Division of the Ministry of Public Security – operates programs to prevent violence among children, youth and adults. The programs are run in kindergartens, in schools and in the community at large. The division is funded by the Israeli Government and operates in approximately 76 communities and youth villages throughout Israel. Over 11,000 youth benefited from Metzila programs during 2007.

Metzila's areas of activity

📍 Provision of professional

Metzila – Northern District
Metzila – Youth Villages
Metzila – Central District:
Metzila – Tel Aviv District
Metzila – Southern District

Metzila – Non-Jewish Segment of Population
Sea of Galilee
The Mediterranean Sea
The Dead Sea
Metzila – Northern District



METZILA

Metzila Crime Prevention Division Ministry of Public Security

Immigration, Community and Crime Prevention Division

consultation services in the field of crime and violence prevention in the community.

- 🔔 Operation of programs designed to prevent violence and introduce advisors and volunteers to the field.
- 🔔 Support and empowerment of school dropouts and at-risk and socially detached youths, through the operation of year-long programs of instruction, workshops, extreme sport, and club activities.
- 🔔 Mobilization of youths and parents to work for the prevention of violence in the community.
- 🔔 Operation of parent groups and one-day seminars for teachers.
- 🔔 Monitoring and guidance through programs designed to empower immigrant communities, particularly

immigrants from Ethiopia and the former Soviet Union, in local communities and youth villages.

- 🔔 Activities aimed at preventing violence in sport.

How does Metzila operate?

Metzila operates through its main office headed by its Director, Brigadier General (ret.) Yaakov Goaz and his Deputy, Commander Asher Ben Baruch. The Metzila staff includes the National Coordinator for New Immigrants and the Director of the Minorities Department; through its regional directors and coordinators working in 62 communities; and through regional councils in the Jewish and Arab segments of the population. In each

of these communities, from Hatzor Haglilit in the north to Eilat in the south, the Metzila coordinator promotes the provision of tools enabling local communities to fight violence through coordination between the various organizations in the community. Metzila believes that the fight against violence can be waged at the level of the local community, which has quick access to available resources and professional skills.

Local Metzila coordinators operate through the community committee that is established by the local community and which is headed by the mayor or by the mayor's representative who has been appointed by the municipality. After an up-to-date picture of crime in the local community has been established, the community council convenes to discuss the problem of

local violence and crime and to set up a work program that can effectively deal with the problem. The committee consists, *inter alia*, of the representatives of municipal education, social services and security departments; representatives of the relevant local committees; the commander of the local police station; school principals; the director of the local Metzila branch; and representatives of the community at large. The Metzila coordinator and the regional director monitor the activation of the program for the prevention of local violence and crime and carefully study the program's output.

Examples of Metzila projects:

1. Program for the prevention of violence and for the introduction of advisers for prevention of violence in schools, kindergartens and pupil transportation networks.
2. Closed-circuit television in schools.
3. Workshops in schools on the prevention of violent dating among youths.
4. The empowerment of school dropouts and at-risk and socially detached youths.
5. Prevention of juvenile violence through "covenants".

6. Youth clubs in the local community.
7. A special youth city project for working with at-risk and normative youths.
8. Youth and adult patrols for the prevention of violence and vandalism.
9. Neighborhood watch for the prevention of violence
10. Workshops for leadership development among normative youth.
11. Parents groups and courses, one-day conferences and special courses for teachers.
12. Development of youth leadership in the Ethiopian community .

Making a change: Metzila case studies

- 📌 Reduction in the level of violence and improvement of climate in local schools: In Ashkelon (closed-circuit television), Kfar Sava (TELEM project), Alpehi Menashe (HAREL program, 40% reduction in the level of violence and 60% improvement in scholastic performance) and Netanya (extreme marine sports).
- 📌 Reduction of number of school dropouts: In Haifa (diving course for at-risk youths), Kfar Sava (Soccer School and TELEM project), Netanya (marine training for school dropouts enabled their transfer from a guided classroom to a

matriculating one), Kiryat Ekron (all of the extreme sport groups will become integrated into the Israeli education system).

- 📌 Mobilization of pupils for communal activities in Neshet (mobilization of youths to serve as advisers during the last war) and Shoham (Patrol for the Location of Environmental Eyesores).
- 📌 Reduction of violence and vandalism in local communities: In Ashdod and Kiryat Yam (protection of the elderly), Ramat Hasharon ("Safe Moshava" Project), Jezre'el Valley Regional Council (pupil transportation), Ariel (youth activities), Kiryat Ono (Juvenile Patrol), and Dimona (Kovshei Eilat neighborhood).
- 📌 Building frameworks for activities and for support of socially detached youths.
- 📌 Reduction in the number of police files on socially detached youths: In Akko (80% reduction in the number of acts of vandalism in 2007) and Rehovot (Summer programs 2007).
- 📌 Rise in the percentage of youths joining the Israel Defense Forces: In Or Akiva (enlistment in combat units – from 4% annually to 50% annually in 2006) and Kiryat Shmona (Haim Project for at-risk youths)

Working with the Communities: Metzila Projects

Patrol 28: *Protecting the elderly* At Metzila – Kiryat Yam



The program

A volunteer youth patrol operating on the 28th of each month and working together with adult volunteers to reduce the number of robberies committed against elderly persons on the day they receive their monthly senior citizens' allowance from the National Insurance Institute.

The members of the patrol also answer calls received by the emergency telephone number (ELDERLY CALL). Elderly persons can call this emergency line and request personal escorts to the bank or the local postal bank branch.

The program started in June 2006, and today consists of 60 high school students who patrol the streets as part of their personal commitment program at school after being trained by the Community Policing Division.

The success story

- According to police statistics, the number of robberies committed against elderly individuals has been reduced by 50 percent since the patrol has begun to operate.

- The number of calls made by elderly persons to the emergency phone number in order to obtain an escort has increased steadily from month to month.
- The members of the patrol are well respected and are strongly motivated to protect elderly citizens and to serve their community as volunteers.

Participating agencies

Metzila – Ministry of Public Security, Municipality of Kiryat Yam, Community Policing Division, Network of Community Centers, ASSA

Theater and Cinema for Empowering At-Risk Youth

The program

Over 850 youths in 22 Metzila communities and youth villages take part in a theater/cinema program including workshops on the prevention of violence. The program is designed to strengthen at-risk youth who are on the verge of dropping out of formal or informal educational settings.

As they learn about theater and cinema, the members of the workshop participate in discussions on subjects relevant to their age group. At a later stage, they jointly write a play or movie script that carries a message of preventing violence and which

uses content of direct interest to youth. The next stage is the presentation of the play or film before an audience consisting of the workshop members' parents, teachers and friends.

The success story

Metzila – Ashkelon:

Not one of the workshop participants dropped out of school, they attend school classes regularly, the number of incidents of loitering in schools dropped by 80 percent and no involvement in violent acts by the participants has been reported.

Metzila – Maaleh Adumim:

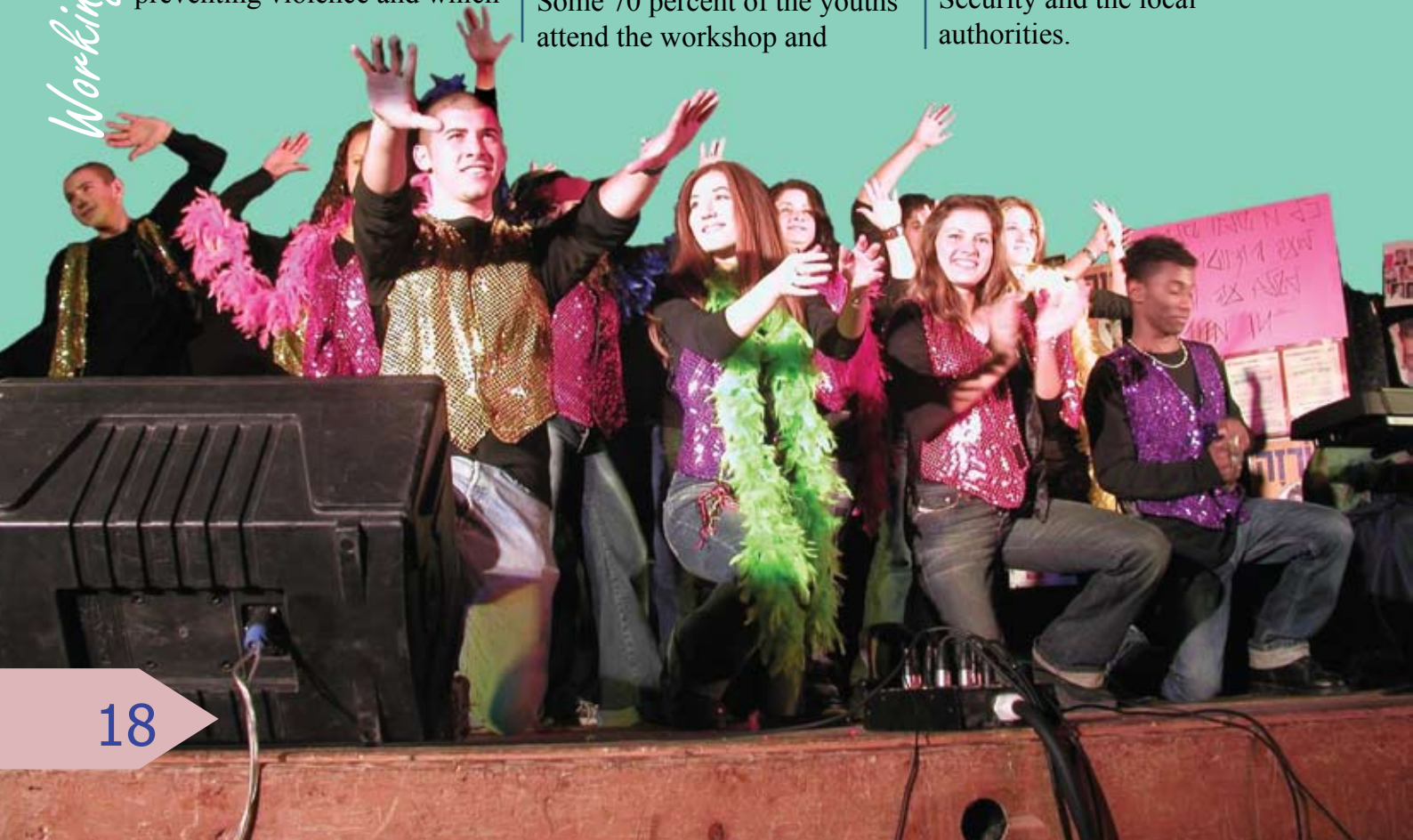
Some 70 percent of the youths attend the workshop and



are actively involved in the program. According to the report from the educational team, half the members have demonstrated an improvement in discipline, self-image and social involvement and 70 percent of the workshop members participate in an incident-documenting team.

Participating agencies

Metzila – Ministry of Public Security and the local authorities.



METZILA - Helping Youth to Change Through Extreme Sports

The program

Over 4000 youths in 56 communities and youth villages take part in an annual program of extreme sports combined with the teaching of values and behavioral norms. The groups consist of at-risk youth or at-risk youth together with normative adolescents.

The goal of the program is to reduce violence among at-risk youth; to prevent youths from becoming school drop-outs and to involve alienated youth in a program combining studies and work.

The activities include weekly programs of extreme sports such as rock-climbing, rappelling, long distance running, maritime sport, horseback riding, sharpshooting and Capoeira. In addition, the program includes private conversation and group discussions on topics concerning violence prevention, group activities and empowerment of the individual.

Objectives

- To teach **basic skills in a branch of extreme sports.**
- To encourage the participants to adopt **values**



- **and behavioral norms**, such as self-control, diligence, community service, and patriotism.
- To **empower individuals** while promoting self-confidence and a positive self-image.
- To turn at-risk youth into **young leaders.**
- To **increase the number of youths in the program who have decided to join the Israel Defense Forces.**

The success story

At METZILA-Kiryat Arba, 80 percent of the participants in the program became involved in volunteer work in the community.

At METZILA-Kiryat Ekron, all the participants in the

program decided to continue with their studies and none decided drop out of school; 40 percent of the participants were taking part in youth leadership courses.

At METZILA-Or Akiva, since the program first started operating (in 2000), there has been a four-percent reduction in the number of school dropouts among the program's participants; the number of participants who joined combat units in the IDF increased from four per year to 50 in 2006.

Participating agencies

Metzila – Ministry of Public Security and the local authority



The Mini and Trai for Secu

Roni Borocho
Bureau of Chief Scientist
Ministry of Public Security

Shaul Weisband
Department of
Information Services
Ministry of Public Security

In today's era, when fighting crime and global terror is on the top of the public agenda, the use of trained dogs in the security and policing field both in Israel and abroad has become more and more common and efficient. The dogs are trained to detect drugs and any other contraband substances that can be used in a terrorist attack or criminal acts.

Ministry's Dog Breeding and Training Program for Security Purposes

As the police officers were packing up their gear and were about to wrap up another successful police raid in a northern city in Israel, Leo started barking. He refused to leave the scene; he found something suspicious during his final search. Lo and behold, Leo came up with another well hidden stash of drugs which the police officers would have left behind.

As Leo's trainers/operators congratulate him for another well-done mission, not even they could imagine the incredible affect Leo has had on other's live, before he even went out on his first police operation.

Leo is a native Israeli born Springer Spaniel trained to detect illegal narcotics and explosives for the Israel Police. He was born, raised and trained in the Israeli training program located in the heart of the Manof Youth Village in northern Israel, designed to breed and train dogs for security purposes, while involving youth at risk.

A special program located in a special place

The unique program is the outcome of the growing demand for trained working dogs for security purposes and the difficulty to find high quality purebred dogs fit for the nature of this demanding work. In today's era, when fighting crime and global terror is on the top of the public agenda, the Chief Scientist at the Ministry of Public Security, the Israel Police and the Israel Prison Service joined forces with the Rural Education Administration in the Ministry of Education and created a dog breeding and training program around the children of the Manof Youth Village.

The Manof Youth Village grants a once in a life time opportunity to youth at risk who have experienced academic, social and family shortcomings and haven't succeeded in past educational frameworks. Manof opens new doors for these youngsters, allowing them to blossom and realize their potential in a wide

variety of subjects such as manufacturing, engineering, pastry cooking, dog breeding and training, graphic design, hair design and economics and management.

The Manof Youth Village was founded in 1975 and consists of 180 students on campus in northern Israel. In 1999 the kennel was established in memory of Uriel Bar Maimon, a student of Manof who was killed during his service in the Israel Defense Force, and in 2006 it was transformed into a professional breeding and training ground with over 100 canines, led by the head trainer, Arkadi Schulman, an army veteran with over 30 years of experience.

The Manof campus is situated in the pastoral area of northern Israel composed of green grass, modern buildings and sports and educational facilities. During the day the students carry out a regular high school schedule including studies and extra curricular activities. Towards the afternoon, the members of the canine study track make their way to the pound to spend time with their four-legged friends.

During the day the dogs spend their time with the professional trainers training for drug and explosive detection, patrol methods and other police work. They are cared for and

played with by the students of Manof. During the day the youngsters feed the dogs, take them out for walks and play time, accustom them to public areas and assist in their training.

Throughout the program, the students learn to care for the dogs and train them, learn about communicating with them and understanding their 'language' and senses - all while learning the fundamental values of patience, tolerance and mutual understanding. The program creates a bond between the teenagers and the dogs which causes a positive change in their self confidence, interpersonal relations and everyday life – allowing them to deal with decision making, problem solving and conflict management.

A win-win situation: the Manof success story

Joy, a German Sheppard, graduated the Manof training program as a drug sniffing dog and joined the Israel Police immediately afterwards. Joy was assigned to the southern district, and after going through police operational training, she starting participating in field operations. In a police raid in November this year Joy continued to search the scene even as the police officers were packing up to go. Right before leaving, Joy located a package buried in the ground under an animal carcass containing 11 kilo of heroin.

“My dog doesn't only work with me, he cares for me. We have a very special connection” says a police dog operator, “he knows exactly what needs to be done out in the field”.

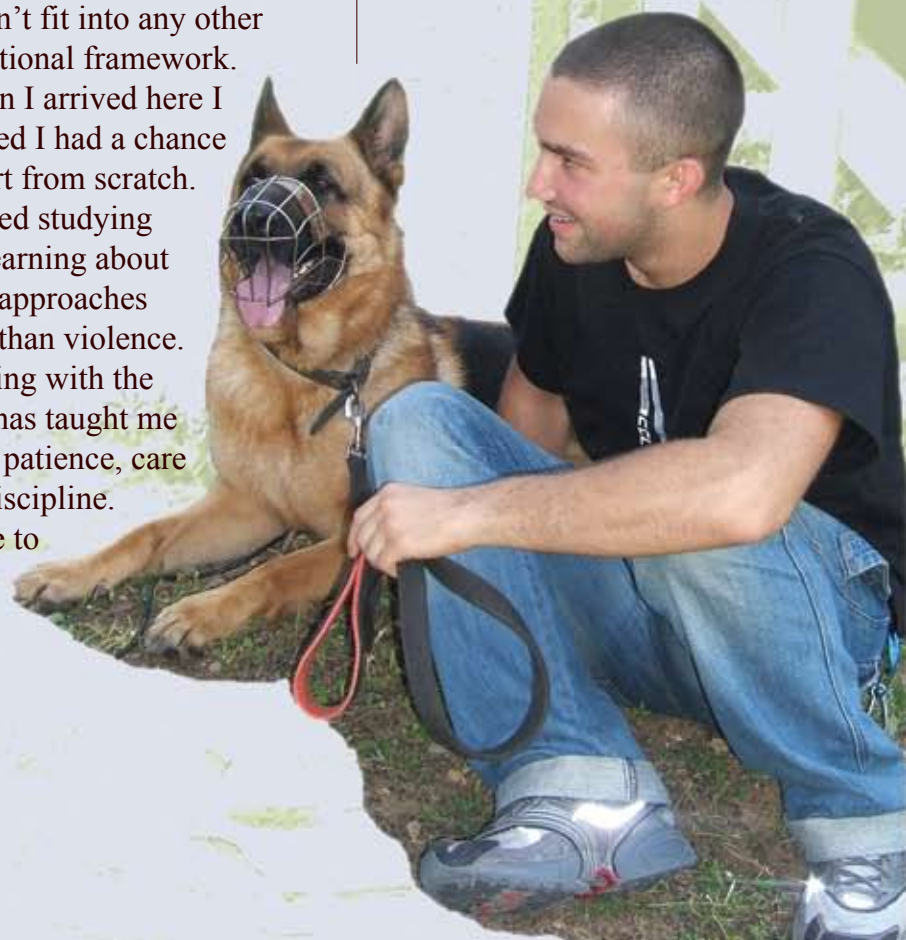
The Israel Police was not the only one to benefit from the program. The dogs will never know the incredible effect they had on the lives of youngsters in the Manof Youth Village. Many of the canine training members have graduated high school and were drafted to the Israeli army. Eight members were accepted to the IDF canine units and one student is a dog trainer in the Israel Prison Service.

Before entering the program, many of the students would have never even believed they would graduate high school. “I owe it all to the dogs and to Manof” said one of the students who has always been shadowed by his criminal background and couldn't fit into any other educational framework. “When I arrived here I realized I had a chance to start from scratch. I started studying and learning about other approaches other than violence. Working with the dogs has taught me about patience, care and discipline. I hope to

continue my dog training studies overseas”.

The State of Israel and its people benefit two-fold from this unique program. The streets of Israel are a safer place to live as the Israel Police officers work hand in paw with their new Israeli trained partners in combating crime. In addition, Israel's society is reinforced with a fresh group of youngsters which otherwise would have little options for getting their lives back on track. The dogs of Manof granted them the second chance they so desperately needed.

As they go their separate ways, the dogs serving the Israel Police and the State of Israel, and the student finishing their army service and continuing with their lives, the two share a very special bond. The Ministry of Public Security and the Manof Youth Village gave them both an opportunity to make a difference.

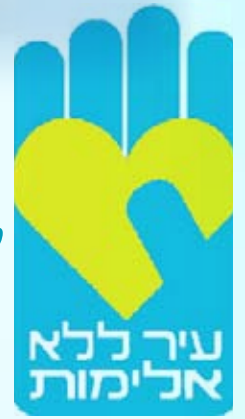




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Ministry
 of Public Security



“City without Violence”

Orly Innes-Kenig, Ph.d

The “City without Violence” program is a national program which offers an innovative working model for coping with violence on the urban – systemic level. The model has been initiated, developed and applied in Eilat /Israel, starting early 2004. A national steering committee with the participation of government’s offices and major capital funds supported the program since it started.

The first year of operation was devoted to studying, mapping, planning and crystallizing the model, and as of 2005, dozens of activities and projects were developed and implemented within the program.

The program has developed a **methodology, a theoretical model and set of tools** for coping with **all kinds of violence for any city or town** that will choose to operate it. In September 2006, due to the success of the program in reducing the scope of violence by 40% - 60% in difference violent areas, a decision was made by the Ministerial Committee against Violence headed by the Minister of Public Security, Avi Dicter, to apply and assimilate the “City without Violence” program

in 10 additional cities, while the program in Eilat will be used as an exemplified and teaching program to the new communities.

“City without Violence” is a complex program that incorporates dozens of activities and projects. It operates on the basis of core and shared principles that include, among others, partnership, integration and interfacing, unified language, clear rules, personal example, taking responsibility, effective response, developing an alternative to violence, and emphasizing prevention and treatment in the wide context of violence. The essence of the program is the strategy that was crystallized for the activity of different organizations that deal with this subject in the city.

The Vision

The creation of a city atmosphere that will promote the values of mutual respect, tolerance, dialogue, negotiation, and respect for human rights and dignity while condemning breaking of the law, disrespect of human rights and the illegitimate use of force of any kind.

The Goal of the Program

At a municipal level, the goal is to systematically deal with the various forms of violence, identifying common elements and creating solutions to the different phenomenas in the broad municipal context. The program will assist all sectors in the city to have a new, common language and narrative about violence and the way to cope with it.

Objectives

- Gradual reduction of violent incidents of various kinds in the city.
- Creation of the municipal infrastructure to treat and prevent the problems of violence.
- Development of a model for cities to handle violence in its various forms.

The Method

Application of the model – proven methods and tools – by defining a multi-year roadmap and plan addressing the local problems and potential approaches involving local staff from various disciplines and sectors incorporated with external expertise related to the



Eilat
 model city
 for the program



Netany



Rahat



Ramla



Upper Nazareth



Akko

THE MINISTRY

program's methods and tools. As part of the program framework, the city violence will be mapped out, the risk factors and potential means will be identified. The program's approach is multidisciplinary including different elements that can contribute to the reduction of the problem, such as educational, law enforcement, welfare etc.

Program characteristics and innovation

The "City without Violence" program is innovative in several senses:

- The program is designed to develop a method and a set of tools for future application in any interested community.
- The program deals with all violent behavior situations in the community.
- The program is based on the fundamental assumption that violence exists as part of a city-wide and societal context and tries to create changes in this wide context, not only in the issues directly related to violence.
- The program tries to understand the common elements of the various types of violence in terms of risk factors and solutions.
- The program proposes a model for learning the unique characteristics of the city that represent risk factors for violence.
- The program defines areas of activity or caution in

creating change while distinguishing those issues directly linked to violence from those that have an indirect effect on the violence.

- The program presents activities to be conducted in each separate area of activity in order to create the change needed in each and every field.
- The program emphasizes the creation of municipal infrastructure which should prevent the development of violent situations and will enable to cope with them effectively.
- The program has crystallized a strategy for each domain (enforcement, education, welfare etc.) which consists

of guiding principles for action, core programs, programs based on municipal mapping and programs based upon the local attitudes and preferences.

- Actions and projects applied as part of the program will be determined as a result of diagnosis process and detailed study of unique characteristics and needs of each municipal areas and infrastructures as already mentioned.
- Creation of organizational cooperation which follows a holistic, horizontally balanced and integrated view on different solutions as key differentiator vs. the traditional vertical organizational focus.

Zero-violence cities

The "City without Violence" Program is an innovative operational model aimed at dealing with all the various kinds of local violence at the urban-systemic level.

The model, which was developed in the city of Eilat, has proved to be remarkably successful. In light of this success, the Ministerial Committee against Violence decided in September 2006 to launch the "City without Violence" Program as a country-wide program for a systemic war against violence at the level of the local authority.

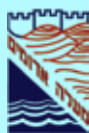
The "City without Violence" program has been implemented nation-wide since 2007 and today includes twelve cities

It is anticipated that the program will eventually be extended to additional cities interested in being included.

"The goal and the objective," says Public Security Minister, Avi Dicter, "is a zero-violence country."



Tiberias



Maaleh Adumim



Lod



Hadera



Bat-Yam



Ashkelon



POLICING

Quality Personnel as t

The challenge of recruiting

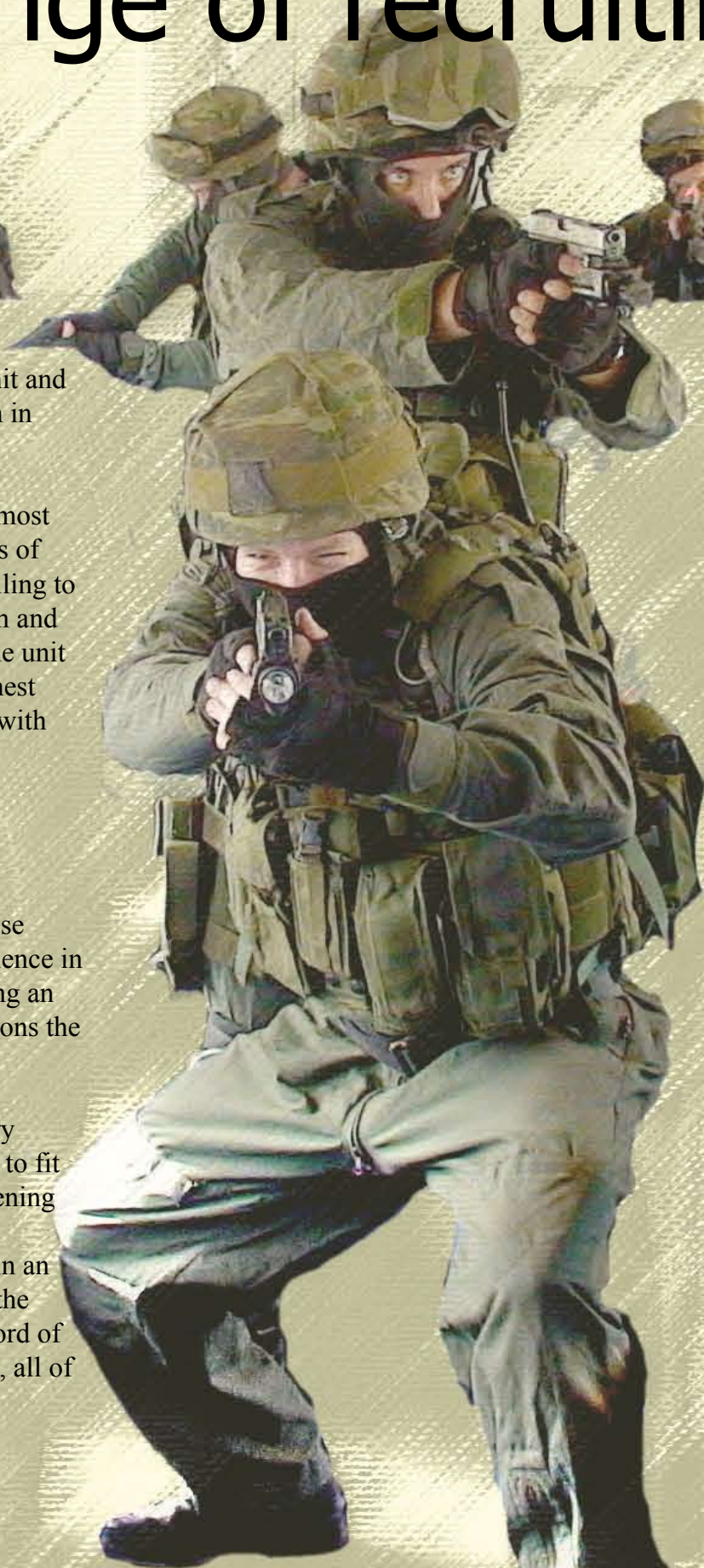
Major Hani C.

The **Yamam** is the Israel National Police Counter Terrorism Unit. Established in 1974, the Yamam has a world renowned reputation as a leading counter terrorism unit and has spearheaded the battle against terrorism in Israel over the past three decades.

Recruitment to the unit remains one of the most significant and sensitive steps in the process of identifying the future operators who are willing to risk their lives in the battle against terrorism and in protecting the lives of Israeli citizens. The unit places great emphasis on obtaining the highest quality personnel and then providing them with the appropriate training and skills.

The Yamam opens a training course once a year and requires basic attributes such as professionalism, determination, courage, leadership, fighting spirit and modesty. These characteristics, along with command experience in the military, are crucial elements for building an effective force for the wide variety of missions the unit conducts each year.

The unit receives hundreds of resumes every year from prospective candidates that seem to fit the bill, yet only a careful and reliable screening process exposes the best of the best. Such a case occurred recently. "D" was an officer in an elite unit in the IDF. He sent his resume to the Yamam which presented an impressive record of professionalism, leadership and persistence, all of



(Yamam)

the Secret of Success of outstanding operators

which made him a legitimate candidate to join the unit. During his interviews with the senior command of the unit, a number of aspects were uncovered which cast some doubt on his compatibility with the unit. Sure enough, those doubts were proven correct during his field tests later in the selection process.

Friedrich Nietzsche once said: "He who has a why to live can bear almost any how". A Yamam operator is well aware of the reasons he was recruited to the unit and the goals of the operations he conducts. To attain these goals he will be required to make instant independent operational decisions in the field. He is fully cognizant of the critical importance of maneuvering forces into a position where the enemy will be incapable of continuing the fight.

Another aspect looked for in the prospective Yamam operator is a psychological element. Over half of the Yamam members were officers in the Israeli Army. Such an operator, who was accustomed to commanding others and

In March 2000, Israeli intelligence located a number of terrorists who entered Israel from the Gaza Strip and hid in a house in Taibeh. The terrorists were in possession of a number of large suitcase bombs and were on their way to carry out a simultaneous terrorist attack in five Israeli cities.

Yamam operators surrounded the building when suddenly one of the terrorist exited the building and blew himself up by the forces. The teams stormed the house killing all four of the terrorists.

One Yamam operator was injured in his leg during the incident and after a long rehabilitation, was fitted with a prosthetic leg and

returned to continue his service in the unit.





leading them into battle, now has to make a complete mental change by removing his officer rank and accepting the unique combat techniques of the Yamam.

The Yamam operator's maturity and judgment, along with his years of service to his country, are significant contributions to the unit and its abilities in the unique world of counter terrorism. His experience teaches him to retain situational awareness and beware of complacency and mental laziness.

The every day operations of the unit against high priority terrorist targets, "ticking bomb" suicide terrorists and

serious crime, along with maintaining preparedness for hostage rescue, require unusually high standards of operational capabilities which the average person would not be able to sustain.

Recruiting appropriate personnel to protect the State of Israel and its citizens is a primary challenge for the unit. Only about one percent of the initial candidates actually begin the grueling training course, and not all of them will graduate and become Yamam operators. The long and meticulous screening process and training pays off: the life-risking determination that every single one of the Yamam operators and commanders

displays has made a major contribution to the security of the State of Israel and the safety of its citizens.





The Israel Police National Training Center is Gaining Momentum

Training Center Tender Committee Ministry of Public Security

The decision of the Minister of Public Security, Avi Dicter to implement the program for the creation of the Israel Police National Training Center in accordance with a defined timetable means that this program is now beginning to gain momentum. The unique project will combine the 19 police training schools, currently dispersed throughout Israel, into a single training center that will be built in the area of Beit Shemesh. For this purpose, a public tender will be issued, with the successful bidder being responsible – in the context of a PFI (Private Financial Initiative) arrangement – for the center's establishment and operation as well as for the supply of some of the training services for Israel Police officers. Responsibility for the program's implementation has been placed in the hands of an interministerial committee consisting of representatives from the Public Security Ministry, Israel Police and Finance Ministry and headed by the Finance Ministry's Deputy Accountant-General, Avi Dor.

The Ministry of Public Security and the Israel Police attach great importance to the basic and ongoing training and the professional development of police officers from the moment they are recruited and throughout their career. Training plays a major role in the preparation of police officers for the effective performance of their duties as well as in the development of their professional skills and in the provision of extensive knowledge in a wide range of subjects. The central goal of the training process for Israel's police officers is to enhance their professional capabilities so that they can effectively deal with current and future challenges.

Today, the Israel Police training system comprises 19 police officer schools, including four national schools, six district schools and nine professional schools dispersed throughout the

country. The geographical distribution of the training schools stemmed primarily from various constraints that arose over the years. As a result, the Israel Police training network is scattered over a wide geographical region, with the training facilities often housed in old buildings that are unsuitable for the current training needs of the Israel Police.

The program for the creation of a national training center will enable the Israel Police to upgrade its entire training system and to introduce not only overall organizational changes but also improvements in the training process. The National Training Center will have state-of-the-art technological aids that will enable a more efficient use of resources and means and will make a wide range of advanced technological tools readily accessible to all participants in Israel Police training courses at all levels.

The National Training Center will be situated in the industrial zone of the city of Beit Shemesh, which is located about a half-hour's drive from Jerusalem. The center's location will make it easily accessible by main traffic arteries, such as Highway 1 (the Tel Aviv-Jerusalem Highway) and Highway 6 (the Trans-Israel Highway). Most of the training facilities of the Israel Police will be housed in the new center and that fact will enhance the quality of

the training the Israel Police provides its police officers and will save resources, which, in turn, will enable the center to continually improve the level of the training it delivers and thereby constantly improve the level of performance of Israeli police officers. The National Training Center will be science-based, offering a wide range of advanced training modalities, and will therefore be capable of providing an effective response to the different training needs of the Israel Police.

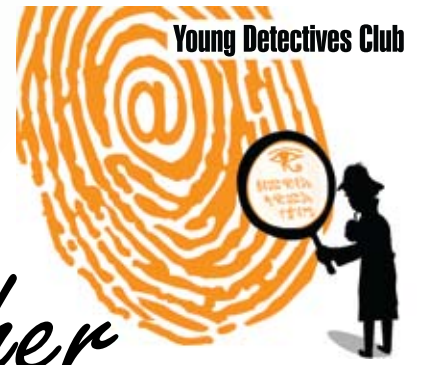
The center will be established in accordance with the principles of a PFI (Private Financial Initiative) arrangement. In other words, the successful bidder will be chosen by public tender and will have to meet various criteria and demonstrate capability in a variety of essential areas, namely, training, construction, maintenance, finance and training management. The successful bidder will establish the center, operate it and see to its ongoing maintenance, and will administer the training system in accordance with the framework that will be decided upon. Under the PFI arrangement, the bidder will be responsible for providing the funding needed for the creation of the center and will be reimbursed for this funding in installments distributed over the period of the franchise. Thus, the Israel Police will make an annual payment for the training needs of each

specific year. Currently, an interministerial public tenders committee is working on the definition of both the tender and the contents of the training courses. It will soon begin collaborating with a financial team that will define pricing units and will construct the required financial model.

The new center will have modern, spacious classrooms; residential quarters; an auditorium; training facilities; a gym and sports facilities; a number of target ranges; a unit for animals employed by the Israel Police; a stadium; and parking facilities.

Many academic bodies have already begun to express interest in participating in this innovative project, and the interministerial public tender committee intends to give proper weight to the entrepreneur's capacity for providing academic accreditation for the police courses to be offered at the National Training Center, so that, in the course of their professional career, police officers can complete their requirements for an academic degree. The establishment of such an advanced national training center, with academic accreditation and with modern facilities, will create better police officers who will meet higher professional standards; who will be more skilled and more expert in their work; and who will have enhanced professional capabilities.

The Young Detectives Club: *The Israel Police and Israel's Excelling Students Work Together*



Shaul Weisband, Department of Information Services
Ministry of Public Security



In accordance with its efforts in preventing crime and violence, the Israel Police joined forces with the Society of Excellence through Education (SEE) and created the **Young Detectives Club**, as part of the Excellence 2000 program in the society.

The club focuses on subjects such as encryption, forensic science, electronic data protection and motion (physics of collision) while working alongside the Israel police on real-life cases. The teachers are trained science teachers from the Excellence 2000 program who participate in workshops developed by SEE and the Israel Police.



The beginning of a strong partnership

The unique relationship started three years ago when the Community and Civil Guard Department in the Israel Police and the Society of Excellence through Education partnered in strengthening the relationship between the community and the police by involving excelling students in the everyday police work. The goals of the program were set in the memorandum signed between SEE and the police:

1. To challenge the excelling students and to raise their awareness to the scientific and research activities in the Israel Police.
2. To expose the scientific and technological police work to all excelling students from all sectors of the Israeli society.
3. To strengthen the relationship between the police and the community by drawing leading students to police work.
4. To promote the aspiration towards excellence in youth by involving them in

ongoing investigations in the police.

5. To amplify the awareness and connection between excellence in education to values, good citizenship and community service.

Cooperating towards a stronger Israel

After many efforts by the joint steering committee, it was time to get to work. It was decided to involve the students with the technological aspect of police forensic science. Professionals from SEE met with crime scene investigators in the Israel Police headquarters and developed a unique study program focusing on the science of finger and foot prints. The program teachers went through special training with the forensic investigators and heard fascinating lectures on finger and foot prints analysis, identification of organic substances and computerized polygraphs. Forensic scientists were involved in the development of the club curriculum and designed a crime scene simulating a real case they investigated. The real-life scene is restored on school grounds, throwing the students

right into the life a police investigator. They try to solve the case by defining the crime scene, examining their investigation approaches and with the use of technology such as finger and foot print identification and photography.

The simulated crime scene is the opening activity leading the students into more intensive studies during which they will learn about classic police methods and will be exposed to real crime scenarios that were solved using those methods. The studies focus on the scientific thinking and scientific research aspects in forensic science. Although the students don't research violent crimes during the program, one of the examples for a case study was the assassination in 2001 of Rehavam Ze'evi, Israel's Tourism Minister, due to its national importance and the use of fingerprint technology to solve the case.

Throughout the year, the students hear lectures from specialists on arson, detective work and polygraph technology.

Young detectives in the service of the police

It isn't a one-way cooperation; the students proved to be helpful and resourceful to the Israel Police. During their forensic studies, the students did a 3 month study on the wear of shoe prints, using their own shoes. They imprinted



The Society of Excellence through Education was founded in 1987 with the goal to foster the concept of leadership, excellence and social responsibility throughout the entire educational community. These educational principles are the foundation of the Excellence 2000 Program (E2K), a unique program dealing with highly motivated and excelling students in the school system. The E2K program inspires its students to play an exemplary leadership role in their schools and communities by striving to reach higher goals in their education, with the goal of infusing excellence as a school-wide and community-wide culture.

Approximately 10,000 students in over 230 schools across Israel explore and discover the wonders of science and mathematical thinking every week while using the most advance technologies. The excelling schools partaking in the E2K program are invited to join the exclusive science clubs such as the Young Detectives Club and the Ilan Ramon Space Team Program. The Young Detectives Club commenced as a pilot program in 8 different schools and includes 120 members.

the soles of their shoes and followed the imprints over the months. The findings of their research were forwarded to the forensic lab in the Israel Police National Headquarters where the police forensic officer who specializes in footprints used the imprints for his own research and updated his imprint bank.

A group of girls from the Israel Arts and Science Academy in Jerusalem took the cooperation one step further. As part of a science project, the students developed, along with police scientists, a new technology which significantly enhances the detection of fingerprints at a crime scene. Their extensive studies in science and math allowed them to experiment and develop an enhancing substance which sharpens the visibility of fingerprints. Although in its early experimental stages which require further research, the new substance is an expression of creative thinking which can





only contribute to the work of the Israel Police.

The battle against road accidents is a global issue which concerns many countries world wide, including Israel. The Young Detectives Club plays its part in the global effort while focusing on the physics of motion as part of its studies. The study program, to be implemented in the near future, will be based on a real road accident, starting at the scene of the accident. The students will study the investigation of the human factor in accidents which includes calculating response times, using a driving simulator, and the affects of alcohol and social pressure on the neurological system.

The students will design road curves, examine crash angles and spinning of vehicles, measure fields of vision and blind spots, and study traffic control. They will also study the basic design of vehicles, energy transformation in motion, momentum, air pressure in tires, effective breaking and center of gravity. Their studies



will be brought to life by a professional demonstration of vehicle control on special skid grounds.

The program is also designed to assist the students in their future driving lessons, imbedding values of safe and careful driving.

Like any other good police officer, the young detectives break out of their usual surroundings and are involved with the community and community service. The community service program allows the students to convey the material and values they learn in the club to others, while creating a special bond with their community. The club members volunteer with the

police and accompany them in patrols, law enforcement and traffic control. As part of this strategy, SEE and the Department of Community Policing in the Israel Police joined forces in order to involve these excellent students with many other sectors of Israeli society on which they can have a positive effect.

They may be young and they may be a few steps behind the Israel Police detectives, but the Young Detectives Club members are in the right direction towards using the Israel Police's work and knowledge for promoting excellence and commitment among their fellow students and communities.



Instruction *or* Learning? And the Key Between them

Chief Superintendant **Amihai Hever**

For years, I have lived by the motto, "In every problem, look for the opportunity it offers."

This motto is not only an emotional incentive; it is also a trigger for action.

Two years ago, I was diagnosed with cancer. That **problem** provided me with an **opportunity**: While fighting the illness, I could invest my time in writing this dictionary. I often say that between my chemotherapy sessions, the writing of this dictionary was another form of therapy. For the first time in my life, I was able to enjoy diverting my energy and knowledge I had accumulated towards the management of instructional activities and the development of an instructional mechanism.

The idea began when I was in the Israel Defense Forces, serving as commander of the

Development and Instructional Team (DIT) of Instructional Base 1, the IDF's officers school. During my stint there, I discovered that sometimes even the best instructors confuse the terms *instruction* and *learning* and, moreover, that this confusion can have an impact on our actions and behavior.

From my close familiarity with IDF training camps, the Israel Police, professional literature and from my participation in instructional conferences, I came to the conclusion that this confusion is not specific to any particular base or unit or even any particular organization but that it is, in fact, a common error.

Is our investment in the process, input, method and technique of instruction correct, justified, effective

and, in the final analysis, does it bring about results, an end-product, the attainment of the ultimate goal – **learning**?

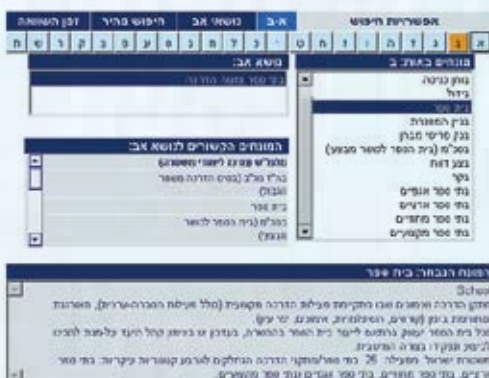
And, if we are attaining that ultimate goal of learning, are we doing so in the required amount, with the required quality and at the required speed?

Most of us understand the difference between *instruction* and *learning*; however, sometimes we speak of learning when we are really referring to *instruction*.

This is not just a matter of semantics. In fact, I would call it *applied semantics* because it has an impact on our actions.

The title of the dictionary, **A Key to Instruction**, was chosen because, for many people, instruction is a "closed book," a code that they have not been able to decipher. Although this area of

מילון מונחי הדרכה



POLICING



Ch. Supt. Hever receiving the Minister's prize from Minister Dicter

knowledge has expanded and become more sophisticated and although it is now more professional and more commonly encountered, it is still a closed book for many, where most of its subjects are shrouded in mystery and where innovation overshadows familiar territory.

This dictionary is intended to serve as a key to understanding, and deciphering the code of instruction.

Realizing that *instruction* and *learning* are words that represent the two opposite conceptual poles of our profession, all the other words in the dictionary, in my view, serve as a *key between them*.

The Israel Police invests considerably in the area of instruction for the purpose of improving the professional caliber of its police officers. In addition, we are working toward improving the status of instruction in the organization

and as a profession. We are working toward consolidating and professionalizing the instructional network and toward promoting the concept of the “commander as trainer and educator.”

In the past few years, the Israel Police is displaying greater awareness of the importance of compiling theories and is initiating a process of putting them down in writing. Instructional theory is one of the most all-encompassing theories needed by the Israel Police. It is one of the foundation-stones of any professional body or network. The basic components of this theory are the terms and concepts that create a common, uniform language and the use of clear, standard definitions and terms that will not only reinforce the language used by professionals in the field but will also help us to train the future generation of instructors.

The gaps that the terminological dictionary will help reduce

1. There is no common language used by instructors when talking with colleagues or with commanders.
2. The Israel Police has an inadequate number of professionals in the field of the development of instruction; the professionals it does have cannot meet the organization's needs.
3. Instruction is not recognized as a profession nor has the field become an academic discipline.
4. There is not enough professional reading material; nor is there any standardization in the field among professionals in Israel; furthermore, differences and contradictions can even be found between terms and processes.
5. Generally, those engaged in the various areas of instruction are not sufficiently professional in the field of instruction, and there is a need for the preparation of materials that can help enhance the professional caliber of those engaged in instructional activities.
6. The problems in the field of instruction are relevant for all organizations, especially those concerned with public and national security.

Goals

1. Creation of a common language for all professional instructors that they can use among themselves and in contacts with commanders and administrators.
2. Creation of a strong base for the compilation of a theory of instruction in particular and theories in general.
3. Broadening of the world of concepts and an intensification of knowledge in the field of instruction, together with the provision of opportunities for self-instruction, not only for instructors and educators but also for commanders and administrators in our organization and in other organizations at the headquarters level and in the field. (In recent tests to determine knowledge levels, the staff members of the department of instruction and education and additional staff members in the instructional network were even examined on some of the topics appearing in the dictionary.)
4. Creation of a basis for the development of one-day conferences, seminars and other courses in the field of instruction and the development of instruction.
5. Creation of a basis for the training of the future generation of professionals in the field.
6. Promotion of the recognition of instruction as a professional field

and advancement of the academic character of instruction.

7. Placing the Israel Police at the forefront of the field of instruction.

The essence of the dictionary

1. Compilation of a 400-term dictionary with sharp, clear definitions that will prevent contradictions between terms, draw attention to the connection between them and emphasize differences and boundaries. The terms are in a variety of areas in fields such as instruction, learning, education, the development of instruction, instructional techniques, and instructional environment.
2. The dictionary is also designed as a computerized instructional kit that can enable learning through the division of the field into major subjects, rapid transitions between terms, and comparisons of terms to determine both the differences between them and their respective contexts. It is thus possible to browse through the kit, to learn new terms, to discover explanations and interpretations of terms, and to even compare terms. These options will make it easier for users to search for, and locate, terms and to learn material on their own.
3. The level of the dictionary's availability and accessibility

is high and the dictionary can be accessed either through the Israel Police computerized network or through the civilian Internet.

The dictionary's contribution and innovativeness

1. This dictionary is the first of its kind in Israel.
2. It settles many professional arguments and establishes clear boundary-lines, for instance:
 - a) The difference between: instructor, mentor, personal trainer, controller, teacher, adviser.
 - b) The difference between: learning, instruction, guidance, teaching, tutoring.
 - c) The difference between an exercise and a drill.
3. The design of the instructional kit is original and innovative and makes the kit easy to use; for instance, users can request comparisons.
4. The manner of its construction for the Internet and Intranet enables a high level of availability for all users and permits all those involved in the instructional field to be exposed to the professionalism of instruction in the Israel Police. The dictionary is suitable for use by all branches of the Ministry of Public Security and Ministry of the Defense and also by

civilian agencies.

5. The pioneering character of the field, the transparency of the information and the professionalism all contribute to an enhancement of the organization's image.
6. The dictionary can be found on the Israel Police website. I invite you to visit the site and to see how professional and user-friendly it is.

For many of us, instruction

is like an undecipherable code. The basis for the field's professionalism is the existence of a written body of theory whose key is a standard terminological dictionary.

This dictionary is intended for use as a key for understanding and deciphering the code of instruction. The dictionary is being distributed for internal organizational validation on the Intranet.

We support the transparency

of this knowledge and we would be happy to share it with professionals in the organization as well as those who are not part of the organization.

This dictionary is an important component in the development of instruction as a profession and in the dissemination of knowledge in the field of instruction to all members of the Israel Police and to the general public.

In memoriam:

Amihai Hever

The Minister of Public Security's Research Award for 2006 was granted last year to Chief Superintendent Amihai Hever, head of the Training Development Department of the Israel Police, for developing **The Training Dictionary**, which contains all the various police terms together with full explanations and which is intended to serve as a tool in the service of both the Israel Police and other agencies.

Ch. Supt. Hever based the dictionary on much of the professional literature written in this field and on the information and knowledge he accumulated from his own personal experience and from the wide range of roles he played in the Israel Police and the IDF. When asked, Ch. Supt. Hever immediately agreed to publish this article on the dictionary and on its importance. Unfortunately, Amihai did not live to see this article published, due to his having passed away after a courageous battle with his illness. May his memory be eternally blessed.





ISRAEL POLICE LAUNCHES NATIONAL DNA DATABANK

Superintendent Hanita Grant Division of Identification and Forensic Science Israel Police

A National DNA Databank was launched at the Israel Police Headquarters in February 2007 in a major impetus to combat crime. Profiles of over 14,000 suspects have so far been entered and plans are in place to collect DNA samples from several thousand convicted prisoners. The establishment of the Police DNA Database was made possible by the Israeli Knesset (Parliament) passing the Databank Law in September 2005 with the Databank Regulations coming into effect as of 1.2.2007.

Chief Superintendent Ashira Zamir, who is Head of the

DNA Databank Laboratory at the Division of Identification and Forensic Science, explains that “samples from suspects are collected by investigators and crime scene technicians at the police station using specially designed kits. The majority of these samples are in the form of buccal swabs, as opposed to hair and blood sampling. Inner cheek cells are removed using a specific foam swab which is then, in turn, smeared onto a Whatman FTA card”. To verify donor identification, inked index fingerprints are also deposited at the base of each card.

Recently, when Deputy Commissioner Shachar Ayalon’s car was broken into, a spot of blood found at the scene matched that of an offender’s profile, newly added to the database.

As well as the Criminal Index, the DNA Database contains a record of over 4,000 crime scene profiles, most of which were painstakingly uncovered by forensic experts in the neighbouring Forensic Biology Laboratory or at the country’s National Pathology Institute in Tel Aviv.

These DNA samples are often minute and some are

invisible to the naked eye. This, as yet unidentified DNA profile, originating from saliva, bloodstains, semen and other biological material was extracted from exhibits relating to murder, rape, indecent assault, armed robbery and other violent incidences, as well as from volume crime cases such as house break-ins and car thefts.

Comparisons are regularly made between the criminal databank and these scenes of crime profiles. To date, a total of 125 matches have been found using this crime-busting technology. As the databank grows, so too will the police's ability in crime prevention and detection and, just as important, in exonerating the innocent.

Case Reports

- Almost two years ago an elderly married couple was brutally attacked and robbed in their own home by several intruders wearing balaclavas. The victims were tied up with rope which was later examined by an expert in the Forensic Biology Lab. She applied a novel method, developed by the Forensic Biology Lab, for lifting cellular material from garments. After numerous samplings of the rope the expert managed to isolate a profile which did not belong to any of the victims. This profile was entered into the database and a match was

obtained with an offender profile a year and a half after the attack, when he provided a DNA sample for an unrelated incident.

- When a young woman was recently raped, three potential suspects were interrogated for the offence. None of them matched the DNA profile obtained from an examination of the victim. A search of the database revealed the real identity of the rapist.
- In a domestic burglary an intruder was surprised by the property owner who was himself a self-defence expert. The thief managed to escape, but not before being wounded by the owner. In a nearby lane a blood stained sock, which had been used as a glove, was retrieved for examination. Blood from both the sock and the owner's shirt matched a suspect who had a record of 10 previous burglaries.

Chief Superintendent Zamir has a staff of five scientific personnel, including a soldier from the Army Medical Corps fulfilling his national service. The lab uses SGM Plus kits supplied by Applied Biosystems to determine the 10 STR loci and one amelogenin gender marker. In December 2007 the database was upgraded with CODIS, the FBI's Combined DNA Index System, which is currently in use in 28 countries and throughout the USA, in federal, state and local crime laboratories.

CODIS will not only enable better co-operation between countries, it also promises to be easier to operate and includes more applications than the present internal operating system.

In the summer of 2006, during the Second Lebanon War, while Ashira's unit was in the midst of carrying out validation tests for the new database, they also became part of a concerted group of forensic DNA and fingerprint experts who assisted the IDF in identifying soldiers killed in battle.

Currently the Israel Police is involved in discussions with Interpol regarding an international exchange of DNA information between Interpol's member states.

As for future developments, further public debate and legislation is necessary in Israel before the databank can include both a Missing Person's Index and a Relative's Index. This will allow unidentified DNA samples isolated from human remains, such as bones and teeth, to be compared with a database compiled solely of genetic markers obtained voluntarily from the relatives of those missing persons.

For further information, Chief Superintendent Ashira Zamir may be contacted at:

DNA Databank Laboratory
DIFS, Israel Police
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Applications and Project Management Department



Commander Shay Kuperman

Deputy Head, Technologies Administration, Israel Police

The Applications and Project Management Department in the Israel Police is the central technological arm of the Israel Police which provides technical support for all police operations from support in obtaining operational targets to the management of police resources. The unit, with a staff of 230 professionals, carries out development work which has an overall cash value of hundreds of millions of shekels.

The unit is involved in all of the various activities in which the Israel Police engages – intelligence, investigations, operations, etc. - and of course we are also involved in the computerization of the entire network of police resources, such as logistics and human resources. Our unit includes an in-house development group – which is responsible for BI, development infrastructures, architecture, and management

of the QA and CM networks. In effect, we are a software developer that carries out most of its activities in-house and which makes use of external personnel, when necessary. Throughout the world, the Israel Police is known as a modern, technologically advanced police force. In contrast to police work in the United States, where every defined area has its own separate police agency – the Federal Bureau of Investigation (FBI), Drug Enforcement Administration (DEA), Immigration and Customs Enforcement (ICE), etc. – in Israel, everything is conducted under one roof, which means that the Israel Police is involved in a wide range of topics.

With regard to operational development, the Israel Police is not a commercial body and its objectives are in the area of combating crime, traffic accidents, violence, etc. Most of the Israel Police's resources are dedicated to the provision of support in these areas; including, of course, computer support.

In the field of overt and covert investigations, we assist the police intelligence network with our Melekheth Makhshvet (literally, Work of Art) system, in which a total of 300 person years have been invested. This is an intelligence system that was especially developed for the intelligence and investigations units. It has just about everything imaginable, with capabilities for information collection, dissemination and formatting, issuance of warnings, interrogation and data link management. Our Melekheth Makhshvet system is a central component in the Israel Police's war on crime and violence.

The system was characterized, designed and developed from an associative perspective and is thus different from standard information systems whose development is the result of a process.

The major advantage in the system's associative character is that the system's users are free to travel its length and breadth without being limited by any specific process or

POLICING



sequence. Thus, our system meets an important need in the intelligence field, everything should be open and everything should be possible.

Another system, Maarekhet Pele (literally, Wonder System), in which a total of 300 person years were invested, supports the entire police system of interrogation management. This includes the documentation of the massive amount of information that accumulates from the crime scene through the summoning of witnesses, full documentation of all testimony, the end of the investigation and the transfer of the file to the state prosecution. In addition, the system supplies web services to and receives web services from other operational systems.

In the area of prosecution of crimes, we have a prosecution system that provides support during the process (following the investigation), from the stage of preparing the indictment sheet to the handing down of the verdict, which is documented in our verdict system.

At the next level there are infrastructural systems, which focus on the individual concerning whom various data is being collected: demographic information, criminal record (if one exists), and biometric data on the criminal population, which includes DNA components, fingerprints and photographs. Among other things, the

system can be interrogated from the standpoint of business intelligence with regard to concentrations of crime and the study of threats from the perspective of the individual – that is, the criminal as the focus of attention.

Additional system projects that the department is involved in include the state-of-the-art photo album project, in which photographs are computerized at a level that permits the organization of police lineups. The photograph's characteristics can be taken from the victim, registered as cross-section characteristics and used for a lineup – in accordance with the law – which protects both the victim and the suspect. The system has very impressive retrieval capabilities.

The A3 Project

Jointly operated by the Israel Police, the Ministry of Public Security and the Ministry of Transportation, this project offers automatic photography of traffic offenses. The automatic photograph is transferred to a control center, where it is deciphered. When there is evidence of an offense, a report is produced and sent to the citizen involved within 72 hours. This is a revolution in the field of traffic law enforcement that will reduce traffic accidents in those locations where automatic enforcement operates. As experience in various parts of the world shows, automatic

enforcement can reduce traffic accidents by up to 25 percent. The public tender for this project will be publicized in the next few months, while the actual implementation will take a year from the moment the successful bidder is announced.

Landscape picture system (GIS)

This system permits users a geographical view; a view which includes multiple tactical aspects, such as deployment of patrol vehicles, location of incidents, management of layers of data, etc. With this system, users can see all events happening in a given location in real time and are provided with data on the events, which is in addition to the location of patrol vehicles, police helicopters and naval craft and movement of suspicious individuals, etc.

The road map for the coming years

In the course of my 25 years of working in the field, I have perceived transitions between several eras. We began in the information era, where the emphasis was on the computerized collection of raw data. Afterwards, we moved on to the knowledge era, when we tried to extract, from the broad scope of raw data, knowledge that would add value and provide us with new data. Today we find ourselves in the intelligence era, where

we are absorbing computerized interrogation mechanisms and algorithms that can help us raise the knowledge we need above the available data. I hope that I will be able to bring the Israel Police to the next era – the era of wisdom, when smart infrastructures will help us in a practical manner to improve the performance of the various units in the field.

1. The geographical platform

The objective we have defined for ourselves is to change the pattern of data management from textual to visual. The basis of the idea is to present data on the basis of a geographical system, as it has been proven that the eye is the best instrument for deciphering information. If, for example, we display the concentration of events of the previous night from the standpoint of a geographical system, we will make better decisions. Geography must serve as the basis for data; we must proceed from geography to the text, and not vice versa.

2. A Uniform Desk (Gates of Knowledge)

This is the organizational information portal of the Israel Police. It contains personal and organizational data, and provides entry to applications, reports, forums, information management and document management. By concentrating the data, the portal offers the organization a clear-

cut picture: Decisions can be made on the basis of uniform data with all players presenting their own particular data.

3. The technological police officer

Since most of the operational network of police officers works in the field, there is a need for bringing the data to the place where the individual police officer is working in each of the various sectors for which the police is responsible.

We find ourselves today in the final stages of the development of a cellular secured data transfer platform. On-line data in the field will usher in a revolution in the manner that data is used.

4. ERP

As noted above, over the next three years, a transition will be made from existing systems to an SAP system in the fields of financial management, maintenance, personnel, logistics, project management, etc.



5. Tools for the war on crime and violence

Among the topics included under this rubric are: (1) the need to bring technology to the crime scene and to collect evidence for further investigation in real time in order to create strategic deterrence (2) the identification and use of the links or correlations between data components and crime (3) the activation of an associative search engine, Data Mining, for the modeling and identification of crime profiles. As a result, the identification of criminals will be faster and they will be brought to justice faster with incriminating evidence. Better yet, they will be deterred from committing a crime.

6. Integration

Through SOA (service oriented architecture) technology, the integration of systems will become a possibility. The integration of data will help both interrogations and operations. We will continue to develop SOA technology in accordance with the web service technique. All the systems that are required for the obtaining of data from our systems will receive their data through SOA. We will continue to operate in accordance with this principle for all future systems, as well.

New National Crime Unit Inaugurated

2008 Israel Police News



During the inauguration ceremony

On Tuesday, January 1st 2008, the Ministry of Public Security and the Israel Police inaugurated the new National Crime Unit, commanded by Major General Yoav Segalovitch. The new unit will include 950 police officers combined of five existing national units and will spearhead the battle against national crime organizations.

During the ceremony, the unit's name was announced: "Lahav 433". 'Lahav' is 'Blade' in Hebrew, and 433 symbolizes the 4 national units which assemble the new unit, and 33 is the symbol of the fifth unit, the "Gidonim" unit.

The ceremony was held in the presence of the Minister of Public Security, Avi Dicter; the Commissioner of the Israel Police, Inspector General Dudi Cohen; the Israel Attorney General, Menahem Mazuz; the Israel State Prosecutor, Moshe Lador; the Director General of the Ministry of Public Security, Rani Falk; the Commander of the new National Crime Unit, Major General Yoav

Segalovitch; the Commander of the Department of Investigations and Intelligence; the Mayor of Modiin and the top brass of the Israel Police.

The new unit will combine five national units which specialize in crime:

- The National Unit for International Crime
- The National Unit for Economic Investigations
- The National Unit for Car Theft
- The National Unit for Fraud
- The 'Gidonim' Unit

The new National Crime Unit will be responsible for complex investigations and its police officers will be equipped with state of the art intelligence and technological tools which will give it a big boost in its battle against severe crime.

The establishment of the new unit is yet another step in the implementation of the Minister's policy set for the Israel Police.

Minister Dicter spoke at the ceremony and congratulated the new unit. "Today we are inaugurating the new unit which will be operational throughout the country. This step, combining five already

operational units is a required one; the five units are the five fingers on an iron fist. I am positive that this united fist will be stronger than the total sum of the five units. The soul of the unit will be the intelligence it produces along with its operational independence and professional link to the Department of Investigations and Intelligence in the Israel Police. The Israel Police will be a deterring police force and criminals will now know that crime doesn't pay and criminals will pay the price".

Major General Yoav Segalovitch, Commander of "Lahav 433" said that the force, power, strength and size of the new unit, along with its resources and thinking will bring great achievements in the minimization of severe crime and public corruption, which will bring a change in the general atmosphere.

"It is a great privilege for me to serve as commander of this unit, a privilege which also holds in store great responsibility. My mission is to on one hand maintain the individual success of each unit but also add another aspect of success which will be the product of the united force".



CORRECTIONS: PRISON SERVICE

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LABORATORY



FOR LIFE

IPS, Office of Spokesperson



Nir, the Israel Prison Service's school and training base, is shaping Israel's next generation of prison guards. About one-sixth of IPS personnel spend a year at Nir. In addition to new prison guards, Nir provides training for non-commissioned and commissioned officers and commanders at the various levels of command. Nir is determining what the IPS will look like in the future, and the future looks better than ever.

A few weeks ago, Colonel Debby Sagi, director of the Nir School, heard a prison guards course trainee utter a curse during a telephone conversation with his girlfriend. Col. Sagi, summoned the trainee to a Suitability Committee to determine whether he could finish the course and ultimately join the ranks of the Israel Prison Service. In the final analysis, the committee decided to grant the trainee a second chance, but only after its members had been persuaded that this had been a passing episode and that such behavior would never be repeated.

“Just imagine that this incident had occurred at the central bus station,” Col. Sagi told the trainee, “and that citizens overheard you and were looking at you. The two of us

are wearing the same uniform, the uniform of the IPS. When you act in such a manner, you also represent me, you represent the system. Verbal violence might be appropriate for someone on the other side of the fence where the offenders are, but not for someone who is wearing the uniform of the IPS.”

The image of the future commander

This story perhaps illustrates in the most graphic fashion the decisive role played by the personnel at Nir, the IPS' sole school and training base, in the education and molding of the prison guards of tomorrow. About one-sixth of IPS personnel spend a year at Nir. In addition to new prison guards, Nir provides training for non-commissioned and commissioned officers and

commanders at the various levels of command. All of those attending courses at Nir participate in a variety of unique programs. The curriculum includes core courses, professional training and workshops. Nir provides its students not only an entire universe of learning material, regulations and procedures, but also values and a unique perspective. It plays a central role in the change that has been taking place throughout the IPS ever since Lieutenant General Yaakov Ganot became IPS Commissioner. It could be said that Nir represents what the IPS will look like in the future, that it reflects an entire organization. “At Nir,” comments Sagi, “we are concerned with the IPS of the future, not the antiquated IPS. Here we mold the image not only of today's prison guard and commander, but also the future's.”

A sense of mission

We invited Sagi; Major Alona Zarjavsky, commander of the prison guards program; and Captain Suzie Saadon, commander of the prison guards course at the school, to take part in a round-table discussion. Sagi, aged 50, has been with the IPS for 22 years. Her past positions include command of the Hermon and Neve Tirza prisons. A year ago, she arrived at Nir and since that time she has energetically spearheaded the changes that have taken place there. She is married and is a mother of four. Zarjavsky, 39, is married and is a mother of three. She joined the Nir staff five years ago. She has served as commander of the prison guard and officers courses at the school and, two years ago, was appointed a program commander. Zarjavsky has a B.S.W. and a Master's in criminology. Saadon, 34, is single and joined the IPS four years ago, after completing her Master's in criminology.

Nine months ago, when she felt that she had acquired sufficient knowledge from the field to contribute to others in the organization, she joined the training team at Nir.

The three officers are aware that they are at one of the most significant and influential junctures in the IPS. They define their jobs as a sacred mission. "Only recently, I received the results of the organizational diagnosis we conducted," explains Sagi. "We asked instructors at the school about their sense of mission, about the extent to which they think they influence the trainees and also about the organization as a whole. As it emerged from the diagnosis, 94 percent of the personnel identify with the school's function. It was discovered that they consider the work of the instructor a central factor in the process of molding prison guards when they join the organization and in the development of the leadership

of the future generation of commanders."

Zarjavsky: "We are talking about a sense of mission not just at the declarative level but also in practical terms. We control the main switch and that fact is what drives us forward."

Saadon: "Our capacity for having an impact is huge. The trainees attending courses at Nir are assigned to positions throughout the IPS. That is what increases our sense of responsibility and amplifies the meaning of our work."

Sagi: "The commanders who receive what I 'produce' at Nir will have to digest over a period of many years what we have taught here for a period of a month or two. This is an immense responsibility and it is accompanied by much soul-searching. Take, for example, the prison guard course. I am the one who must decide whether the trainees



are suited for work in our organization. It is vital that my projection regarding the future success or failure of the individual standing before me be correct. You could say that I am actually determining an individual's fate....”

A place that produces knowledge

The Nir School was founded 30 years ago at a training base for the Border Police in Kibbutz Yael. In the late 1990's, it was transferred to a new facility in Ramla, where it is still located. The trainees have the use of the facility's 16 deluxe classrooms, which have the finest technological equipment. In the school's courtyard there is a large, impressive compound that is a model of different cell blocks in Israeli prisons; these models are used for the training of the school's students. The cell blocks are built as separate units, just as in a real prison; the only difference is that, at Nir, there are no prisoners. The structure enables trainees to drill their skills in the storming of cell blocks, to become familiar with open and closed cell blocks and even to understand what an exercise courtyard looks like. The idea is to prepare them for the real thing – work in the field. After it had for years served as a “preserver of knowledge,” to quote Sagi's definition, it was decided that the school would become a place that also

“creates knowledge” and that is a vital factor in a growing, developing organization like the IPS today. “I set myself the task of transforming the school into a place that spearheads processes of knowledge in the organization and that does not merely rely on existing knowledge,” comments Sagi. “I absorbed that idea from my studies at the MBL (Hebrew acronym for the Israel Defense Forces' college for national security). Ever since the 1973 Yom Kippur War, the basic guideline in studies offered in the context of the IDF has been that one must not depend entirely on existing knowledge but should instead try to project the future as well. If we fought our wars solely on the basis of our knowledge of past wars, we would never be able to win the ‘next war.’ If we only look back in retrospect, we will never succeed in dealing with changes in a dynamic setting. Over the past three years, the IPS has undergone an immense change. We are talking today about a totally different organization, one that is innovative, progressive and constantly developing. Our school must take part in that transformation.”

In order to further her goal, Sagi developed what she terms “a model of an organization that spearheads knowledge.” On the blackboard in her office is the drawing of a triangle, which symbolizes her entire philosophy in a nutshell.

According to Sagi, the triangle defines the school's position in the organization not as a place that merely responds but rather as an active unit that is far-sighted and which builds itself up as a creative place capable of influencing the organization through the personnel passing through its gates.”

How does the model work?

Sagi: “The initial stage entails learning, the didactics, namely, what happens during a classroom lesson. It must also include an expanse offering friction with the organizational and external settings. The school must keep one eye focused on what is taking place ‘outside’ – in prison facilities throughout the world. Although we do not invest much in research, for example, there are others who do, and we must learn from them. The school cannot just look ‘inwardly.’ It must be nourished by content experts in the fields of learning and development, who are partners in the organization.

“In addition, the school must place itself in a position where it can influence systemic procedures in the IPS. We must be those who express our opinions on various topics in the organization; we must serve as the organization's ‘electronic sensors.’ For instance, the privatization of prisons, a subject that is being discussed within the IPS. It

is vital that we explain to our prison guards what such a process entails even before they begin working in the IPS.

“Nir is a ‘laboratory.’ Here we are allowed to make mistakes and we even utilize our mistakes in order to learn how to do things differently. A mistake at Nir is homework, not a gallows. The role of this ‘laboratory’ is to gather information and to build work models. I want to influence our cadets, who will become commanders with different models of leadership. Furthermore, we work on ‘polishing up’ issues concerned with moral values and ethics. Prison guards may learn how to handcuff a prisoner, how to break into a cell block; however, if, in their work, they do not follow a moral code and do not respect the prisoner’s human dignity and if they see their prisoners simply as items that must be counted at roll calls, then our school has failed.”

A question of ethics

The core courses at the school include a prison guard course and a course for non-commissioned and commissioned officers. The increase that the IPS has experienced in recent years has directly influenced the school and the number of its students. The addition of inducted prison guards – inductees who are doing their compulsory military service at the IPS – has an

impact on the composition of the trainees at the school. The inductees today constitute a third of the trainees in the basic prison guard course. During the eight-week course, which has both theoretical and practical aspects, a suitability committee determines whether the trainees are suited to serve as prison guards. In this case, Nir acts as a filter. “The school places particular emphasis on moral and ethical questions when trainees are being assessed on their suitability as prison guards,” says Zarjavsky, “because these are the most important and significant issues.”

Saadon: “Some prison guards have learned in the field, from experienced guards, certain behavior modes that should have vanished long ago. For instance, a guard told me, ‘If a prisoner spits in my face, I

will break his arms and legs.’ I replied, ‘If someone spits in your face, that is not an excuse for using force.’ Afterwards, I lead him to the stage, where, thanks to another mode of behavior, the prisoner himself says to the guard, ‘I apologize, I deserve to be punished.’ In the wake of such simulations, the guards understand that, up until that moment, they had not been working properly and that they must do things differently. Some guards have heard that it is permissible to beat a prisoner, as long as you leave no visible marks. Here they undergo a process of change. In the course of our discussions, various ethical issues are raised by the group and we clarify them together. The question here is not what you can or cannot do and what you might have to answer for when facing a commission of inquiry; what we deal with



goes much deeper.”

Sagi: “The screening processes and the higher minimum standards that the IPS today demands from new recruits bring us people who are of a better caliber than what was the case in the past. The school’s role is to take this population, which, in any event, has favorable characteristics to begin with, and to empower it so that when these young guards are assigned to their units, they will be the ones influencing the veteran guards, not the other way around.”

Zarjavsky: “It should be recalled that here at Nir we intake guards who want to work in the organization, who are very excited about this profession. They come with very high motivation and with a will to succeed; thus, they are open to learning new



things and they are prepared to listen. For instance, at the end of the last course, five trainees announced that they were registering for an undergraduate course in criminology. From our standpoint, this is truly a milestone.”

A great medium

A third of the graduates of the basic prison guard course will eventually register for the non-commissioned officers course. Non-commissioned officers, although they do not have the rank of a commissioned officer, carry out command roles. The course lasts 11 months, during which time the participants are given effective tools for their future role as commanders and leaders. About half of basic guard course graduates, after completing a non-commissioned officers course, will subsequently register for a commissioned officers course. There, explains Sagi, the filtering process is personality-based. In addition, Nir has a specialist officers course, for cell block and shift commanders; the school also offers an administrative officers course and supplementary prison work training for recruits who are already officers in the Israel Defense Forces and who therefore participate in an abbreviated course. Once or twice a year, the school launches a basic officers course for the training of educational personnel.

Recently, an old custom has been revived for the participants in commander courses: a day of exposure to the subject of education, treatment and rehabilitation.

“During that day, the trainees in the course are exposed to activities that they generally are unfamiliar with,” notes Sagi. “They sit on a rehabilitation committee, for instance, and see how a considerable of time is spent discussing the fate of a single prisoner. They hear all the soul-searching on issues such as whether a sex offender should be transferred to a rehabilitation program. We place them in treatment groups, as if they themselves were prisoners so that they can experience what things are like on the other side. We allow them to sit with Drug Addicts Anonymous groups, and so forth.”

The course with the longest seniority at the school is its command and staff course, which is given once a year for 25 senior commanders that have been earmarked for promotion to the position of warden. This course is for prison guards with the rank of lieutenant colonel or major. “This is actually the only course where the participants learn about the organization’s external setting,” explains Sagi. “The participants learn about security and other agencies that interface with the IPS, such

as the Prisoner Rehabilitation Authority, the Ministry of Education, etc., and these commanders are given a more comprehensive view of the IPS as an organization operating within the context of the State of Israel. In addition, the participants learn about issues involving work at the headquarters level, administrative questions, and basic concepts in modern management.”

In contrast with what was customary in the past, Nir operates its own workshops. All the workshops that were once given by external lecturers are now led by IPS personnel who are experts in what is happening in the field and introduce in the classroom issues taken directly from the prison environment.

Specialist departments in the IPS that wish to train their personnel find a suitable place at Nir, which is an effective medium for this purpose. In this case, the school provides the infrastructures while course content is set by the individual specialist department.

We are the “vehicle”

Nir today is on the brink of a new process. What began as an internal program directed at personnel and trainees is now spreading outwardly, into the field. Nir personnel present their school’s goals to all relevant prison officials.

Officials representing the various prisons that have sent trainees to Nir participate in the summing up meetings of the commander courses so that they can become more familiar with the trainees they will ultimately intake and so that they can form an opinion of them. In addition, during the upcoming year, common goals will be established for Nir and the IPS’ training department. “If our school is the ‘vehicle,’ explains Sagi, ‘the training department is the central institution where the vehicle goes for its overhauls. The training department’s role is to give us the 10,000-kilometer overhaul every so often.

We need to define common goals and to distribute them throughout the guard’s work period with the IPS – from recruitment to retirement.”

Like her colleagues, Zarjavsky and Saadon, Sagi knows that

there is still a long way to go. She herself assumes that she will remain at Nir another year or two. She misses the field, she admits. The same can be said about Zarjavsky and Saadon, both of whom intend to return to work inside the prison walls. “I want to leave the school with the feeling that I have succeeded in impacting the guard’s image,” Sagi sums up, “impacting what guards believe in; I want to train the next generation and to deliver to them the message that working as a prison guard is a sacred mission – an amalgam of security work and social services”.

Zarjavsky: “When I go back to work inside a prison, I will be curious to see whether we have really had an influence.”

Saadon: “In another few years, perhaps, I might come back and take over for Debby.”



Straight Talk About Drinking

IPS, Office of Spokesperson

“This is your home; you can always come here,” says Major Orli Halfon with a smile to a prisoner who has finally completed the treatment program and who is being transferred to the drug-free wing for inmates who were once addicted but who have kicked the drug/alcohol habit. However, as is usual in a treatment department, nothing is as simple as it looks. “This fellow whom you are looking at and who is leaving today was a candidate for dismissal from the program,” relates Halfon. “He was close to the very end of his treatment when

At the Alcoholism Treatment Department in the Hermon Prison’s House of Hope, alcoholics are taught that they can live without alcohol. Of the 200 prisoners who have been treated in this department since its founding, only four have returned to prison. “I used to really love to drink,” says one person in the treatment program, “but here I have learned how to channel that love to my children and my family.”

he hit someone. Although everyone wanted to overlook the incident, I was against the idea. It made no sense to me to lie to ourselves and just let

him finish as if nothing had happened. Only when we told him he was a candidate for dismissal from the program did the truth slap him in the face. He switched to another mode of conduct and was sincerely prepared to complete the treatment program and to get out of here.”

Halfon, a tall woman who is almost always smiling, broadcasts a message of strength combined with a motherly feeling. For the past two years she has been running





the only alcoholism treatment department for prisoners in Israel, and apparently the only one in the entire world. “Today there is no department in any prison in Israel or the world that treats inmates for alcoholism and which provides at the same time a comprehensive systemic treatment program,” she notes. “An alcoholism treatment department has a special built-in difficulty because alcohol consumption is not a criminal offense. The line is very thin. After all, every inmate drinks and it is very problematic to define when somebody has crossed the line of reasonable behavior and now has a real problem. The initial difficulty stems from the need to classify inmates in a prison and to bring them to the point where they recognize the fact that they are alcoholics and that they must be treated. Unlike drug addicts, alcoholics do not make problems in prison and thus no need is felt for removing them from their framework of incarceration to a treatment program. In a needs survey we conducted, we discovered that many prisoners have an alcohol problem and

that they committed their crime when they were intoxicated. Recently, prison guards, social workers and even the inmates themselves have become much more aware of the problem of alcoholism, and everyone realizes that this problem must be solved.”

“Veterans” supporting newcomers

In the Western world, it is customary to speak of a 60-percent recidivism rate among prison inmates. At the Hermon Prison, the figure is 25 percent. Some 200 inmates have completed the treatment program offered by the alcoholism treatment department since the department’s establishment, and only four of them have returned to a prison cell. “I believe in authentic, long-term change,” Halfon points out, “and I hear that same statement from the persons taking the treatment program. They know that I come here every morning not just because it is my job but also because this work is very, very important to me. I always say, ‘No one drinks alcohol just because they are thirsty.’ Why do people drink? Because of the emptiness inside them. The goal of the treatment program is to enable the inmates to identify their painful feelings, deal with them and find solutions. Alcoholism treatment is the vehicle we use to help the inmates identify their problem

and find ways to overcome it.”

Today, the alcoholism treatment program has 44 inmates, four more than the maximum number the department is capable of effectively treating. There is a long waiting list and some applicants have to wait even several months before they can be admitted to the treatment program. Of the total number of inmates who are currently receiving the program’s treatment, 30 were sentenced to prison for family violence, ten for sex crimes, and one for drunk driving. Together they participate in a variety of treatment groups, receive a great deal of personal attention and, what is most important, they are taught how to discipline themselves and assume personal responsibility for their actions. “When a new individual joins the group, we take it for granted that this individual knows nothing, just like a newborn infant, and we therefore assign a personal tutor, who is a veteran member of the group,” explains Halfon. “The tutor accompanies the new member for the first three weeks of the treatment program. During that period, the veteran will be punished for every infringement of discipline committed by the new member. The logic behind this policy is that, if the new member breaks the rules, the veteran has apparently not explained them sufficiently to his protégé. I tell the tutors, ‘Think of the new members

as three-year-olds. Now, you would never leave a three-year-old by himself or herself, would you? That is why you must never leave new members by themselves!”

In addition to serving as personal tutors, members in the treatment group can receive a wide variety of roles in the department: duty-resident, disciplinary officer, supporter of tutors, maintenance officer, task officer. Members who have been assigned a role must see that the department’s agenda is implemented, that everyone obeys the rules, and that the department runs smoothly. Together with the department’s team, the role-holders deal with any deviations from accepted behavior committed by other members in the treatment program. “We have a set of regulations that everyone must abide by,” Halfon points out. “The moment someone breaks one of the rules, the responsible person is informed. Each evening we sit together with all the role-holders. At this meeting, suggestions are made as to the appropriate task that the rule-breaker must carry out as punishment for the deviation. Once a week I hold an intensive meeting with everyone.”

However, the level of responsibility assigned to role-holders must be restricted. “Since many of the people in the treatment program were sent to prison for family

violence,” says Halfon, “a large number of them have a great need to control others and it is therefore important to limit their authority so that they will not abuse it. For instance, one of the role-holders was late in returning equipment he had borrowed from the education wing. As punishment for that infringement, I sent him to the education wing to serve as a helper for an entire afternoon. He was told to collect cigarette butts throughout the prison and, despite his position as a role-holder, he went around the prison and collected cigarette butts all that afternoon.”

Renewing contact with the family

The department’s agenda is rigid and uniform. The inmates get up at five in the morning, clean the department thoroughly, and eat breakfast together. All department meals are served in a central dining hall, not in the cell block itself, and everyone must attend them. After breakfast, all 44 inmates in the alcoholism treatment department’s program participate in a “How do I feel this morning?” group discussion.

Halfon: “We have a set format, and the participants in the treatment program must conform to it. Nonetheless, I consider it my responsibility to help them to adjust and cooperate with us. The new members do not know how

to adjust and they need our help. If they knew how to get along without help, they would not have ended up here. The department is so full because I do not dismiss people so quickly from the program. I help individuals as long as the price that the department pays does not exceed the ‘profit’ earned by these individuals.”

Twice or three times a year, family visits are made to the department. The visitors enter the department, look into the rooms, and reconnect with the family member who is serving a prison sentence. “Alcoholics sever the ties with their families,” observes Halfon. “I find it very difficult when the connection with the family is limited. The participants in our treatment program have some amazing experiences here and, if the family does not undergo a parallel process outside, I know that the participant, after being released, will come back here again. There is one fellow here, for instance, who did not speak with his family for four years. He would spend his furloughs from the prison at our Charity Center hostel. I attached high priority to the renewal of contact with the family and I worked hard, together with them, to make that happen. Now he talks with his family every Thursday, and he tells me, ‘Orli, I swear to you, I will never forget what you did for me!’”

“I am a person with a serious problem in life: I am addicted



to alcohol,” confesses one of the participants in the treatment program. “All my problems stem from the influence of alcohol. I have been drinking for 25 years, but, only eight or nine years ago, I recognized that I had a problem. I asked to be transferred here so that I could clean myself up and stop drinking. I believe that, if I can clean myself up and stop drinking, I will not return to a prison cell ever again. In the past, I would enter a prison and, when I was released, I was still the same person. Today, I feel that, when I will be released, I will be a different person. It is my dream that my family will once again start believing in me. For over 20 years, I kept lying to them. I used to really love to drink, but here I have learned how to transfer that love to my children and my family.”

Dealing with emotions

“When you hear the word ‘alcohol,’ what immediately comes into your mind?” Halfon opens up the discussion for a treatment group numbering 14 inmates that is called “Straight Talk about

Drinking.” Together with an additional social worker who is on the department’s staff, First Sergeant Noa Optovsky, Halfon uses the game of associations as one of the tools that helps enable the two of them to lead the individuals being treated deep into their pain – the personal one and the one they share with the other participants. “As the years go by and the alcoholism treatment department’s seniority increases,” says Halfon, with a smile, “I know that the inmates learn to fear it more, because it acquires the image of being ‘tough.’ However, despite the difficulties, everyone tells me, ‘You remind me a lot of my mother.’ Addicts need to have such a clear distinction made between good and evil, and at the department we undermine that distinction somewhat.”

The associations suggested by the word “alcohol” lead the participants in the group to deal with the emotions lurking behind their addiction. It is not always easy to deal with your emotions, but Halfon leads the group assertively and does not allow anyone to elude her: “What have you contributed to us? You want to tell me that you are not an alcoholic and that you do not drink? What do you think of when we say the word ‘alcohol’?” Together with the group, she arrives at a critical distinction – between what drinking gives a person and what problems it solves. “If you do not want to start

drinking again, you must know what drinking has given you. If you do not know what drinking has given you, you will start drinking again. Let us make that very clear,” she drives this point home emphatically for the group.

One of the new participants in the group is serving his sixth prison sentence. When the other participants say that there are cases when it is better not to react to external stimuli, he bursts out: “But there are cases when you have to react!” Halfon was waiting for such a moment: “Because of what you said just now, you keep on coming back to prison. But, don’t worry, we will help you.” The newcomer is dumbfounded as he tries to digest Halfon’s message. Apparently, no one had ever talked to him in that way before. After all the participants had spoken, relating what they felt that morning, he told Halfon, “I am still in shock. Are you telling me that, because of this, I am now serving my sixth prison sentence?” Halfon smiles and repeats, “Don’t worry, we will help you.”

The tenth therapist

When the 44 participants in the treatment program stand, hugging one another and reciting in unison their prayer for peace of mind, it is difficult not to be impressed by the hope and intense power in the air. Halfon: “When I came here, there were only eight

people in the department. I did not want to transfer from the drug addiction treatment program to the alcoholism treatment program, but that move was the right thing to do. I am an assertive, independent person and here I have enough elbow room to ‘flow’ and to do my work. Here I am a director, a therapist, a group counselor, a staff member of the prison system – the combination of all these roles is very much suited to my personality. I adore the people I treat and I adore my work here. I would find it very difficult to transfer to some other place.”

Halfon’s career brought her to the Israel Prison Service at a relatively mature age; however, she has had many years of experience working with addicts. “I have now been with the IPS for five years. I was immediately sent to the Hermon Prison, to direct the drug addiction treatment program there. I am a professionally trained social worker. Although I specialized in psychiatry, I quickly became involved with addiction. That is where I belong. The people I treat feel that I know precisely what they are experiencing, what it means to be an addict. Based on my experience with the people I have treated in the past, I really believe that you can get out of that world. I know that you cannot do it by yourself and I also know what is needed in order to get out of that world.”

The process of her late entry into the IPS, although she considered the work there very attractive and intriguing, was not easy: “When I joined the IPS, I made a major change in my life. I like the very casual look – I have no shirts with collars in my clothes closet. Suddenly, I had to wear a uniform each morning.... At my previous job, I was authorized to arrive each morning at 9:30, because I work quickly and get things done faster than anyone else and also because everyone knew that I would never be able to get up earlier and arrive on time. When I joined the IPS, my friends told me, ‘You will never arrive at work at 7:30 in the morning and in uniform to boot!’ The work at the IPS takes up almost all my waking hours. I feel that I spend most of my time at my job; during the week, I simply have no free time. I cannot go home until I am sure that everything that has to be attended to has been taken care of. I have been told on more than one occasion, “Why don’t you just sleep there? Why do you even bother going home?”

“It’s strange to see someone join the IPS at age 41,” Halfon notes with a smile, “and even I myself thought it was a sort of weird idea. I did a Master’s in organizational psychology and I had all kinds

of proposals for work in the management field; however, I still am not willing to give up the idea of immediate contact. I really love the participants in the treatment program, I really love my job and the combination here of the tough stuff and the gentle aspects. I feel that I really know how to help people and I am not prepared to give up doing what I love.”

What some therapists think is suitable does not always meet Halfon’s standards: “Some people say to me, ‘Look, it’s not so terrible if they are “clean” for at least the year they are with us. We don’t expect any more than that.’ Well, I do. If I cannot do something that will generate a long-term change, then I should look around for another line of work.”

“So far,” she sums up, “only two participants in the program have come back to us after having been released. I predicted that when they were near the end of the treatment program. I knew that there was still some unfinished business. Everyone says that you must participate in ten treatment programs before you are actually cured of your addiction and all therapists are convinced that they are the tenth therapist. I am always confident and I always act as if I were that tenth therapist. However, it is also important to remember that you just might not be the tenth.”



Keeping a Close Watch

IPS, Office
of Spokesperson

Israel recently passed a law protecting the public from sex offenders. With the law's passage, a new unit has arisen in the Israel Prison Service: the Unit for Monitoring Sex Offenders. Today, someone is watching them – and protecting us.



A., a Jewish male, sexually molested his children from his first marriage and the children of his second wife. Like many other sex offenders, A. is aware of his behavior and his obsession but is unable to control his conduct. He has been convicted of incest and sent to prison, where he served his sentence in full. He recently completed his sentence and has been released.

“Here you have this person sitting in prison serving a 15-year sentence for grave sex offenses. He does not get any furloughs and his sentence is not shortened by one third because of good behavior; he is treated as a dangerous criminal. Then, one day, the door is opened and he is told, ‘You are free to go.’” This is how Brigadier Ronit Zer, commander of a totally new unit in the Israel Prison Service – the Unit for Monitoring Sex Offenders – describes the case of A. and others like him. “It is like releasing a tiger. It is simply frightening to think that such a person is released without any limitations.”

That is precisely the reason why the unit was created. A. was defined as a moderately to

highly dangerous criminal and it was recommended that he be placed under surveillance, because the feeling was that, immediately upon release from prison, he would start looking around for new victims. Inter alia, it was recommended that he not be permitted to be near children, whether in a work or volunteer context, that he not be permitted to have any contact whatsoever with his victims, that it be ascertained that he has no pornographic material in his possession and that he be intensively monitored.

Making Israel a safer place

It is somewhat bizarre to realize that, up until recently, Israeli law did not prescribe any orderly monitoring of sex offenders. “In Western countries, both in Europe and North America, legislation regarding the monitoring of sex offenders has been on the lawbooks for many years, whereas, in Israel, there was a huge vacuum,” explains Brigadier General Yossi Beck, head of the Israel Prison Service Treatment and Rehabilitation Authority.

“Six years ago, the Ministry of Justice began to formulate a law that would provide a comprehensive solution as far as the state’s attitude to sex offenders is concerned. The law went into effect in October.”

Brigadier General Beck has been closely associated with the new law, the Law for Protecting the Public from Sex Offenders, from its first day. “The intention was to create a comprehensive law, not to deal with a small specific area,” he points out. “A large interministerial team – representatives of the Israel Police, the Israel Prison Service, the Ministry of Health, the Ministry of Social Welfare, the Probation Service and the Public Defender’s Office – worked on the drafting of the complex law.”

The goal of the discussions was to create a new law that would provide solutions in three areas: a professional definition of those evaluating the dangerousness of sex offenders, a field in which there were no directives whatsoever; the establishment of orderly procedures for monitoring sex offenders; and the creation of a professional

treatment context for sex offenders in Israel.

When the law went into effect, the question was raised as to who should monitor sex offenders: Should the job be given to an existing agency or should a new authority be established under the auspices of this law? As in many other instances, the agency that displayed the necessary initiative and volunteered was the Israel Prison Service. “The IPS commissioner decided that the IPS would undertake this task,” explains Brigadier General Beck. “Although the IPS works only with inmates, most of the offenders requiring monitoring are, in any event, inmates and the IPS is the agency that knows them best. As law enforcement agents, we are very familiar with the manipulateness of sex offenders. At the treatment level, the IPS began to establish a special wing for sex offenders at Masiyahu Prison without any connection to the law, the IPS’ Center for Emotional Health (the CEH) has for many years been involved in the area of assessing the dangerousness of offenders and treating them, and special treatment groups for sex offenders already existed at the IPS. The skills were there and were being utilized.”

Ever since the law’s passage and with the help of the Ministry of Public Security, the IPS made the necessary preparations for the

integration of the new unit in its organizational structure. It was decided to implement it in stages, according to a professional ranking procedure that would first provide a solution to the most dangerous populations: In the first stage (October 2006) monitoring orders would be imposed for inmates who were released after serving their sentence in full, in other words, who were convicted and did not have their sentence reduced by one third because of good behavior; in the second stage (October 2007) monitoring orders would also be imposed for those who committed sex offenses against children, in other words, those who committed sex offenses against minors but were not sent to prison or who had their sentence reduced by one third because of good behavior; in the third stage (October 2008) orders would also be imposed for those who had their sentence reduced by one third because of good behavior; and in the final stage (October 2011), all other offenders would be included - namely, those who committed sex offenses against adults but were not sent to prison.

Creating the right team for the task

Although the Law for Protecting the Public from Sex Offenders went into effect on October 1, 2006, the IPS had already begun the

organizational preparations for its implementation six months earlier: The official order was drafted, staff workers were carefully chosen, and, a month before the law went into effect, the new unit was already in place.

The Unit for Monitoring Sex Offenders has a staff of 12: six supervisors and six professional staff workers - a commander, a criminologist, a legal adviser, an assessment and treatment programs officer, an intelligence and assessment officer, and a coordination officer. “The screening was rigorous,” emphasized Zer, “the supervisors have a background of professional work in the IPS, whether in command or treatment positions, and they are very much aware of the caution with which the law must be implemented. The law itself specifies that it must be implemented with caution: The offender being monitored is a human being and a free citizen. Those who were chosen for the role of supervisors have a high level of motivation and treatment awareness and a humane approach that are combined with professional ability, strong familiarity with the system, proven experience and a profound understanding of what is expected of them professionally.”

However, rigorous screening is insufficient: “All the supervisors have undergone a training process,” explains Zer, “that included learning

about their target population, training in the legal field (an understanding of the law and its ramifications), and policing (subjects such as the use of the Internet for pornographic purposes, searches, questioning, long-range goals, short-range objectives, apprehension and observation). This is the practical side that the IPS has not placed that much emphasis on up until now. Parallel to the training, the unit is becoming more consolidated: Procedures, an implementation protocol and contents are being established.

Since this is an operational unit with a highly specific task, the technological aspect was given special attention. “We wanted the unit to have the proper operational and computing equipment, including tape recorders, video cameras and surveillance tools; we felt like James Bond,” Zer recalls with a laugh. “It is the general understanding here that this is a different unit whose task must be clearly defined and which requires the assistance of external agencies. The supervisors would wear civilian clothes and work at all hours of the day and night, including Fridays, Saturdays and night shifts. Slowly but surely, the feeling developed that we were members of an operational unit and a real esprit de corps formed.”

The Unit for Monitoring Sex Offenders receives assessments of dangerousness levels from the CEH regarding offenders who will soon be released;

the assessments are sent four months before the scheduled release from prison. For those individuals assessed as between moderately to highly dangerous, the unit formulates recommendations for the conditions of supervision. “The conditions of supervision,” explains Zer, “can include various instructions and prohibitions: for example, the offender being forbidden from approaching minors; being under house arrest at night; and being prohibited from living in or even visiting a certain district, from establishing or maintaining any contact with victims or from possessing pornographic material. The unit submits the recommendations to the state prosecutor’s office, which, in turn, recommends that an order of supervision be issued. The law’s ‘teeth’ are the penalty imposed in case the order is violated, and violation of the conditions of supervision can mean up to two years in prison.”

Careful supervision

In Israel’s prisons today, there are some 1,200 sex offenders. Over the next 12 months, 180 of them are expected to be released, after serving a full sentence. The unit anticipates that 100 of these released inmates will be referred to it for supervision, which will be handled by the six supervisors. “I am asked whether this kind of supervision - carried out once a week - is really

sufficient,” notes Zer.

“However, it should be pointed that this is the practice in other countries enforcing similar legislation. In no country do you have a situation where one supervisor carries out surveillance on a single individual for an entire 24-hour period. Those who work with sex offenders know that there is the phenomenon of a constantly expanding “circle of attack.” If you know the offender you are supervising, you will also know how to recognize the point where the offender is starting to go downhill, and that is when you have to intervene.”

Unlike what is commonly thought, most sex offenders, explains Zer, do not look for their victims at every possible moment: “There is the belief in the general public that sex offenders spend the entire day wandering around and raping victims, that they are serial rapists like Benny Sela [a convicted serial rapist currently serving a sentence in the Israeli prison system]. However, in reality, most of them move very slowly into a situation where they will commit an offense - they collect material, increase their level of stimulation and only then do they commit the offense. A supervisor who knows how to keep close tabs on the persons being supervised knows how to recognize the signs and will be able to pinpoint the right moment for taking action. When the moment for taking action arises, the supervisor

can try to speak to the offender and explain, 'Right now, you are in a dangerous situation. Watch yourself.' If that does not work, the supervisor can conclude that the person being supervised is not cooperating; in that case, the supervisor can report that the order of supervision is being violated. From experience gained here and in the rest of the world, it is a well-known fact among the experts that, for sex offenders, as opposed to other kinds of offenders, the very fact of supervision serves as a powerful restraining device. The supervisory framework actually helps sex offenders - some of them realize that they are capable of harmful acts but they are unable to control themselves. The supervision helps them to restrain themselves. Thus, the supervisory element is also a treatment factor."

The new law's "labor pains"

Ronit Zer's richly varied career in the Israel Prison Service attests not only to the wide range of opportunities that this organization offers its workers, but also to an exceptional personality that constantly seeks new challenges. "As far as my professional training is concerned, I have a Bachelor's degree in criminology and I entered the IPS as a social worker," Zer recalls with a smile. "I subsequently served in various capacities until I became head of the Diagnosis

and Screening Division at Nitzan. That division is the national center for absorbing inmates who have recently been sentenced and it is responsible for the diagnostic and screening procedures in all the various prisons throughout Israel. There I was exposed to all sorts of prisoners, I learned about various phenomena, and I considerably broadened my understanding of sex offenders."

Like all those serving under her command, Zer regards her new job as a "social mission that goes beyond the duties required in this post; we all have children out there." The fact that she is privileged to be the first person to head such a unit adds to her motivation and to her desire to create, to build and to initiate. However, every beginning has its difficulties, especially if your job is interconnected with other governmental agencies; thus, at first, things do not run as smoothly as you want: "We all have a tremendous desire to perform our duties as best as humanly possible but we are being slightly held back for the moment. We have received very few assessments of dangerousness levels; we are dependent on the CEH and we are not making the kind of progress we had anticipated. I assume that these are merely the labor pains of a new law and that the whole matter will soon be solved. Everyone who hears about this new law cannot understand how we managed without it up until

now. I am confident that, the moment one aspect will be ironed out and will be given public attention, everything will start to move forward."

In her job at Nitzan, Zer learned at close range that it is no easy task to deal with the manipulateness and false impressions that are characteristic of sex offenders: "I remember the case of the Rapist from the South, because I classified him. He was a very difficult rapist, like the kind you see in the movies. When he was in prison, he was very cooperative. He would go out on furloughs and the system simply went into a 'slumber mode' with regard to this individual. Then, on his third furlough, he fled the country. Some sex offenders can be very clever and very manipulative, and you must be very careful not to make a mistake when you assess their degree of dangerousness."

Unlike the other special units in the IPS, the Unit for Monitoring Sex Offenders does not yet have a hall of fame; however, Zer is not worried: "Today, the unit is like a tiny blossom in its initial stage of operations. However, I am confident that, in a few years, people will say, 'How did we manage without this unit?' I do not think that I am envisaging a state of utopia; it just seems so logical. After all, throughout the world, this kind of unit is an integral part of the correction system. With a little push, everything will begin to pick up speed."



New Horizon

IPS, Office of Spokesperson

Ofek Prison is Israel's only prison for adolescents. Its treatment staff uses creative treatment methods, that include animals, soccer games, scout activities, and a full day of studies. The goal of the methods is to help these adolescents rehabilitate themselves and to prepare them for life outside prison. And the methods work to a very great extent.



A few months ago, R. arrived at Ofek Prison. He had been convicted of manslaughter and sentenced to a long prison term. The crime was particularly cruel and it was given wide media coverage. The youth was aggressive and very withdrawn, and the treatment staff at the prison were finding it difficult to get him to open up.

In the course of the treatment provided to the prison's adolescent inmates, R. visited Ofek's petting zoo, where he encountered a pheasant. A short while before, this same

pheasant had attacked a goose in the petting zoo. As a

result of the attack on her, the goose was permanently blinded. R. identified with the pheasant and said to his prison therapists, "Poor pheasant, he attacked because he has a problem and I am going to treat him." The very next day, R. returned to the petting zoo, armed with a written plan he had prepared himself that was headed "Dealing with violence." This youth, who had been convicted for manslaughter and was considered aggressive and violence, had actually constructed for the pheasant a violence-reducing treatment plan. With utter amazement, the staff members watched as R. devotedly cared for the pheasant and, during his

treatment program, they also enabled him to establish an emotional bond with the victim, the goose. "Only in this way was the youth able to make the connection between the animal world and his world and to identify with the victim, who he himself had killed," says Karen Ganot, head of the social workers division at Ofek.

At the "Animals and Society" conference recently held at Tel Aviv University, Ganot and Deganit Yaari, an animal paramedic who is responsible for the prison's petting zoo, presented the process of treating inmates with the help of animals. Their presentation included R's story. "Adolescents are hard to reach with standard methods," explains Ganot, "They do, however, open up thanks to the petting zoo. That is how they build trust and create a relationship. We can learn a



lot about the youths through the way they treat the animals and through the relationship they establish with them. They keep asking us why the animals are in cages; they want to know what crime they have committed and for what sin they are now behind bars.”

Not prepared to give up on anyone

Ofek Prison is the only prison for adolescents in Israel. Behind its walls, inside the Sharon prison compound, and adjacent to orchards that spread the aroma of their citrus fruit to all the surrounding area, are 250 juvenile delinquents aged 12 to 18, most of them convicted for violent and sex crimes. An additional seven inmates have already passed their 18th birthday; however, they are continuing to serve their sentence at Ofek as tutors for the weaker prisoners, in accordance with the Youth Act.

Courts of law are reluctant to send juveniles to prison and prefer to exhaust every other possible treatment option. Juveniles sent to prison are generally given only minimum sentences; thus, most of the adolescents at Ofek have been sentenced to only two years in prison. Nevertheless, there are juvenile inmates at Ofek who have been sentenced to terms of 20 years or more; for some of them, this is their third or fourth prison sentence. Nine of the inmates are defined as

“high-risk potential suicides,” which means that they could try to commit suicide at any moment, while 25 suffer from severe emotional distress.

The combination of criminal activity and adolescence requires the use of unique treatment methods and the investment of a special effort on the part of the prison staff. The petting zoo is but one of many examples of their unique approach. Ofek is not an ordinary prison. Perhaps more than any other institution of incarceration, Ofek attempts to prepare its inmates for life outside prison walls. Its inmates are individuals whom society has more than once given up on; however, Ofek’s staff members are not prepared to give up on anyone. “There is a conceptual difference between Ofek and prisons for adults,” notes Lieutenant Colonel Nili Itzkowitz, Ofek’s warden. “Here we relate to the inmates on an individualized basis. When we receive adolescents, we assign them to the place that is the most suitable for them and that will prepare them in the best possible way for the day they are released. The treatment of adolescent inmates is no simple matter. When an adolescent breaks down and cries, your heart is torn much more than when an adult does. You want to do all you can for these youths, so that their rehabilitation process will be a successful one when they are ready to be released.”

A future of rehabilitation and change

Ofek Prison was officially opened six years ago, in May 2001. Before its establishment, juvenile delinquents were sent to serve their sentence in the three youth wings of Sharon Prison. The warden of Sharon Prison, which was essentially a facility of incarceration for adults, was also responsible for the juvenile inmates; however, he treated them like any other inmate. The idea of establishing a separate prison for adolescents was born when the Israel Prison Service understood that they constitute a unique population group. It was the IPS’s view that adolescents have a better chance of changing their behavior patterns. Even the name Ofek (which means horizon in Hebrew) was chosen with great care; it conveys the idea that juveniles still have a horizon, that their future can be oriented toward rehabilitation and change.

In accordance with this concept, it was decided that Ofek would have a higher percentage of treatment workers than other prisons. Ofek reminds one of a treatment prison. Whereas, in prisons for adults, there is one social worker for every 80 to 100 inmates, at Ofek, there is one social worker for every 40 inmates. In addition, the staff includes a psychiatrist, several psychologists and

two rehabilitated counselors – former drug addicts who are now “clean” and who can talk to the juveniles at their own level. The prison is run by female personnel, all of whom have university degrees or a background in the field of education or treatment. For example, Lieutenant Colonel Itzkowitz studied social work in the past. However, the deputy warden is invariably someone with a background in security. Thus, a balance is achieved between treatment and security.

Four years ago, Ofek moved to its new building where it is presently located. The transfer was carried out after considerable thought and in-depth discussions. The goal was to create a treatment atmosphere in the prison that would give the adolescent inmates a sense of space. The incarceration of adolescents in this new building with this inviting atmosphere can, staff members argue, reduce their level of violence. “In practice, however, this is not such an easy matter,” admits Maamon Husseini, a social worker at Ofek. “Juvenile delinquents tend to be destructive and to do something simply because ‘that is the way I want to do it.’ They are rebellious. In fact, they even shatter the glass windows in the building so that they can turn the fragments into daggers. Under such circumstances, it is difficult to generate change and to alter their patterns of behavior. Our role is to keep on giving them

opportunities until they decide to utilize them; we must never give up.”

The parrot helped pass the matriculation exam

Ofek’s motto is “Schooling in prison is a must.” Thus, all inmates must attend school, and, in practice, 90 percent of the juvenile inmates do so. Their school is a learning center located behind prison walls. Their school day begins at 8 A.M., ending at 12 noon; those who do not attend classes are not eligible for privileges. Only recently, one inmate submitted an appeal to the Supreme Court in its capacity as the High Court of Justice against the prison’s warden, arguing that she was forcing him to attend school against his will. He ultimately withdrew his appeal. In fact, he took his matriculation exams and passed them with flying colors.

As in any ordinary school, the learning center has a bell, its teachers assign homework and there are even exams. The students arrive dressed in their prison uniforms and they all have their personal portfolios – with everything they need for the school day – waiting for them at the learning center. They are assigned to their classrooms according to their level of schooling, not their age bracket. The Ministry of Education’s unique

curriculum, HLA (Hebrew acronym for teaching, learning and assessment), is especially designed for helping youth with problems to advance their studies. The ministry today invests NIS2.5 million yearly to provide schooling for Ofek’s adolescent inmates.

The youths are taught by a staff of 38 teachers, all of whom are specialists in the fields of special education and youth advancement. They are headed by Tzipi Holiker, director of the learning center. The school year begins on September 1 and ends on July 20; between July 20 and September 1, there is the Summeriad (Kaitziya), a summer program combining studies and recreation. The school year includes an almost endless series of ceremonies intended to reinforce and empower the curriculum.

Unlike ordinary schools, the classroom environment constantly changes at Ofek’s learning center, with students continually being released from prison and being replaced by new ones. Furthermore, some students make rapid progress and are quickly promoted to the next class. Most of the inmates complete 10 years of schooling during their prison sentence at Ofek; however, there are also those who study for their matriculation certificate. The members of this group are known as the Sayeret (elite corps). Seven years ago, when Ofek consisted of only three wings in Sharon Prison, only

three of its adolescent inmates took their matriculation exams; this past year, the figure was 34. Of these, 95 percent passed their exams. Their pre-exam diagnosis determined that all of the students were suffering to some degree from ADD (Attention Deficiency Disorder).

“Education is a window of opportunity,” says Orit



Rabinowitz, head of the education division at Ofek. “I never forget the offenses committed by these teenagers nor do I ever forget their victims. However, I know that if we do not ‘crack their shell,’ they will return to the very point they were at when they came to us. We are not ready to give up on anyone nor are we ready to let our adolescents give up on themselves. When our teenagers attain their first successful achievement – for example, passing an exam or receiving a good report card – the ‘gate’ is opened. Something happens to these youths. According to our way of thinking, there is no such thing as an adolescent who ‘cannot make the grade.’ In our view, everyone can succeed at school. What is needed simply is to find the right ‘suit’ that

will fit the individual inmate and to provide the inmate with the right tools. For instance, one teenager had to take a matriculation exam but he was very nervous. He just could not function. We knew that he had an excellent grasp of the material and we really wanted to help him; the problem is that we did not know how. He told us that he would be able to calm down if we brought him the parrot from our petting zoo. After a few minutes, we returned with the parrot, who sat on the inmate’s shoulder, remaining there until the end of the exam. The young fellow passed with flying colors.

A scout tribe, soccer and theater

At the end of the school day, the youths return to their respective wings. From 2 P.M. onwards, after lunch, the prison functions as a community center and each youth is required to participate in an educational treatment program. Ofek’s staff social workers direct the youths to treatment groups; each group is suited to a specific category of inmate. One group, for instance, treats youths who were convicted for offenses of family violence or for violent offenses in general. The youths learn about their “vicious circle” of violence and are taught how to adopt alternative behavior patterns. Other groups focus on addictions of various

types, dealing with the shifts characteristic of adolescence and getting ready for release from prison. In the latter group, the participants are provided with vital information (vocational guidance, how to write a curriculum vitae, etc.). There is also a group that treats sex offenders. This is perhaps Ofek’s “flagship” program and it has been in existence for seven years. A research study conducted at Ofek examined what percentage of the inmates who participated in the group from beginning to end (that is, who completed the treatment process) returned to prison. The findings were that this group had achieved 100-percent success: None of the participants returned to prison. “The goal of the group is to prevent any increase in the number of victims,” comments Ganot. “and that is accomplished through familiarizing the youths with their ‘vicious circle’ of sexual attacks. The immense advantage of group treatment is the continuum of treatment it provides. When juvenile inmates are released from prison and when part of their rehabilitation process takes place in a treatment group for sex offenders, they can proceed forward from the point they reached when they came to Ofek.”

The staff at Ofek attaches great importance to the education the youths receive outside the classroom as well. According to the Ofek approach, the greater the investment in the

prison's juvenile inmates, the better the chances that they can be removed from the "vicious circle" of crime. The youths are free to choose from a variety of special interest groups: music, art, animal care, etc. Every special interest group at Ofek, from meditation to soccer, becomes a therapeutic tool that provides another way of getting through to these adolescents, even if the route is indirect. Ofek's staff tries to choose activities that are also popular among the inmates' peers outside prison walls. For instance, the inmates are offered the opportunity to attend a soccer school sponsored by the Hapoel Tel Aviv soccer team or to be the member of a Scout group.

Ofek's Scout tribe has groups with names like Dror (= freedom in Hebrew) and Emuna (= faith). Only recently, the Ofek tribe celebrated its fourth birthday – with a ceremony that included pyrotechnic signs and the distribution of scarves to the tribe's members. Such ceremonies are routine for Scout groups, but are less frequently seen in a prison setting. The tribe is led by Scout counselors from the older levels and former Scout battalion commanders. Attempts are currently being made to establish a permanent cooperative relationship between the Ofek tribe and the nearby Tel Mond tribe. "To use professional jargon here, the goal is to normalize our Scout activities," explains

Rabinowitz, "and to provide our youths with an 'ordinary' Scouting experience, the same sort of experience enjoyed by their peers outside prison walls. In both our Scout tribe and our soccer team we emphasize the acquisition of values through a self-image based on belonging to a group. If initially, our adolescents regarded Scouting as an activity reserved solely for 'nerds,' today they very much want to participate in the Scout tribe's program. We even have activities involving beams and ropes, just like any ordinary Scout tribe. Granted, everything is done under close supervision; however, we do not change the Scouting program, so that our teenagers can fully enjoy the real experience of Scouting. Similarly, in our soccer team, we do not limit ourselves solely to the game itself. Hapoel teams come to Ofek for return matches, and that develops our youths will power, cooperative spirit and willingness to support their peers. Last year we launched a coaching assistants course and some of our youths obtained their coaching assistant certificate. All in all, we want to upgrade every project and turn it into a therapeutic tool."

The theater group is a good example of this approach. The inmates write and play parts drawn from their own life experiences. "On one occasion," recalls Rabinowitz, one of our teenagers chose to present a dialogue with his

father, who had decided to cut off all ties with him because of the offense he had committed and because he had stopped being religious. We invited the whole family to the show and the father also arrived. 'Dad,' the youth said on stage, 'please take me back. Please forgive me; I am a human being and I have changed.' The teenager was afraid that the dialogue would produce no positive results, but in the end his father forgave him. On another occasion, last March, our theater group participated in a youth drama festival in Bat Yam. Suddenly, our youths took off their criminal 'masks' before the performance and began asking the same kind of questions all adolescents ask: 'What happens if no one applauds?' 'What if they don't like our show?' 'Will there also be girls?' Suddenly, the criminal had vanished and, instead, an ordinary teenager had emerged."

Treating this unique population group requires an endless series of creative ideas. Only recently, Ofek acquired 15 aquariums. The fish were to be cared for both on an individual basis and in a group context. Each aquarium contained two fish. The youths received the aquariums, which were placed in their cell, and they were expected to look after the fish and keep the aquariums clean. This idea was thought up by Deganit Yaari, who is responsible for the petting zoo. "When youths raise living creatures in their cell,"

explains Ganot, “they develop a sense of responsibility, a need to care for someone else and an ability to give. For instance, one teenager informed us that he would not take a shower until his release from prison. We had a terrible time with him. Then we placed an aquarium in his cell and he soon learned that the aquarium had to be cleaned and the water replaced from time to time so that the fish can stay healthy. He began to understand that he as well had to care for his own personal hygiene and health; so he finally agreed to take showers.”

Special projects before release

In practice, the statistics show that recidivism among imprisoned juvenile delinquents is 40 percent. Among the youths who have taken their matriculation exams, that figure drops to only six percent. Among youths who have taken part in our theater group, it is just four percent, and, among sex offenders who have completed our treatment program, the figure is, as noted above, zero percent. Nevertheless, Ofek’s staff members are aware of the complexity involved in release from prison. Adolescents who have served time do not have many opportunities when they are released and generally they return to the society they came from. In order to ensure the success of their rehabilitation

program, it is essential that Ofek’s staff work with the adolescent’s family and friends.

Today, Ofek operates two projects for teenage inmates soon to be released from prison. The first, SHOSHAN (Hebrew acronym for Rehabilitation of Youths and Their Integration in the Community), is run by the Prisoner Rehabilitation Authority. A PRA representative and a prison social worker meet with the youth a month prior to his appearance before the Parole Board. Any youth who is interested can ask to be part of this project. Adolescents participating in the SHOSHAN project sign a contract and the PRA representative meets with them once a week. In 2006, PRA representatives met with 134 youths, and 59 of them completed their rehabilitation program; 21 dropped out or were asked to leave SHOSHAN, and the remainder are still in one of the stages of the program.

“The goal,” points out Ganot, “is to enable our youths to get to know their therapist before they are released. Their level of anxiety will then drop and they will know where they are going when they get out of prison.”

The second project is KEDEM (Hebrew acronym for Family Discussion Group). Before youths are released, they participate in a therapy session that lasts several hours. At this

session, they meet with a social worker and a family member or a significant figure in their life and who can serve as their guardian after their release. The meeting is also attended by an Ashalim coordinator, who is not directly connected with Ofek. In the course of the meeting, the adolescents’ relatives tell them what, in their view, are their strong and weak points. The adolescents also express their own opinion.

“Often, there is a lot of crying at these sessions,” says Ganot. “This is the first time that the ‘dirty laundry’ is being displayed for everyone to see. For example, one 15-year-old boy told his relatives, ‘I want to be a 15-year-old teenager, not a 30-year-old man, which is what you have turned me into.’ After the meeting, the participants return to the room and construct a plan to which everyone is committed. Another element in this project is the arrangement of a meeting between the offenders and their victims. At this point, these meetings are not held too frequently. Not all the victims are prepared emotionally to visit our prison and they do not always agree to come to such a meeting.”

In May 2007, the Milestone Center was opened in the community of Kadima, not far from the northcentral coastal city of Netanya. The idea behind the establishment of this center is that every youth about to be released from prison should have a half-way house that can be of help in the



process of release. Milestone is a daycare center that provides a solution for youths during the three months prior to their release from prison; afterwards, they return to their respective communities, often with a great many fears and anxieties. “Someone once wrote about Ofek that it is a ‘gilded cage,’ comments Itzkowitz. “That is true, of course. When our youths are released from Ofek, they often find that they have once more become ‘lost in the forest.’ Most of them return to the same society and same context they came from.”

The face of an angel

It is not easy to be a member of Ofek’s staff. The youths and their offenses are sometimes almost too much to bear. For that very reason, Itzkowitz believes that Ofek’s staff members must be very special people capable of carrying out a unique task: “Our work here is extremely difficult. Sometimes the offenses that our inmates have committed

are truly shocking. There are times when I look at one of our inmates and find a total incongruence between the person standing before me and the indictment sheet. I see a small, nice-looking youth and I cannot believe the amount of evil and cruelty that appears in that individual’s indictment sheet and which does not seem to match in any possible way the outward appearance and manner. I have two adolescent daughters. I see their friends and then I see the youths here; the comparisons I make are no simple matter. My daughters are not happy when they meet the kind of youths who end up here at Ofek. These youths are the same children who cause havoc at school and frighten my daughters.”

Prison guard Suzie David: “You see children here, they look so innocent, they are no higher than your desktop. Yet they have done horrible things. One day, when one of our inmates, who had been arrested on suspicion of murder, could not fall asleep, he told me what he had done – the whole story. My eyes filled with tears. I moved my head aside. I could

not bear to hear his narrative – it was dreadful.”

Rabinowitz: “In some of these cases, we hear the story and we say, ‘That just can’t be true.’ Sometimes we read a newspaper report about a juvenile who is a sex offender and then, two weeks later, we have to provide a solution for that same offender who has turned up here. No easy task, but the difficulty is part of the process. If things were easy around here, we would all become robots at Ofek.”

Ganot: “Even the social workers have a difficult task. After all, we are only human beings and it is difficult for us to identify with an inmate who has committed a serious crime. Nevertheless, we are still obligated to provide treatment for that inmate – we have no choice in this matter. So we organize a weekly instructional session for all staff members who also have periodic ‘airing-out’ vacations, and these kinds of things help us to cope.”

All the partners in the unique treatment process in which Ofek’s young inmates participate have the same dream: To build up the inmates’ hopes and reduce their sense of despair. Or, in other words, to paint a rosier future for these teenagers. “I know that I am doing all I can for these adolescents,” Itzkowitz sums up her role, “but I also know that I must still do much more. I will try to convince our prison system to do more and to do some things differently.”