

Message from the Minister



*MK Yitzhak Aharonovitch,
Minister of Public Security,
Israel*

Dear readers,

Over the past decades, the important role which homeland security plays in the general picture of the national strength of the State of Israel has significantly intensified.

Phenomena such as violence, delinquency, organized crime and public corruption have recently become a severe threat against the foundations of the existence of the Israeli state and its society.

At the same time, the threats of terror attacks and warfare from our enemies who wish to harm us continue ceaselessly.

The Ministry of Public Security has gone through a number of key processes aimed at extending the scope of its activities and strengthening its capabilities to achieve the goals of the Minister's policy.

The **Israel Police** has widened the scope of its activities in the field of severe crime and public corruption by creating new organizational structures and developing new skills and advanced technologies both on a professional and an operational level.

The **Israel Prison Service** became Israel's sole national imprisonment organization while doubling in size and scope of activity.

The **Israel Witness Protection Authority** was established within the Ministry and is in its early operational stages. Its establishment will significantly

improve our national, system-wide efforts in fighting severe crime in Israel.

The **Israel Anti Drug and Alcohol Authority** was recently positioned under my direct responsibility, and has already become an integral tool within our civilian prevention and treatment programs.

The **City without Violence** program was significantly expanded to approximately 80 cities and regional councils, and is now working on a national level and in complete coordination with 'Metzila' – the Ministry's community and crime prevention division.

As the government authority responsible for the law enforcement and personal safety of all citizens of the State of Israel, the Ministry of Public Security sees great importance in international cooperation with its counterparts around the world, and sharing its experience and knowledge.

'Innovation Exchange' is an excellent medium in order to share the innovations and developments in the field of homeland security in Israel.

Sincerely,

MK Yitzhak Aharonovitch
Minister of Public Security
State of Israel

Table of Contents

✔ Year in Review: 2009-2010.....	2
✔ Coping with the Challenges of Law Enforcement.....	6
✔ The Israel Prison Service: 60 Years of Dedicated Service.....	13
✔ Developing Science and Technology Driven Public Security Policy Solutions.....	18
✔ Economic Damage due to Crime in Israel 2008.....	21
✔ Social Violence in Israel: A Research and Development Work Plan.....	30
✔ The Civil Guard Celebrates its 35 th Birthday.....	34
✔ Israel Police High School Program.....	38
✔ A Multi-Year Mediation Program for the Resolution of Community Conflicts.....	42
✔ What is the Secret Behind the 'City without Violence' Program?.....	45
✔ Better Safe than Sorry: Israel's Elite Non-Conventional Bomb Disposal Squad.....	52
✔ The Israel Witness Protection Authority.....	54
✔ Employment of Patrol Dogs by the Nahshon Unit in Prisoner Escorts.....	57
✔ Dror: The IPS's Unique Operational Intelligence Unit.....	61
✔ The Neveh Tirza and Ofek Prison Petting Zoos.....	66
✔ Leadership Development in the Israel Police.....	70
✔ A Commander and a Leader.....	76
✔ From the Editor.....	79

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Editor	Hiddai Wagschal
Co-Editor	Shaul Weisband
Graphics	Anna Khodorkovski
Translation	Mark Elliot Shapiro
Photography	Spokesman's Office, Israel Prison Service Israel Police
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Year in Review 2009-10



(from left) Dan Brinker, former Director General of the Ministry; MK Dicter, former Minister of the Ministry of Public Security; Minister Aharonovitch; and Inspector General Dudi Cohen

Minister Aharonovitch Appointed Minister of Public Security

MK Yitzhak Aharonovitch was appointed Minister of Public Security on March 31, 2009. He replaced the former Minister, MK Avraham Dicter.

Minister Aharonovitch was the Deputy Commissioner of the Israel Police between 2002 and 2004, after rising through the ranks and positions within the organization. His previous political positions included Minister of Tourism, Deputy Speaker of the Knesset and member of various parliament committees.

Minister Aharonovitch has a B.A in General History from the University of Haifa, and is married with four children.

Hagai Peleg appointed Director General of the Ministry of Public Security

Hagai Peleg was appointed Director General of the Ministry of Public Security on Wednesday, May 27, 2009.

Hagai Peleg was an operator and commander in the IDF elite commando unit, Sayeret Matkal, and served as a Battalion Commander and the Commander of the Israel Police Counter Terrorism Unit. Prior to being appointed Director General of the Ministry, he was the Director General of the Ministry for Strategic Affairs.



Hagai Peleg (left) and his predecessor, Dan Brinker

Minister Aharonovitch published his policy for 2009-2010

In September, 2009, the Minister of Public Security published his policy for the Ministry of Public Security and its operational agencies for the years 2009-2010, as formed and agreed upon by the Ministry of Public Security.



The policy document raises key subjects, which the Minister intends on spearheading over the mentioned timeframe and which were prioritized among the activities of the Ministry and its agencies. The implementation of the policy will be reflected in the perennial and yearly work plan of the Ministry and its operational agencies.

The policy document summarizes the primary goals, secondary goals, principles and emphases which were set by the Minister. They will also serve as a conceptual framework for the main efforts and activities of the Ministry and its agencies will be formed. The policy sets the mutual language, discussion basis and general guidelines and priorities. Achieving the objectives of the policy will allow the realization of the goals and continue forward towards fulfilling the vision.

Annual Ombudsman Report for 2008 presented in the Israel Knesset

The Ombudsman for Police and Prison Service Personnel, Maj. Gen. (Ret.) Hanna Keller (Ohrenstein), presented the Minister of Public Security, Yitzhak Aharonovitch, and the Chairman of the Internal Affairs and Environment Committee in the Knesset, MK David Azoulay, with the Annual Ombudsman Report for 2008, as required by the law.

The 2008 report's findings show that there was an 18.5% decrease in new cases opened, and at the same time, an increase in 14% in the number of people contacting the Ombudsman Unit for preliminary consultation via phone or meetings.



Electronic monitoring program transferred to Israel Prison Service

The Electronic Monitoring Bill for prisoners released on bail or parole was approved in its third reading in the Israeli Knesset.



The Ministry of Public Security initiated the amendment of the law (Electronic Monitoring, 2009) which is designed to empower the Israel Prison Service to take any action required for operating the electronic monitoring program for prisoners on parole or released on bail.

The electronic monitoring program is being run as a pilot program during which all software, organizational and budgetary aspects are being examined. As part of the conclusion drawing process of the pilot program, the inter-ministerial committee recommended transferring the responsibilities of managing the program from the Ministry of Public Security to the Israel Prison Service (IPS) in order to improve the implementation of the program.

To date, over 900 prisoners have taken part in the Israel Electronic Monitoring Program.

Ministry updates predictions of future prison space in Israel

The Ministry of Public Security updated its forecast on the need of extra spaces in prisons by 2025.

According to the updated forecast by the Planning, Budget and Monitoring Department of the Ministry of Public Security, the status of criminal and security prisoners is due to increase by more than 8000 prisoners by 2025. The increase is a result, among others, of the continuation of the fierce battle against crime in Israel.

The Ministry of Public Security anticipates the shortage of prison space to only increase over the upcoming years, due to the expected 600 new spaces required every single year. The number of prison sentencing is expected to increase as well in the near future.

Nationwide Home Front Drill "Turning Point 3"

A nationwide home front drill, "Turning Point 3" took place between May 31 and June 4, 2009. The drill is an annual exercise which takes place every year in Israel in order to test the various ministries and organizations involved in the home front's deployment and preparedness during a state of emergency.

The Ministry of Public Security, the Israel Police and the Israel Prison Service all took part in the national drill.

The goals of the drill included improving the preparedness of the Israeli home front in time of emergency, to exercise the inter-organization coordination in the state of emergency and the improvement of the preparedness of the Ministry of Public Security, the Israel Police and the Israel Prison Service while implementing their responsibilities during the different emergency scenarios.

Israeli Government approves transfer of the Israel Anti Drug and Alcohol Authority to the Ministry of Public Security



ISRAEL ANTI-DRUG AUTHORITY

The Israeli Government approved the transfer of all authorities of the Israeli Prime Minister by the Israel Anti Drug Authority Act, 1988, to the Minister of Public Security. The decision was made in the Government's meeting on Sunday, April 26, 2009 and requires the approval of the Israeli Parliament (Knesset).

The Israel Anti Drug Authority is an organization founded in 1988 as part of the Israel Anti Drug Authority Act, 1988, in order to set a policy for prevention, treatment, rehabilitation, punishment and law enforcement in the field of drug abuse; all of which serve as the basis for the government's activities in the field.



(from left) Prime Minister Benjamin Netanyahu; His Holiness, Pope Benedict XVI; and Shimon Peres, President of the State of Israel)

Holy Land Pilgrimage: Ministry of Public Security plays key role in the visit of the Pope to Israel

His Holiness, Pope Benedict XVI visited the State of Israel between March 11 and March 15, 2009.

The Ministry of Public Security and the Israel Police played a key role in the unprecedented security measures taken to secure the Pope and his delegation:

- Command on the operation
- Over-all responsibility for security issues, public order and traffic control during the visit – deployment in case of protests, demonstrations, riots and other public disorders. In addition, a national police control center was established and was led by the Commissioner, in full cooperation with the Israel Security Agency (Shabak), the IDF, the Prime Minister's Office and other relevant bodies.
- The Israel Police was in charge of the security of the Pope and his delegation and the thousands of pilgrims and tourists who came to Israel during the visit. The Israel Police maintained public order in a way which reflected the democratic nature of the country and the freedom of worship for all religions as practiced in Israel, and maintained the highest standards of internal security and day to day life for all citizens and guests of the State of Israel.

1st International Security Forum of Ministers of Interior and Homeland Security: Challenges to Homeland Security

The conference was held between Thursday the 29th and Friday the 30th of May, 2008. The Ministers of Interior and Homeland Security from Germany, the United States, Canada, France, Spain, Poland, Italy, and England participated in the forum as guests of Minister Dicter, Minister of Public Security.

Along with the German Minister of Interior, Mr. Wolfgang Schäuble and the U.S. Secretary of Homeland Security, Mr. Michael Chertoff, Minister Avi Dicter, initiated the forum which brought together Interior and Homeland Security Ministers. The forum's goal was to promote and strengthen the cooperation between the countries and to share the knowledge, capabilities and experience accumulated among the countries during their war against terror while facing other homeland security challenges.

During their visit, the Ministers met with the President of the State of Israel, Mr. Shimon Peres, and with the Prime Minister of the State of Israel, M.K. Ehud Olmert.

Policy and Strategic Planning Division Established in the Ministry

A new division was established in the Ministry of Public Security called "The Policy and Strategic Planning Division". Dr. Ram Gal, who was previously in charge of state land protection and had fulfilled several positions within the IDF planning division, was chosen as the head of the new division.

The aim of the new division is to define and construct an inclusive policy in the field of security, which will be instilled, on a national level, among the various ministry units and the authorities subjected to it.

The new division's vision is to constitute a leading and professional authority in the field of strategic planning and national policy, within the sphere of Israeli public security.

The mission of the new division is to form a policy and plan a strategy on a national level, in the field of public security. This will be done by implementing a systematic and organized process of collecting data and information and conducting scientific researches for the purpose of forming. (March, 2010)



Members of the International Security Forum with the President of the State of Israel, Shimon Peres

Coping with the Challenges of Law Enforcement, the Maintenance of Law and Order, and the Safeguarding of Public Security

*Inspector General Dudi Cohen
Commissioner of the Israel Police*



I was privileged to head the Israel Police delegation marking Israel's 60th anniversary on its visit to the sites of the death camps in Poland.

We walked into Auschwitz, the largest cemetery of the Jewish people on earth. Wearing the Israel Police uniforms and proudly holding aloft the Israeli flag, we saw how the Nazi machine of atrocity and death had operated with incomprehensible efficiency in a place where, simply because they were Jews, people were sentenced to death without a trial, without compassion and without any possibility of appeal.

The memory of the Holocaust and the lessons that we must learn from the Holocaust are relevant to many aspects of the work of the Israel Police, especially the commitment of its police officers to Israel's continued existence as a strong, independent, and democratic state as they honor the universal values of human dignity.

The insights that emerge from the Holocaust are relevant to all human beings, to all soldiers, and to all political leaders. It also formed the moral foundations according to which we make decisions and run our lives. It is incumbent on all of us to continually ask ourselves the following question:

How can we ensure that humanity will not degenerate once more to the evil abyss of the Holocaust?

The classic role of any police force is to detect and prevent crime, to apprehend criminals and bring them to justice, to maintain and safeguard law and order, and to protect the personal security and possessions of all citizens.

As of 1974, the Israel Police is also responsible for public security, which means that it bears the operational responsibility, within Israel's borders, of protecting the country's citizens from terrorist activities.



Inspector General Dudi Cohen, Commissioner of the Israel Police

The strength of the Israel Police stems from the fact that it is a national agency that can mobilize its forces on a countrywide basis and can do so in a flexible manner.

Today, 28,000 police officers and 55,000 volunteers serve in the Israel Police, which has six national districts, 18 regions, 58 police stations and 360 community policing bases.

Additional forces on which the Israel Police can rely are the six regiments of the Border Police; the Traffic Police, and five professional support departments, including Investigations and Intelligence, Operations, Logistics and Planning, and Human Resources.

Over the past decade, the level of crime in Israel has produced 500,000 new files each year. In 2007, 440,000 criminal files were opened, which is about 6,000 files for every 100,000 Israelis, indicating a continuing decline in reported crimes.

In 2007, 16,205 traffic accidents occurred in Israel, with 430 persons killed. Despite the decline in the number of accidents and in the number of persons killed, every person killed is a fact that we cannot accept; for this reason, we invest strenuous efforts in our war against traffic accidents.

The challenges which the Israel Police confront on a regular basis can be grouped into three categories:

- Terror
- Maintenance of law and order
- The war against crime

This is the triangle that defines both the social order in Israel and the personal security of each of its citizens.

Israel's strength as a nation rests on two components: military and civilian. Today, it is difficult to clearly



distinguish between them. On the one hand, the Israel Defense Forces is charged with protecting the country's borders, while, on the other hand, the Israel Police is charged with the war on crime. However, there are other important challenges that interface with these two dimensions:

- Protection of the home front
- Severing the ever-growing link between crime and terror
- Maintenance of law and order, which sometimes entails dealing with subversive elements

Evaluating the conditions within each of the challenges facing the Israel Police

Terror

In the war against terror, our basic premise is that the Israel Police is a link in the chain of confronting terror. Although overall responsibility for the war on terror lies in the hands of the Israel Defense Force (IDF) and the Israel Security Agency (SHABAK), the

firing of rockets at Israel's civilian population and the launching of terror attacks have a substantial impact on the activities of the Israel Police: The terrorist groups' determination to continue launching terror attacks against Israel requires Israel to draw up contingency plans and be eternally vigilant.

Maintenance of law and order

Israel is a multicultural society with many divisions and frictions related to religious, national, social and economic factors. At any moment, these tensions can be translated into acts of protest and disturbances. The fundamental premise here is that the Israel Police is totally responsible for maintaining law and order.

Israel's social structure and the continued motivation of our neighbors to carry out terrorist attacks against our soldiers and civilians require us to be constantly on guard. Thus, the Israel Police is determined to maintain a high level of operational readiness at all times.

The war on crime

The war on crime continues to be the focus of police activity. The basic premise here is that, along the chain of law enforcement, the Israel Police is responsible for the broadest scope which links education and the local authorities on the one hand, and the prosecution and the judicial system on the other. In the war on crime, it is the central challenge of the Israel Police to bear responsibility at the national level for intelligence and operational aspects and for the majority of prosecution aspects as well.

The emphases of the operations of the Israel Police in the war against terror

Since 2005, there has been a steady decrease in the scope of terrorist attacks and in the number of persons killed in such attacks.

In contrast with over 400 people killed during the years of the intifada, 2007 ended with 13 people killed. Nonetheless, we can detect an increase in terrorist attacks in 2008: By the end of March 2008, we unfortunately already had 22 dead and a 580-percent increase in the firing of high-trajectory weapons at communities in southern Israel, or, 639 rocket firings, as opposed to the 94 firing incidents during the same period only one year earlier.

In the field of public security, the responsibility of the Israel Police is expressed in three main areas of activity:

Thwarting and prevention of planned terrorist acts in cooperation with the security forces (Israel Defense Forces and the Israel Security Agency). In these operations, special police units play an active role.

In light of the nature of police operations, the Israel Police must be operational at all times and must possess the capacity for **rapid response**. Quick response is the central axis of the Israel Police in the war on terror.

In this context, the Israel Police performs the following activities:

- Deployment of personnel in accordance with warnings of possible terrorist activity
- Assumption of operational responsibility at all sites of terrorist activity
- Assumption of operational responsibility for continually evolving incidents of terrorist infiltration, as expressed in the setting up of roadblocks and in the pursuit after suspected terrorists

- Handling of suspected explosive devices
- Constant vigilance on "volatile" days such as Land Day; an annual event protesting government policy toward Israel's Arab minority.

In the context of **its security activities**, the Israel Police guides and supervises civilian security guards and security officers, while the Border Police operates at transfer points and on border points in the "Jerusalem envelope" area.

One of the most complex operations of the Israel Police is the maintenance of law and order and the safeguarding of the right of religious observance and religious ceremony on the Temple Mount. We also dedicate considerable resources and many police personnel during routine periods and during religious holidays. For instance, the Israel Police is on high alert during Muslim prayer services on the Muslim Sabbath (Friday) and during the sacred Muslim month of Ramadan; on the Jewish holidays of Passover, Sukkot and Shavuot; and on Christian holidays.

In the context of its activities aimed at preventing terrorist activities, the Israel Police deploys various national forces, such as the reserve forces attached to the police studies center, the Border Police training base, the Border Police undercover units, the various district police headquarters, Border Police units patrolling the invisible border between Israel and the Palestinian Authority, 16 Border Police reserve companies and the Youth Department.

The war on terror is a national struggle that demands an inter-unit collaboration. Thus, the Israel Police, for instance, carries out operations together with the IDF, the Israel Security Agency, the Home Front Command of the IDF, Israel's emergency rescue services (Magen David Adom ambulance services, and fire-fighting units), local authorities and various government agencies.

Strategic cooperation with the general public

Regarding police operations directed toward the prevention of terrorist activities, the Israel Police is, to a large extent, dependent upon close collaboration with the general public.

The Israel Police activates an unprecedented, broad-based volunteer network to ensure continual security vigilance.

We believe that educating our children, from the early stages of preschool on the importance of alertness, volunteerism and cooperation can make a significant contribution to the prevention of terrorist activities.

I am proud to point out that the Israel Police has 55,000 volunteers, 30,000 of whom are engaged in security operations and 25,000 participate in special units: traffic, patrol, Border Police, rescue, maritime police, telecommunication centers, patrol scouting, youth and detection.

Balances in police work

From a historical perspective, one can see that much like a pendulum, the Israel Police has been forced to change its priorities regarding the triangle of challenges – crime, law and order, and terror.

In 2000, the Al Aqsa intifada's years of terror began; in sharp contrast with the first intifada (1987-1993), the terror was directed against civilians. A massive police presence was needed at the confrontational front lines, and our police officers were fortunate to gain the dubious title of the "bulletproof vest of the nation" from the public. The intensive war of the Israel Police on terror meant the allocation of forces at the expense of patrol duties and at the expense of the war on crime.

In 2005, we were assigned responsibility for the implementation of the disengagement from the Gaza Strip and here we placed great emphasis on the maintenance of law and order. Today, the pendulum is swinging back to an increased focus on the war against crime.

The triangle of challenges creates a complex work environment, with which the Israel Police must routinely cope with.

One of the most prominent characteristics of Israeli police officers is their versatility: They must fight crime, maintain law and order and battle terror simultaneously.

They must also carry out many different activities, each of which demands special training. The war on terror demands a combat orientation, while law enforcement duties demand classic police skills with an orientation toward serving the public.

One of the central challenges of the Israel Police is the creation of flexibility and dynamic balances between its central functions, while taking into consideration both the particular needs of the hour and limited resources. We cannot neglect one area and concentrate solely on another. The use of insight as we create the balances is the secret of our strength and we engage in considerable soul-searching as we build them.

Crime

The extent of crime in Israeli society has remained fairly constant over the years and has even shown some signs of a decline.

Nevertheless, today we are witnessing an increase in intensity and gravity of crime, especially in the fields of violence, property offenses, vehicle theft, organized and serious crime, and public corruption.

The intensification of criminal activity in its various forms, combined with a weakening of the norms of obedience to the law and to government agencies, constitute a serious threat to the very fibers of our society.

Recent studies indicate that the public now has less faith in its law enforcement institutions. Thus, when I assumed the role of police commissioner, I felt that



there was an urgent need for greater focusing and for risk-taking.

The Minister of Public Security and I have defined the war on crime as the number-one priority of the Israel Police; the setting of our goals and the allocation of our resources reflect this orientation.

The Israel Police has set very high goals for itself in order to resolutely deal with its mission. Specifically, those goals consist of a 15-percent decrease in selected property crimes, a 30-percent decrease in violent crimes and a ten-percent decrease in what we consider a national priority of the utmost importance – traffic accidents.

To meet our goals, we have begun this year to work on the basis of a new perception of the deployment of the Israel Police. This new perception is part of our multi-year plan, which core issues are the war on crime, the reinforcement of police stations and the battle against road accidents.

There are three levels of activities in the implementation of the multi-year plan:

- Crime on the streets and the individual police station
- More serious crime, which is expressed regionally, which is dealt with by central units at the regional and district levels. In this context, we are placing particular emphasis on fighting drug abuse and drug trafficking; we have established two drug units on Israel's borders.
- Extremely serious crime and organized crime, which is expressed in countrywide and international terms, and corruption among public officials; this is the area of jurisdiction of our newly created national crime-fighting unit Lahav 433.

Dealing with the increasing ties between terror and crime

In the past, it was customary to think of terror and classic police functions as two separate spheres. Today, however, we are witnessing increased ties between terror and crime.

Terrorist and criminal organizations have much in common. They start locally and then go global, beginning as hierarchical groups and growing into networked organizations. The level of sophistication in both types of organizations is steadily increasing. National and local crime organizations play an active

role in the import and trafficking of drugs, and criminal smuggling routes serve as a platform for terrorist groups based in states bordering on Israel or in its close vicinity. The smuggled items enter Israel from Lebanon, as well as from Egypt and Jordan. This criminal network can easily serve as a network for terrorist activity against Israeli targets.

In light of this situation, we have created two drug units whose mission is to prevent the entry of drugs along Israel's frontiers. So far in 2008, the units have achieved impressive results on the Jordanian, Lebanese and Egyptian borders.

Illegal residents from the Palestinian Authority

It has been estimated that each day hundreds, sometimes even thousands, of persons enter Israel illegally from the Palestinian Authority. Generally speaking, their goal is to obtain legal or illegal employment in Israel, and their involvement in criminal activity in Israel is considerable: vehicle thefts, breaking into businesses and homes, and the theft of agricultural produce.

To a certain extent, illegal residents are involved in the illegal trafficking of drugs, weapons and prostitutes; such activities are invariably accompanied by violence and the production and use of forged documents.

The platform offered by these illegal residents is also a widespread instrument for terrorist groups operating against Israeli targets. The illegal residents are targeted by terror groups as potential collaborators who can be employed to gather intelligence or to lead terrorists to Israeli targets with which the illegal residents are familiar. The "prestige" of the illegal residents in the eyes of a terrorist group stems from their familiarity with the routine at Israeli checkpoints and from their ability to identify and exploit the weak points which enable their illegal entry into Israel in the first place.

In dealing with the issue of illegal residents, the Israel Police places particular emphasis on Israelis who give rides to such residents and provide them with lodging and/or employment. Periodically, the Israel Police conducts arrests of illegal residents.

Vehicle thefts are an example of a crime that has a powerful impact on the ordinary citizens' sense of safety. Thanks to concerted efforts on the part of the Israel Police, there has been a decrease in such crimes in 2007 and the rate of vehicle theft in Israel became similar to that of Europe: ten stolen vehicles per thousand



vehicles. Nonetheless, Israel's rate of recovering stolen vehicles falls below that of Europe: 30 percent versus 65 percent. It has been estimated that most of the stolen vehicles that are not recovered are dismantled for spare parts, which are then sold in various ways to dealers.

The organizational dilemmas facing the Israel Police

The organizational dilemmas facing the Israel Police are many and varied:

- Maintaining public and national security while fighting crime
- Classic professionalism versus the need for versatility
- Quantity versus quality
- Individual rights versus the rights of society as a whole
- Acting as a national police force versus acting as a local police force

I consider these dilemmas challenges of leadership. We must operate within the context of limited resources as we pursue strategic goals, and we must plan for the future, as we take into consideration a continually changing environment and conditions of great uncertainty. We must prevent our personnel from becoming "burned-out" due to their police duties, and we must also meet the ever-increasing demand for

police services despite the fact that the Israel Police lacks the size and resources to fully meet that demand.

Optimism has a great impact on leaders, but so do cynicism and pessimism. Armed with faith in our ability to change things, and to succeed despite constraints and difficulties, we can attain challenging goals.

Conclusion

The key in managing a police force, faced with challenges such as those I have just outlined, is flexibility combined with the creation of dynamic balances.

The Israel Police is in a constant state of readiness and adjusts its activities according to the variable factors in the environment in which it operates. In this regard, a serious process began this year when we started to operate in accordance with a multi-year plan. The Israel Police circa 2008 is clearly aware of its goals and of the means required to attain them; at the same time, it must be continually prepared to deal with every possible scenario that could disrupt its plans.

The concept of public security is an integral part of the concept of national security, and we believe that by seeing and maintaining that link, we can strengthen the State of Israel and its society.

The above article was presented by the Commissioner to the International Security Forum of Ministers of Interior and Homeland Security. Jerusalem, May, 2008.

The Israel Prison Service: 60 Years of Dedicated Service



*Lieutenant General
Benny Kaniak*
**Commissioner
of the Israel Prison Service**



*Lieutenant General Benny Kaniak, Commissioner
of the Israel Prison Service*

In March, 2009, a conference was held in the Hebrew University in Jerusalem marking 60 years of service of the Israel Prison Service. The conference was initiated by the Israel Prison Service and was held in the Criminology Institute of the Law Faculty in Hebrew University. It was attended by the then Minister of Public Security, Avi Dicter, the Commissioner of the IPS, Lieutenant General Benny Kaniak, senior officials of the IPS and leading representatives of the academia.

The conference focused on three main subjects: The role of a prison as a punishing and rehabilitating institution; the relations between the media, the victims and the prisoners; and the privatization of prisons.

The following article was presented by Lieutenant General Kaniak at the conference.

In 1949, the Israel Prison Service ceased to be a division of the Israel Police and became an independent agency in the young democratic State of Israel that had been officially declared the previous year. Over the years, the IPS has undergone several major changes and it is perceived by the country's citizens as a national incarceration organization, responsible for an entire

range of activities pertaining to imprisonment, and the escorting of prisoners and detainees in Israel.

Sixty years after the organization's founding, we are gathered here on Mount Scopus in Jerusalem under the auspices of the Institute of Criminology in the Hebrew University of Jerusalem's Faculty of Law. The purpose of this gathering is to study all that is presently being done in the field of incarceration in Israel, from a time perspective, and to ask ourselves a number of bold questions pertaining to the future and to the range of topics and fields that are of major concern to Israeli society.

The Israel Supreme Court, in its capacity as the High Court of Justice, has decided to issue an interim order regarding the operation of a prison under private management, and this decision is a central subject in this week's public discourse. Four years ago, the IPS was assigned the responsibility for constructing this prison. This project is being carried out in collaboration with the Ministry of Finance and the Ministry of Public Security. The private franchisee will enable the opening of a modern, quality prison on schedule. It should be noted that the prison will meet all the requirements specified in recent legislation passed by Israel's parliament, the Knesset. We are currently awaiting the High Court's final decision, which will determine what the IPS must do in connection with this project¹.

The construction of a private prison facility raises many moral and social questions with which Israeli society is presently faced. The background of this national soul-searching, raised the various positions expressing the issue's complexity and social implications.

The goal of a public discussion of this issue is to make



¹ The Israeli Supreme Court recently overturned the amendment permitting the establishment of privatized prisons in Israel.

it clear to one and all that the IPS is keenly aware of the many problems involved and that it is capable of effectively dealing with the issue's complexity with the help of various tools that will hopefully lead to a successful completion of this project. As we all realize, the private prison facility will provide significantly improved conditions for its inmates.

Considerable national soul-searching on the issue of incarceration in Israel is a vital prerequisite for the realization of the IPS's vision – to become one of the leading and most modern prison organizations in the world. This is a complex challenge that is not easy to deal with. Nonetheless, it is a challenge that is attainable and one which expresses the social values of Israel in the 21st century.

In his futuristic novel *Altneuland*, modern Zionism's founder, Theodor Herzl, depicts his vision of a Jewish state, presenting a panoramic picture of its utopian society.

One of the most surprising chapters in this book deals with the approach to incarceration in the envisaged Jewish state. This approach expresses a neo-modern perspective, which will strike the reader as highly suited to the values and attitudes of contemporary Israeli society. In accordance with those values and attitudes, our society sees great importance in the utilization of the period of incarceration as a golden opportunity for rehabilitating prisoners and for enabling their successful reintegration into normative society.

Here is what Herzl writes in *Altneuland*, published in 1902: "In the prison facility, which is actually a farm, the inmates engage in agricultural work that is healthy for both their moral and physical health. They learn to love rural life and are, in fact, unwilling to exchange that way of life for anything on earth. After they have served out their sentences, we turn these marginal individuals into productive human beings."

It can be stated with absolute certainty that, over a century since these words appeared in print, this kind of correctional approach is firmly rooted in the organizational awareness of the IPS and it constitutes a solid base for our agency's therapeutic methods. Granted, we do not operate a farm where our inmates can engage in agricultural work; nonetheless, the IPS has one of the best treatment and rehabilitation systems in the world with excellent results, as can be seen in the low rate of recidivism for rehabilitation groups for which we have provided good medical care, in our industrial enterprises, in our formal and informal

education systems, in our social services network, in our centers for religious studies and in those prison cell blocks whose inmates enjoy both an integrated treatment program and, following their release, continued treatment within the community.

The quality index for incarceration facilities in the world is based on various criteria, such as living space per inmate, the level of treatment and rehabilitation, the recidivism rate and the quality of the infrastructure in each facility. If we take a close look at incarceration in Israel, we can find a direct connection between the level of investment that the country has made in its prisons over the years and the present situation, which is not all that desirable when compared with many other countries around the world.

Israeli society's attitude toward incarceration is a philosophical reflection of the way it deals with small, underprivileged population .

In January 1996, work was completed on Israel's first modern prison, Tzalmon Prison. Prior to Tzalmon, the IPS would convert old buildings, in a not overly successful manner, into incarceration facilities that were characterized by overcrowding and by a highly problematic level of maintenance. Since then, the IPS has established such prisons as Hermon, Rimonim,

Ofek, Ramon and, most recently, Rimonim 2. In the last decade and a half, Israel has created modern prisons where much has been invested in the renovation of cell blocks and it has closed down old facilities. Israeli society has thus expressed its humane attitude toward incarceration: Inmates in the country's prisons are today provided with suitable facilities that respect their basic rights and which meet international standards.

At the opening ceremony of Tzalmon Prison, Professor Aharon Barak, who was then Chief Justice of the Israel Supreme Court, defined the social dilemma of treating prison inmates: "Democracy is entitled to defend itself against its attackers from without and from within and to send offenders to prison. It must however ensure that incarceration does not become slavery. While imprisonment is never enlightened, it can be worthy Tell me how you treat your prison inmates, and I will tell you who you are."

A second aspect in the field of prison service is the dilemma of the need to treat and rehabilitate prisoners and society's desire to avenge itself on those who have broken its laws.

In the eyes of a large segment of the public, especially in the eyes of the victims of crime and their families, prison is seen as the long hand of the state and as a vehicle for avenging itself on offenders for having committed crimes. It is the view of this segment of the public that it is perfectly alright to imprison inmates in outdated, crowded prisons; characterized by a constant atmosphere of fear, physical violence, and by a minimal level of treatment and rehabilitation.

Recently, a report appeared in the Israeli media concerning a theater group consisting of adolescents serving sentences in the Ofek Juveniles Prison. In this project, which has been in existence for the past decade, a new play is presented each year. The last play to be performed was "Glowing Embers," which has been staged today as part of the rehabilitation process provided for juvenile inmates. The success of the project is expressed in statistical terms: No participant in the project has returned to the circle of crime. The purpose of presenting the play to young people both inside and outside prison walls is to deliver a powerful, clear, unequivocal message to audiences on the futility of criminal activity and on the terribly high price that crime, committed by adults or juveniles, exacts on everyone – victims, their relatives, prison inmates and society.

The public debate that has developed and which has been spearheaded by the organizations of crime victims



expresses the impossible dual attitude of society toward the activities of the IPS regarding prisoner rehabilitation. On the one hand, there is the traditional approach, according to which the punishment inflicted on offenders must have an essentially inflexible character. On the other hand, however, there is also the approach expressed by Prof. Barak and by the Israeli judicial system, according to which additional punishment should not be meted out to prisoners through any undermining of their physical and mental state. Thus, the state does not avenge itself on inmates but rather seeks to protect itself and to rehabilitate them, providing them with tools that can help them cope after their release from prison.

The prevalent approach in the western world is humane and it considers imprisonment an opportunity to treat and rehabilitate inmates. According to this approach, it is the expression of a moral, utilitarian and economic orientation, because the rehabilitation of one prisoner is also the rehabilitation of his or her family, and of the social setting on which the prisoner has inflicted damage. The IPS must be a significant agency in the uncompromising battle for a stronger society; furthermore, there is the important Jewish principle which states that when we save one life, we actually save the entire world. Nevertheless, the IPS also understands and empathizes with the pain of the families of crime victims and thus is committed to carrying out its activities in a humane, just manner and in accordance with the overall needs of Israeli society and the State of Israel.

Prison facilities are a microcosm of their respective society. The public takes an active interest in their operation because of its desire to see those convicted of a crime receive their punishment. Here, the media plays a major role in publicizing the incarceration of criminals, especially those who have achieved a dubious social prominence.

There is a moral dilemma here. On the one hand, the media is interested in reporting to the public on the people who are behind the headlines; the media is motivated in this regard by pure motives as well as from a desire to safeguard society by providing legal protection to the victims of crime. On the other hand, the IPS as well as the society as a whole, are committed to preventing criminals from becoming celebrities who will then utilize the media to explain and perhaps even justify, their offenses; thus indirectly inflicting additional damage on the victims of crime.

It is the policy of the IPS to limit to the greatest extent

possible the exposure of inmates to the media. This is an organizational strategy designed to preserve the proper balance between the public's right to know and the desire of prisoners to utilize the media in order to obtain compassion or even a reduction of their sentence. In my view, publicizing the views of security prisoners is problematic because it runs counter to Israel's desire to discourage terrorism, and also because there is the danger that we might inadvertently turn cruel murderers, in the public's eye, into individuals who were driven to terror out of ideological motives.

In this context, it ought to be mentioned that a recently published report showed that a 2006 study utilized photographs of security prisoners that were authorized by the IPS. The study was carried out for academic purposes; however, the researcher could not resist the temptation of handing over the material to a commercial television station.

The IPS today has substantially changed over the past 60 years. The facilities are more modern, the uniforms are different, the work methods have been improved and the prisoners have aged. Nonetheless, one thing has not changed: The commitment of IPS personnel to their mission. IPS personnel are committed to ensuring that dangerous prisoners stay behind bars, but they are also committed to providing rehabilitation for those inmates who can be helped to eventually reintegrate into society. Furthermore, the IPS does everything possible to continually improve its performance in accordance with Herzl's vision.

The IPS's development over the past six decades has reflected the changes that the State of Israel has undergone during that period. The country's political, social and cultural changes are an integral part of the organizational history of the IPS: the increase in economic crimes, the massive growth in crime in general, the problem of drug abuse and drug trafficking, family violence, sex crimes, white collar crime, the Shata revolt, the Eichmann trial, the trial of Ivan Demanuk, the assassination of Prime Minister Yitzhak Rabin, the two intifadas, the disengagement from the Gaza Strip, the Israeli-Palestinian dispute and, more recently, the war on crime organizations. All these elements are interwoven with the IPS's performance over the years and with the commitment of IPS personnel, who have sometimes given their lives in the course of duty; their names are inscribed in the memorials of fallen IPS personnel.

Today, the IPS is responsible for over 26,000 inmates, utilizing various methods of incarceration – from

detention and imprisonment to community work and electronic monitoring . The work of the IPS is carried out by more than 8,100 prison guards in 32 facilities – from Tzalmon Hermon in the north to Eilat Prison in the south. Furthermore, the Nahshon unit daily escorts over 1,800 inmates to civilian and military courts in Israel for investigation by the Israel Police and by other security agencies.

The percentage of prisoners in Israel relative to the general population is not high (1/170), certainly not when compared with American society (1/72), which has one of the highest ratios in the world; within the span of only a few years, the number of prisoners there increased from 0.5 million to 2.3 million, as the result of changes in legislation. In Israel, the situation is different, the amount of space for incarceration is limited and various methods of imprisonment have developed, including imprisonment in the community; the reasons for these developments include the effectiveness of such methods and the high cost of inmate maintenance.

The level of Israel's investment in national security and the defense of the country's borders directly reflects the country's need to wage an ongoing struggle for survival. However, one must recall that the investment in society's strength through constant maintenance of quality of life and through the ensuring of the personal security of Israeli citizens is part of a national strategy to protect every citizen and to create a strong society; a society with solid morals that is able to imprison its criminals in suitable facilities, while, at the same time, seek to remove them from the cycle of crime. There is no contradiction between these goals and the IPS's obligations as a national incarceration agency.

Last year, after the transformation of the IPS into a national incarceration agency, it constructed a multi-year plan for 2009-2013- "Maof", under the leadership of the Minister of Public Security. The plan's goals

are to develop the IPS in new directions, particularly in such areas as increased prison security; to improve the prison and cell block security, as well as the quality of prison infrastructures; to obtain a dramatic improvement of prison facilities with the aim of increasing prisoner space in accordance with European standards; to reduce of crime inside and outside prison walls; to consolidate a correctional concept; to improve the IPS's technological capacity; to create a theoretical infrastructure; and to develop an open-minded attitude to the academic world and to international changes in the realm of incarceration.

However, the most significant chapter in the future of the organization relates to the quality of IPS personnel, for the prison guard is the bedrock of the agency's success in tackling its challenges. The role of the prison guard is challenging, difficult and complex, and consists of contradictory qualities: It is an amalgam of operational capabilities in the security field and the "soft" dimensions of care, humaneness and rehabilitation. Prison guards must continually demonstrate self-discipline, courage, resoluteness, and professionalism and they must have a sense of mission and a clearly defined moral code. Over the years, we have discovered that investment in prison guards is a long-term affair that can bring about the desired results.

Sixty years after the founding of the IPS, we must thank all the IPS Commissioners who have served it so well. They have all made a personal contribution, have consolidated its position and have created a quality organization that is robust and energetic and which has significantly contributed to Israeli society. Even when there is criticism – and such criticism is always necessary – it should always be remembered that the work of the IPS is very important especially because it is carried out with great confidence, great sincerity and a passionate sense of mission.



Developing Science and Technology Driven Public Security Policy Solutions:

Current Research from the Desk of the Chief Scientist

The Bureau of the Chief Scientist of the Ministry of Public Security

Introduction

The Bureau of the Chief Scientist (BCS) at the Ministry of Public Security carries the responsibility for all research, development, testing and evaluation, as well as for science and technology related international relations not only on behalf of the Ministry itself but also for the police and prison services. The BCS provides the Minister, the Israel Police, and the Israel Prison Service any required scientific input to policy and decision making in all their various spheres of jurisdiction, from crime-fighting to public/civil security. The BCS also promotes the development of scientific and technological devices. Most important of all, it develops and advances scientific knowledge, both theoretical and applied.

This paper surveys four applied studies and technological developments that the BCS has recently completed which are already making their practical contribution felt in the field of law enforcement and homeland security.

Police and Policing in the Israeli-Arab Society:

Attitudes and Expectations among the Israeli-Arab Population

Overview

The study was conducted by Dialogue Consultation Research & Training Inc. The objectives were to map and analyze the attitudes of Israeli-Arabs toward the Israeli Police. In addition, the aims of the study were to identify points of strength and weakness as found in various sectors of the Israeli-Arab public.

The conclusions and recommendations were based on a national representative sample of 884 (not including the Druse) residing within the "Green Line" in Israel. In addition, 15 key figures in the Arab community were interviewed as well as 3 focus groups were conducted in Arab sectors of the Galilee.

Study Recommendations

The Israeli – Arabs seem to have a dual assessment of the Israeli Police. Most of the Israeli-Arabs express confidence in most departments/functions of the police. Yet, the majority of the Israeli – Arabs expresses little

or no confidence in The Border Guard and in The Police Special Forces.

Another conclusion was that improvement in this sphere can be achieved through dialog between police and the local leadership, through strengthening of the community's policing unit and through deploying more police stations in Arab communities.

One recommendation was to establish joint think tanks in order to examine ways and means of improving the Israeli-Arab attitudes toward the police. Two more recommendations were to use certain police units like the Traffic Division, which are well received by the Arab public, as a benchmark for other organizations to follow. The second recommendation is for the Police to increase its familiarity with the Arab culture, most importantly in all Police stations which are placed and serve the Arab population.

The study of attitudes and expectations among Israeli-Arabs was a special addition adjacent to an annual study measuring the attitudes of the entire Israeli population. This study focused on the image of the Israeli police, evaluation of the manner in which the police handles various areas of activity, sense of personal security, contact with the police, cooperation with the police and other subjects.

Drug Treatment Outcomes at the Hermon Prison:

A Five Year Follow-Up and Evaluation Study

Overview

A substantial proportion of prisoners enter the Israeli prison system due to drug related crimes. Drug treatment in prisons has several goals; mainly to reduce drug abuse, improve the institutional climate, reduce recidivism and support prisoner rehabilitation in the community.

With the establishment of "Hermon Prison" as the largest drug treatment center in Israeli correctional system, several questions were raised. First, what is the relative effectiveness of the Therapeutic Community Treatment Model in prison, in comparison with other treatment modalities? Second, does the concentration of treatment in one centralized location such as the Hermon facility yield better treatment outcomes than



traditional treatments prevalent in other prisons? Third, to what extent does treatment in prison contribute to the reduction of drug use, to the reduction of criminality, and to the rehabilitation of the released prisoner into the community?

This research was conducted by the Adam Group and is based on a five year longitudinal study of inmates treated in a Therapeutic Community at the "Hermon Prison". In addition, the study included a comparison group of inmates treated at the nearby Tzalmon Prison. The study incorporated interviews with key figures in the Israeli Prison Service in the prison command and with treatment staff. A sample of 146 inmates, admitted to treatment at the Hermon Prison, was the population for the study. The comparison group consisted of 62 inmates who entered treatment at the Tzalmon Prison at the same timeframe. In all, the study included 208 subjects who were interviewed.

Study Recommendations

The Israel Prison service is now successfully incorporating many of the recommendations into their daily operations. Some of these recommendations include:

1. The implementation of a client screening unit to assess the suitability of inmates to be treated in the Hermon Prison.
2. Detecting drugs by means other than or in addition to urine tests.
3. Managing the number of prisoners who meet the admission criteria to enter treatment.

4. Increased treatment hours.
5. Provide specialized treatment, for example alcohol verses other substances,
6. Examining ways and means to provide community aftercare thus extending community treatment to inmates who were released from prison.

The Treatment of Juvenile Offenders in the Israeli Prison System: An Evaluation Study

Overview

The BCS in cooperation with the Israeli Prison Service commissioned a three year evaluation study about the treatment of adolescents in Israeli Prisons. The study was conducted at the "Ofek" reformatory, which is Israel's only prison for juveniles.

The research institute tasked with completing the study was the Zofnat Institute for Organizational Consulting, Development & Research Inc.

The study focused on the question of whether there is a justification for a separate prison for adolescents, and if so, what practices are entailed in the most efficient operation of such a facility.

The study's outcomes shows that the Israeli Prison Service aims to operate the "Ofek" prison while addressing the unique characteristics of its inmates. The basic assumption was that adolescent inmates are at a relatively early stage of a typical criminal career and that they have a greater potential for rehabilitation, given their early age. The prison strives to create an environment which balances between the need to supervise these young residents while they are serving their sentences, and using the incarcerated setting for rehabilitative processes. This point is highlighted also by the fact that the prison houses for certain periods of time Palestinians, both those who were in Israel illegally, as well as security detainees, who don't necessarily have criminal backgrounds.

Recommendations

Recommendations generated from the evaluation study are directed at the prison staff, improving inmate's progress, the key relationship between Ofek Prisons

and the inmate's parents or guardians and the ongoing relationship with former inmates.

Integrity among Israeli Policemen and Prison Service Employees:

Conceptions, Attitudes and Behavior

Overview

The objectives of this research project were three fold:

1. To learn about the causes of unethical conduct in the criminal justice system of Israel (Police and Prison Service).
2. To characterize unethical conduct among policemen and correctional staff (excluding cases of violent behavior), and
3. To learn about the attitudes of policemen and correctional staff toward various types of unethical behaviors.

Recommendations

This study was commissioned by the BCS and conducted by the Center for Applied Ethics in Management. Some of the recommendations generated from the study were to select and recruit systems of new personnel, deal with organizational norms, put ethics and integrity at the top the list of policy priority list, deal with unethical behavior of rank policeman, develop systems of early detection and identify potential groups at risk.

If you would like to learn more about the research and development work-plan at BCS, the research methods, study findings and conclusions or about other studies, please contact the Bureau of the Chief Scientist or visit the website at: <http://www.mops.gov.il/BPEng/ResearchNDevelopment/>

Economic Damage due to Crime in Israel 2008

Ministry of Public Security
Division of Planning Budget & Monitoring

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Abstract

The assessment of the economic damage due to crime is the foundation of the ability of policy makers to make decisions based on cost/benefit analysis. The recognition of the need to assess the economic damages is evolving in the western world, in order to enable examination of the allocation of resources by measurements of cost against benefit among other things.

The purpose of this document is to assess the economic damage due to crime in the State of Israel, due to the tendency of strengthening the public security component in the national strength equation and the continuing decline of personal security of the citizens of Israel, tendencies which intensify the need to place the field of public security in the center of the national prioritization.

The analysis presented in this document show the following findings:

1. The economic damage due to crime in the year 2008 is estimated in the amount of 13.7 billion NIS (prices of year 2008).
2. In the year 2008, a slight increase, in the rate of 0.7%, of the economic damage due to crime, has been recorded, in comparison to year 2007, this is despite a decline of 5.2% of the reported crime.
3. The economic damage, due to "personal sense of security" offenses, has declined in year 2008 in the rate of 1.4% in comparison to year 2007 and in the accumulating rate of more than 10% as of year 2006.

4. The economic damage per person, in year 2008, was 1,874 NIS, the lowest since the Ministry of Public Security began assessing the damage caused due to crime.
5. The economic damage due to crime in year 2008 was 1.9% of the gross domestic product.
6. The accumulating damage due to crime during the years 2001-2008 is estimated by the Ministry as approximately 120.8 billion NIS.

In order to deepen the tendency of reducing the economic damage due to crime in the upcoming years, it is required to prioritize public security while continuing to focus the activity in the war against crime.

Preamble

The cost/benefit analysis is used in all fields of public administration as an important component in the decision making process. Such analyses, which constitute one of the essences of the economic theory, have been for some time, an integral part of the decision making process in the different fields of the public sector, for example: investments in roads and other infrastructures, assistance in consolidating a capital investments encouragement policy and other matters. Like the business sector, the decision makers need to make the cost against benefit analysis, among other considerations, in the framework of determining the way public resources are allocated.

In recent years, the western world is recognizing the need to assess the economic and the social damage due to crime and this in order to examine, among other things, the allocation of resources for the war against crime by criterion of cost and benefit analysis.

Studies conducted in recent years, in different western countries, show that the economic cost of crime is extremely high. Thus, the economic cost of crime in Britain is estimated as approximately 6.7% of the GDP per year, in Australia the economic damage is estimated as approximately 5.7% of the GDP, and in the U.S. the economic damage is estimated as approximately 5.5% of the GDP. **Based on these findings, the economic**

damage due to crime in the State of Israel is estimated as 43 billion NIS per year.

The purpose of this article is to assess the economic damage due to crime in the State of Israel, in light of the tendency of the strengthening of the public security component in the national strength equation and the continuing decline of personal security of the citizens of Israel, tendencies which intensify the need to place public security in the center of the national prioritization.

In similarity to studies conducted around the world, there is still much more to be revealed. The main problems one faces when assessing the economic damages derive from the lack of full data as to the actual crime (as opposed to reported crime). To this problem one should add the difficulties in assessing the physical damage, mental damage, and other types of damages caused directly from crime. Above all, there are problems when assessing the damage caused indirectly from crime, such as: fear of crime, the abstention of investing in criminal areas, harm to the quality of life, the cause of mental anguish and more.

However, it is very important to assess the economic damage due to crime on its different levels. Only the said assessment will enable the examination of the prevention and enforcement activities against crime in a rational economic way, in which one can examine the cost of the initiatives for the war against crime in oppose to the savings derived from preventing crime.

The assessment of the economic damage is meant to constitute an auxiliary tool in the national planning proceedings, also in fields exceeding public security, and this is because of the recognition, that economic damage due to crime is the factor influencing a variety of activities, including the business sector's economic activity, among many other factors. In the framework of the foundations required in order to encourage a long lasting economic growth, and in addition to the "traditional foundations" such as human foundation, physical foundation (as foundation of transport) etc., **the prevention and enforcement foundations in the field of public security should be seen as an integral part of the national foundations which should be available to the society for the purpose of achieving national and economic objectives.**

Economic damage – what is it?

The economic damage due to crime as a whole has many components. There are the direct damages as well as indirect damages, damages of first derivative as well as damages of second and third derivative. Even though this is a very complex matter the damages are presented in three main circles:

1. Damage caused as a result of crime threat:

As a result of crime threat, actions of prevention and self protection are taking place and have economic cost. These actions include economic substantial expenses derived from the following components, among others:

- a. Security expenses.
- b. Insurance expenses.
- c. Self defense protective behavior.
- d. Actions of prevention by the authorities.
- e. Community self protection behavior.
- f. Fear of crime.

2. Damage due to crime:

This damage is caused mainly to the victim, particularly in terms of loss of property or damage to property. However, there may also be damage in terms of medical treatment, absence from work and additional components such as:

- a. Property being stolen and harmed.
- b. Loss of the victim's production or income.
- c. Medical expenses and mental care.
- d. A mental and physical affect on the victim.
- e. Mental support for the victim.
- f. The absence of investments and business developments in criminal areas.

3. Damage caused by responding to crime:

Damages of this type are mainly connected with the system of law enforcement such as:

- a. Law enforcement expenses (such as police, prosecution, courts).
- b. Penalization of the criminal (imprisonment, probation officer etc.).
- c. Prevention care expenses for the criminal and support for his family and surroundings.

As mentioned above, not all of the damages can be expressed in quantity or be translated into economic terms in an unequivocal way. In light of this and due to the these difficulties, one tends to abstain from generalizing all of the damage caused. As a result of this, **the damage estimated tends to reflect a diminished economic damage.**

4. Methodical difficulties

Due to the above complexity, there is a methodical difficulty in assessing the economic damage due to crime. This is in addition to lack of reliable data, starting with the extent of the crime, the value of the stolen or harmed property, the extent and the cost of the medical care required due to crime and on to the data regarding the extent of the mental damage caused to the victim and translating it to monetary terms.

a. The extent of the crime

In order to assess the economic damage due to crime, a measurement of the extent of the crime is required. It is known that the extent of the reports to the police does not reflect this extent but only part of it. Therefore, there is a need to assess the extent of the real crime. This assessment would be conducted in this document by multiplying the number of the reported crimes with the "coefficient" which presents the estimation of reports to the police. The "coefficient" is derived, in certain crime cases, from "Survey on victims of crime 2001" which was conducted by the Central Bureau of Statistics. In absence of reference in the above mentioned survey, this document shall

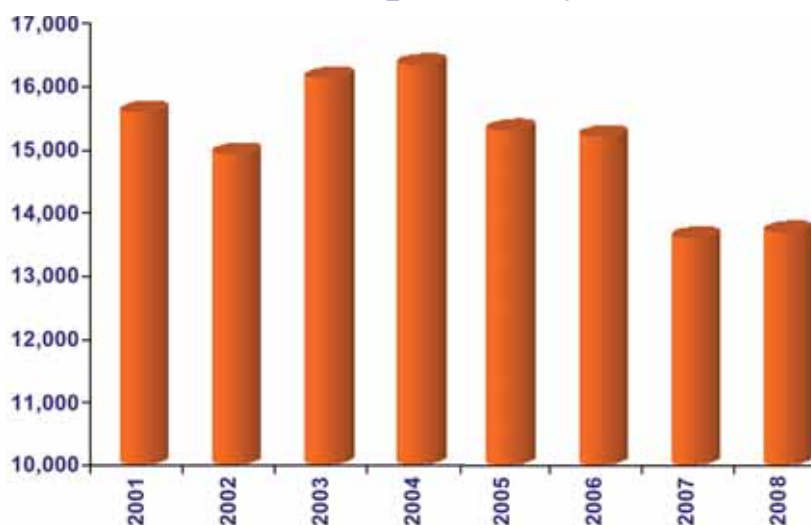
make use of "coefficients" from other surveys conducted in a similar manner from Britain and Australia.

b. Assessment of the damage

The assessment of the damage due to crime and its translation to monetary terms is particularly problematic. First, there is the problem of lack of data regarding the extent of property stolen and/or harmed, the extent of the medical treatments and more. Even in cases in which there is exact data, there is a normative difficulty when translating this data to economic terms.

Second, there is the question of the transaction of resources between the victim and the criminal; does theft constitute economic damage to society as a whole? The stolen DVD does in fact exist, but is in the possession of the thief instead of the victim. In this document, like in studies conducted around the world, there will be a separation between the transaction of resources and the economic damage, by the distinction between a desirable transaction and an undesirable transaction. Theft, robbery, fraud, etc., include illegal transfer of property to the black illegal economy which is not desirable by the victim. In accordance, the undesirable transfer of resources to the illegal economy will be concluded in the assessment of the economic damage.

Assessment of the economic damage (billions of NIS, prices of year 2008)



The economic damage caused to the Israeli economy in year 2008 due to crime is estimated as 13.7 billion NIS.

The accumulated economic damage in the years 2001-2008 is approximately 120.8 billion NIS.

In year 2008 there has been a slight increase of the economic damage due to crime in

In similarity to the assessment regarding the extent of the crime, and in lack of Israeli data, this document will make use of assessments from studies conducted in Britain and in Australia, for the purpose of translating the crime to economic terms. In order to prevent falsifications, this will be done in accordance with the local price level.

Assessment of economic damage

1. General

The hereinafter presented assessment of the economic damage is based on findings from the survey on victims of crime 2001 and on research conducted in order to assess the economic damage due to crime in different western countries. The types of crimes concluded in this document include most types of reported crime (over 99% of the cases in which case investigations were opened). However, **the assessment does not include the damage caused as a result of criminal behavior in connection with the acts of transportation and the cost of the preventive and enforcement activity done by the governmental authorities such as the Israel Police Force, the Prison Authority, Courts of Law etc.**

It is important to mention that the assessment of damage presented hereinafter can not be linked to a specific crime event but it is of the average of many cases. Thus for example, as shown in the Survey on victims of crime 2001, the average value of property stolen from an apartment or outside of it, is estimated as approximately 4,300 NIS (in prices of year 2008) but the minimum value measured in the survey was only 15 NIS.

comparison to year 2007. The economic damage in year 2008 is approximately 100 million NIS higher in comparison to year 2007, which expresses the increase of the economic damage in the rate of 0.7%.

The increase in year 2008 has come after continuous declines of the economic damage beginning at year 2004, which recorded the highest rate since the Ministry of Public Security has began assessing the economic damage due to crime. However, the economic damage in year 2008 is 16.3% lower than in the year 2004.

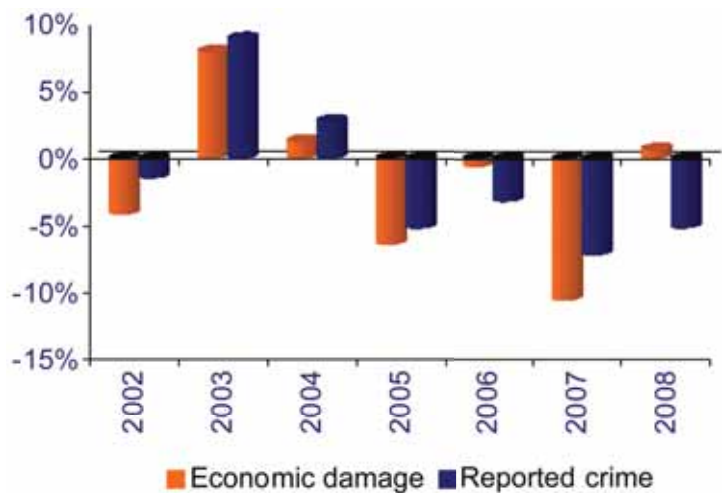
The increase of economic damage in year 2008 was reported while there was a **decline** of 5.2% in the reported crime in comparison to year 2007. This is the first year in which there was a decline of the reported crime on the one hand, and an increase of the economic damage due to crime on the other.

This development show that in year 2008 the decline of reported crime is in fact lower and reflects the types of crimes which bear less economic damage, as it should be described hereinafter.

In spite of the slight increase of the economic damage due to crime, the decline of the damage as a percentage of the GDP has continued to drop in year 2008 and was approximately 1.9% of the GDP. In the years 2001-2004 the economic damage was approximately 2.9% of the GDP. Beginning at year 2004 the damage as a percentage of the GDP began to drop and in year 2008 the damage had reached its

Reported crime and economic damage

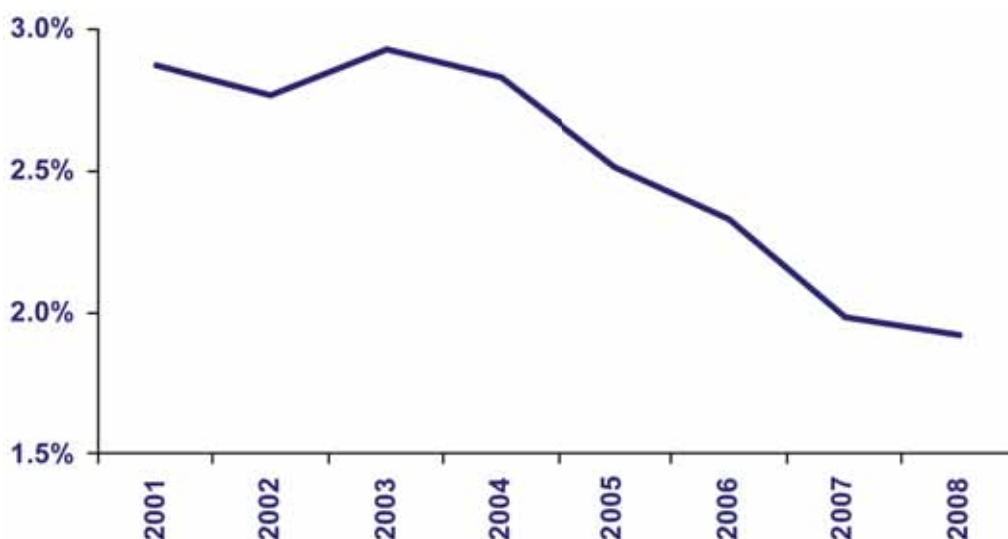
annual change rate



lowest rate ever since the Ministry of Public Security has began assessing the extent of the economic damage. The decline in recent years is explained by the decline of the economic damage in addition to the relatively high growth of the GDP.

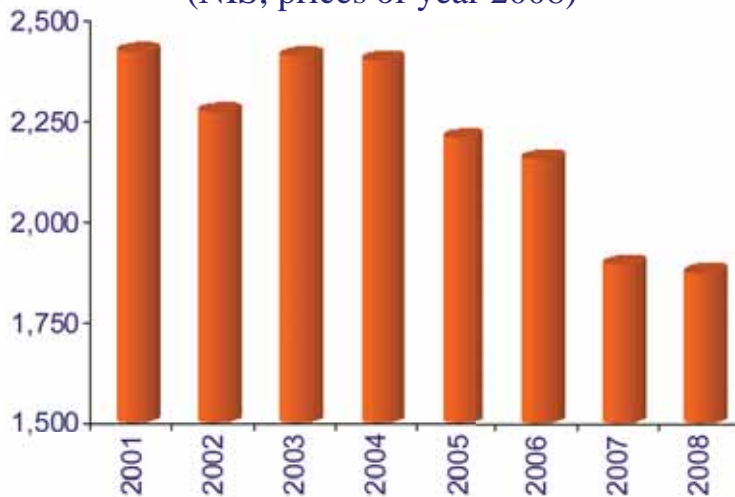
An additional indication for the tendency of a continuous decline of the economic damage due to crime, is the economic damage per person. This finding shows a drastic decline of the economic damage in year 2007 and an additional slight decline in the year 2008. As of the year 2007, the damage per person has declined for the first time and was under 2,000 NIS and in year 2008 it was only 1,874 NIS, a decline of 1.1% in comparison to year 2007 and an accumulated decline of 13.1% as of year 2006.

The economic damage as a percentage of the GDP



Assessment of economic damage per person

(NIS, prices of year 2008)



factor which causes the most damage. In year 2008 the property crimes were 28.2% of the total economic damage, approximately 3.9 billion NIS per year. Even so, there has been a decline reported of approximately 400 million NIS in economic damage from property crime and correspondingly a decline of more than 3% in their part in the total damage. On the other hand, there has been an increase in the extent of the damage due to fraud crimes – from 23.4% of the total damage in year 2007 to 25% in year 2008 – and it is the same in homicide and violence crimes – from 16.9% in year 2007 to 18.6% in year 2008.

These changes in the mixture of crimes were the cause for the described result in year 2008:

2. The economic damage by types of crimes

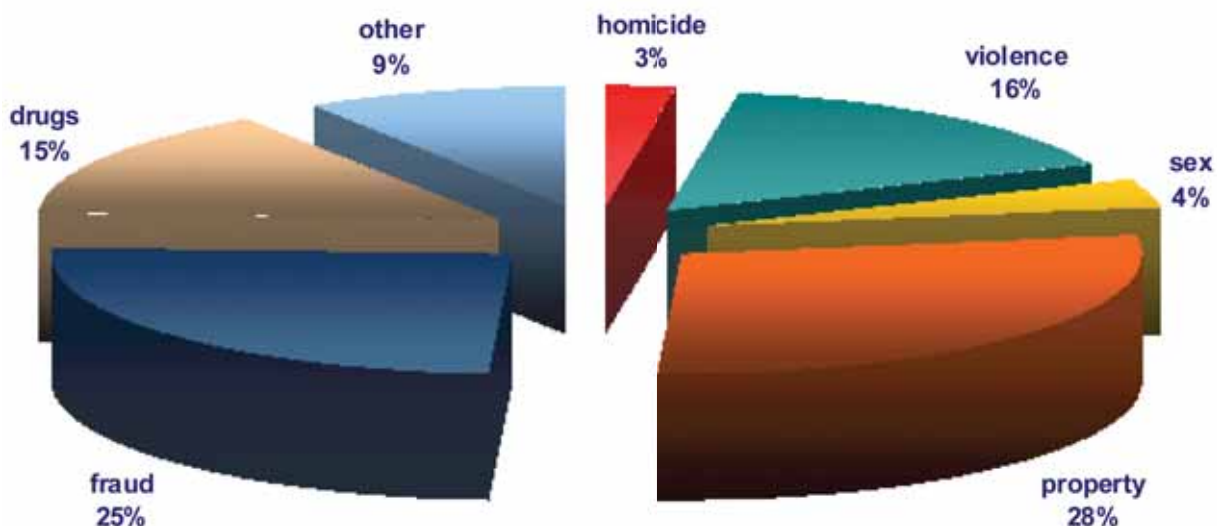
As described above, in year 2008 there was a slight increase of the economic damage due to crime, at the same time, there was a significant decline in reported crimes. These opposite developments show a change in the mixture of the crimes by a more drastic decline in the crimes which bear less economic damage.

Segmentation of the economic damage by types of crime indicates that close to 70% of the economic damage is caused, in similarity to year 2007, as a result of crimes in connection with property, fraud and violence. However, in comparison to year 2007, there have been significant changes in the segmentation of these three offenses: the property crimes remained

In spite of the general decline in the reported crime there has been an increase of the economic damage.

Comparing the year 2008 with year 2007, the findings are as follows: the economic damage from homicide crimes has increased in year 2008 in approximately 28% in comparison to year 2007, the damage from violence crimes increased by approximately 8.5% and the damage from fraud crimes in approximately 7.9%. However, there has been a decline of approximately 9.4% of damage due to property crimes and a decline in the rate of 3.2% in damage due to sex crimes.

Economic damage by types of crime year 2008



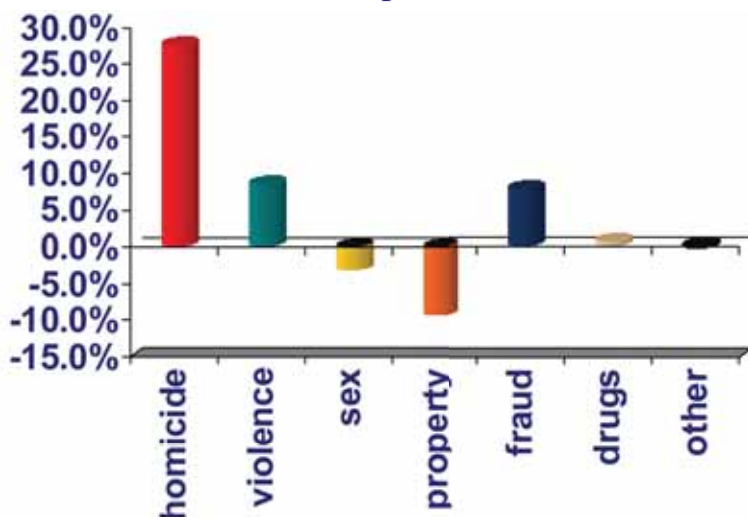
The table hereinafter shows the development in year 2008 in an annual prospective. These findings show that in year 2008, damage due to crime is less than 10% in comparison to the yearly average (2002-2007). Moreover, it shows that in both types of crimes, of which due to them more than 50% of the total damage was caused (property and fraud crimes), the most drastic drops were reported, 15.7% and 11.3% respectively. However, there have been relatively slight drops in the damage from violence crimes and sex crimes.

The total damage declined in year 2008 in approximately 10.3% compared to the annual average and is, as said above, approximately 15.3 billion NIS this year, compared to approximately 15.3 billion NIS as average in years 2002-2007.

In a yearly prospective, between the years 2002-2008, there has been a decline in the economic damage, in the annual average rate of 1.4% - a decline of an average of approximately 200 billion NIS per year. This decline characterized, in similarity to the development in year 2008, in the internal difference of the different types of crimes: there has been a decline of the damage due to homicide crimes in the average of approximately 4.7% per year, in the damage from property, fraud and drug crimes there has been an average decline of 1.4%-1.6% per year, in the damage from violence crimes a decline of approximately 1% and in the damage from sex crimes there has been an average increase in the rate of 0.2% per year.

Change of economic damage by types of crime

2007 in comparison to 2008



3. The personal sense of security

In spite of the slight increase of the economic damage due to crime in year 2008, there has been an improvement reported in the extent of the damage during the recent years. In light of that, one could expect the parallel improvement in the personal sense of security of the public.

Moreover, in recent years the Israel Police Force has focused on improving the personal security by reinforcing police stations and taking action against crimes which effect the public's personal sense of security significantly.

For the purpose of examining the results of the above mentioned efforts and for the purpose of assessing the economic damage in the area of personal security, a "basket" of offenses was put together which is composed of offenses which one may assume effect the personal sense of security substantially: quarrel and street disturbance, crimes against people's lives, crimes against the body of a person, sex crimes, robbery, braking into an apartment and the use of a car without permission.

An analysis of the above "basket" of crimes shows that in contrary to the economic damage due to crime, **there has been a decline in year 2008 in the economic damage caused from crimes inclusive of the basket crimes of personal sense of security.**

This decline, in the rate of 1.4% brings us to the assessment that the economic damage from the crimes inclusive in the basket is in the amount of approximately 5.4 billion NIS in the year 2008. The decline of the said year is in continuance to the decline in year 2007, while the accumulating decline of the economic damage is over 10% as of year 2006. During the years 2003-2006 the economic damage due to crimes conclusive of the basket of personal security crimes, remained stable in the level of 5.8-5.9 billion NIS per year, while the damage increases a bit in year 2006 in contrary to the general development. Beginning in year 2007 it has been reported, as said above, that there has been a decline of the economic damage due to crimes conclusive in the basket of crimes, in year 2008 in contrary to the general development. Having said that, it should be mentioned that during the years 2006-2008,

Type of crime	Economic damage 2002-2008 Billion NIS, prices of year (2008)		Rate of change
	2002-2007 (average)	2008	
	Homicide	380.2	
Violence	2,261.9	2,190.9	-3.1%
Sex	569.2	549.7	-3.4%
Property	4,583.0	3,865.6	-15.7%
Fraud	3,862.7	3,426.0	-11.3%
Drugs	2,277.5	2,043.6	-10.3%
Other	1,324.6	1,265.1	-4.5%
Total	15,259.2	13,692.4	-10.3%

there is a correspondence between the decline in the economic damage due to crimes in the basket of the personal security crimes (a decline of 10.2%) and the decline of the economic damage due to crime in general (a decline of 10%).

An additional finding that may be examined for the purpose of getting the impression regarding the development of the personal sense of security, is the part of the economic damage due to offenses inclusive in the personal security basket out of the total damage due to crime. This finding identifies the year 2008 as the year of change of the tendency. The part of the damage due to the basket offenses had grown in years 2004-2007 and reached its peak in year 2007 when it was 40% of the total economic damage.

In year 2008, due to the decline in the economic damage caused by the basket personal security offenses and the increase of the damage in general, there was a decline in the part of the economic damage due to the basket offenses for the first time since 2003 and was 39.2%.

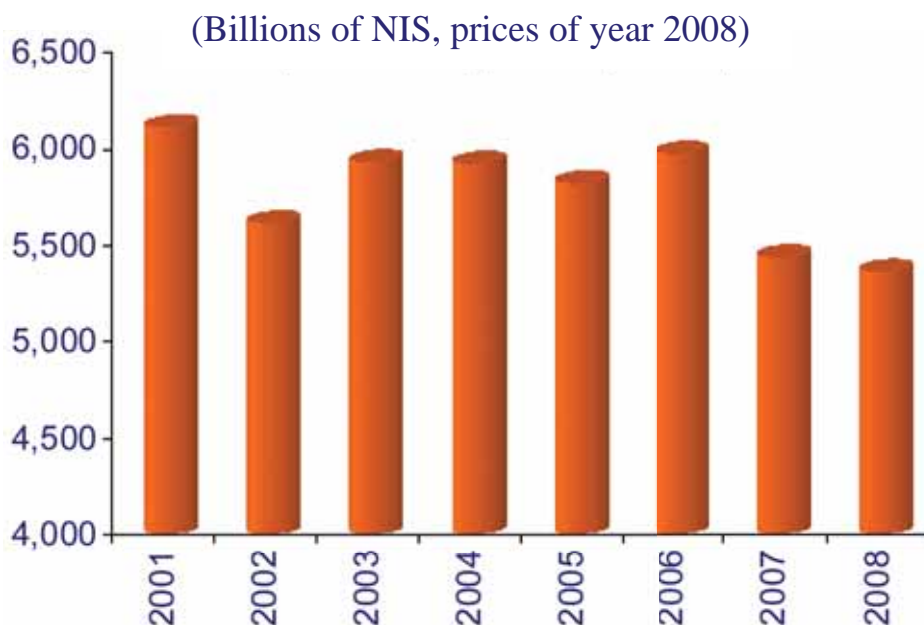
Summary and conclusion

Assessing the economic damage due to crime is complex. However, the need to place preventive and enforcement activity in an economic and rational framework is required in order to enable the making of decisions based on a cost against benefit analysis.

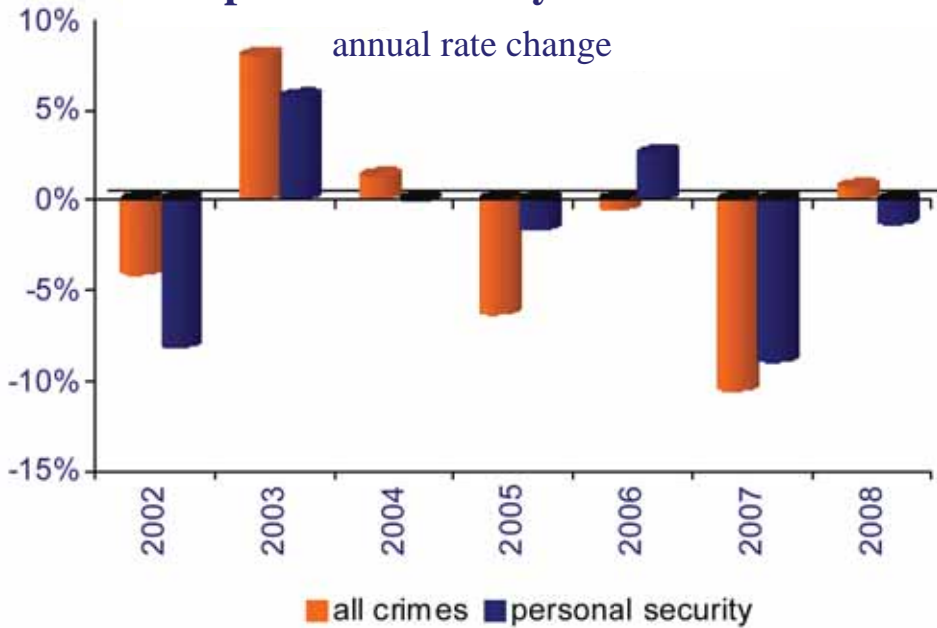
The economic damage due to crime in the year 2008 is estimated, in this document, in the amount of 13.7 billion NIS. This is in addition to damages which were not included in this document, first and for most, the economic damage due to crime in the field of transportation and also the expenses for prevention, law enforcement, judgment and punishment which would have been used for alternative activities if it was not for crime.

The analysis presented in the document translates the reality of crime in the State of Israel to monetary terms and clearly indicates the great damage caused to the Israeli economy due to crime. Since the year 2001, there has been an accumulating economic damage in the extent of over 120 billion NIS, over 15 billion NIS every year.

Assessment of the economic damage due to personal security crimes



The economic damage due to crime and the personal security offenses



improvement in the economic damage due to crimes of personal security continues in year 2008, in spite of the increase of the economic damage as part of the crime in general.

The above findings have significance on a number levels:

First, the enlargement of the budget of the Ministry of Public Security should be considered as governmental investment in the foundation necessary in order to create a long lasting economic growth and it is expected that this investment will bear substantial positive return, measurable, by a decline of the economic damage due to crime.

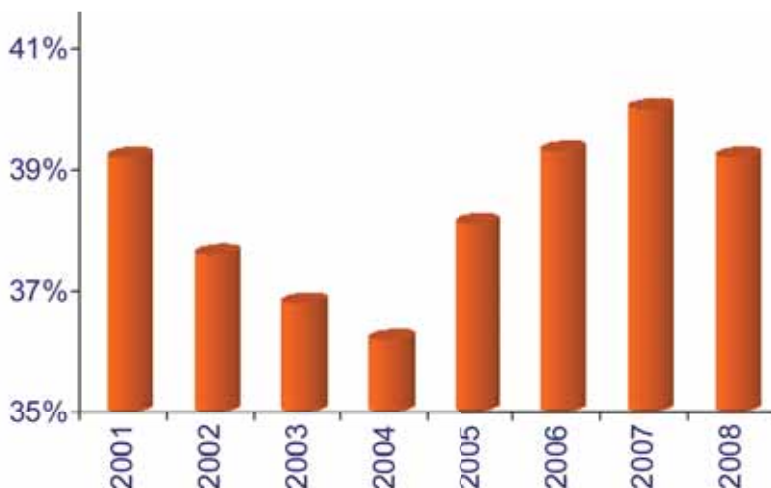
In recent years, we have begun to witness a tendency of improvement and a progressive decline in the economic damage due to crime. However, in contrary to the continuance of the tendency of decline in the reported crime, there has been a slight increase in year 2008 of the economic damage in the rate of 0.7%. In year the 2008 the economic damage is approximated at 1.9% of the GDP.

Second, the focus that was given in years 2006-2007 to the war against crime in general and in street crime particularly, the support of police stations and passing the escort and jailing disposition to the management of the Israel Prison Service and the focus of the Israeli Police activity on its main areas of expertise, is starting to show its results.

In spite of the general improvement in recent years, the analysis show that the improvement does not spread equably over the different crimes. Thus, in year 2007 alone, at the same time of the plan for the support of the police stations, which began at the first half of year 2006, there has been a decline in the economic damage due to crimes of personal security. The tendency of

Third, in order to proceed the positive tendency of recent years while giving attention to the inhomogeneous development in the economic damage due to different types of crimes, it is required to continue and focus on the war against crime as a national goal and to examine the way the resources are allocated in the way that it is the most beneficial to the Israeli society.

The economic damage due to personal security offenses the percentage out of the total economic damage



In light of everything said above herein, and the extant of the economic substantial damage due to crime, a national prioritization of public security is required. This prioritization should include an appropriate and steady base of planning and budget, the enlargement of resources allocated to the Ministry of Public Security for the implementation of main plans, making the Israel Police and the Israel Prison Service a place of attraction for quality manpower, a more affective and efficient management, and tracking and monitoring the achievement of the goals required on a national level.

Social Violence in Israel: A Research and Development Work Plan

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

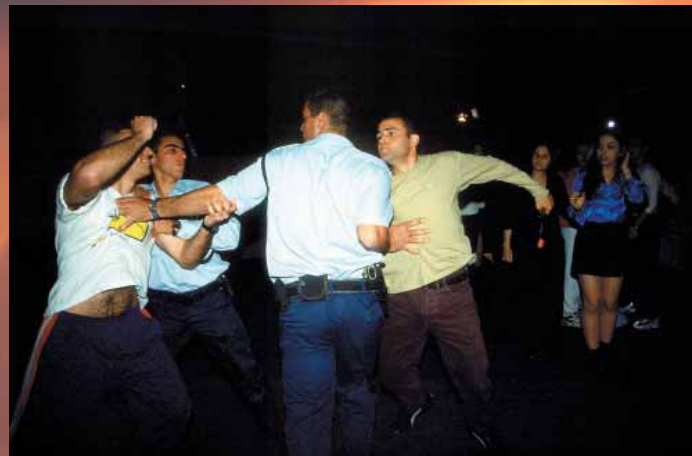
Hadar Franko
*Acting Head of Behavioral Sciences,
Ministry of Public Security¹*

Background

In recent years Israeli society has become increasingly violent. Citizens are frequently exposed to incidents of violence, which seem to have become a norm, as is evident if we look at the category of serious assault, which includes such offenses as homicide, attempted homicide, manslaughter, and serious injury. According to statistics issued by the Israel Police, there has been a steady increase over the past decade in this category of offense, despite the overall improvement in reported crime, as indicated by the statistics on reported crime between 2005 and 2007.

The goal

The goal of this document is to summarize and present information regarding violence in Israeli society, as well as to propose some principal modes of operation aimed at encouraging the trend toward decrease in violence and crime, as indicated by figures issued by the Israel Police since 2005. In this document, the Bureau of the Chief Scientist in the Ministry of Public



Security presents its work plan for 2009, which focuses on attempts to seek solutions to the phenomenon of violence through in-depth scientific research.

The current situation

These days we are witnessing a rising threshold of violence. In the eyes of many Israelis, aggression has become a legitimate solution for dealing with stressful situations. In the professional literature, violence is defined as a symptom of social malaise. However, the difficulties that individuals sometimes encounter

¹ Hadar's recently submitted doctorate in Criminology is titled "Prostitution, Trafficking and the Victims of Slavery in Israel": Analysis of Court of Justice Documents in Israel Concerning Crime and Legislation about the Trafficking of Women for Prostitution.

cannot be regarded as a justification for the display of violence directed against individual citizens that is undermining the foundations of Israeli society and Israeli democracy. This is especially distressing in a country like Israel, which is committed to granting its citizens the right to life and security and which even defines that commitment in extensive legislation.

The mass media – television, radio, Internet, and the press – daily report on events of verbal, sexual, psychological and physical violence. These events involve for the most part citizens who are unknown to the general public while some of the events involve well-known figures who enjoy fame and special status.

According to surveys conducted by the Bureau of the Chief Scientist in the Ministry of Public Security and surveys conducted by members of Israel's academic community, the Israeli public has lost its sense of security and there has been an ongoing decline in the public's faith in those charged with the task of protecting it. Moreover, apparently, Israelis are becoming increasingly indifferent to violent incidents. This is a wake-up call: Israelis must not allow themselves the luxury of dulled senses as their society becomes a battlefield. For instance, Israeli citizens were shocked when front page headlines in the country's newspapers reported the sad tale of the suspected murder of a little girl, Rose Pizam. However, the feelings of shock were replaced by complacency and indifference in the face of the second and third such incidents reported that same week that involved the murder of four-year-old children and the replacement of the figure of the loving mother by a woman who sees her child as a burden.

Sadly enough, violence erupts in all social situations and involves people in various categories of social status – for instance, violence and bullying on the nation's highways. In 2008, in the month of October alone, there was a series of hit-and-run traffic accidents, in which five persons were injured and a 27-year-old woman was killed; in some cases, the drivers were previous offenders, while, in other cases, they were normative individuals, ordinary citizens.

The first people to react to incidents of violence and terror in the family, on the highway and in other situations and places are the police, crime scene personnel, Magen David Adom (Israel's version of the Red Cross) workers, firefighters, and members of the ZAKA search and rescue organization. Their reports attest to the emotional drain and the emotional struggle they must contend with when viewing such scenes – especially when the sequence of violent incidents is

so intensive and when the feeling is that the violence is becoming graver with each incident and that every new violent crime erases from one's memory previous violent crimes.

The violence and the indifference did not just suddenly crop up one day; this is a result of an ongoing process and we at the Ministry must do everything possible to stop the snowball effect and propose solutions for dealing with disputes and stressful life situations. The physical blows, threats, curses, shootings, stabbings and harassments must be replaced by interpersonal communication the use of words by the articulation of one's opinions and by the adoption of courageous positions that are advocated in a peaceful calm manner that reflects a sense of personal security and faith in the mechanisms of the regime and in its representatives

Since the 1970s, important steps have been taken in Israel to eradicate violence to deal with the victims of acts of violence and to prevent violence from erupting in the home or in public areas. However, no comprehensive solution has yet been found for the problem of violence and there is the feeling that violence is shifting from one context to another.

There is a real need for a fundamental research-oriented, critical approach to the issue of violence in society, so that we can identify how to effectively cope with the problem of violence at the systemic, national and collective levels. This need is particularly urgent, given the unique character of the State of Israel and given the fact that violence has penetrated all of the country's networks and all strata in Israeli society; in addition to its having penetrated the home and the family, it is also being expressed in the public domain. We are today witnessing violence in the workplace, in the educational system, in our health-care system, in our judicial network, on Israel's highways and in its urban streets, even in cyberspace and on the Internet.

The phenomenon of violence in Israeli society can perhaps be explained by the fact that war and violent behavior are an integral part of life in Israel and were an integral part of life here even before the establishment of the State of Israel in 1948; thus, Israelis must be on a constant vigil to protect their country from violence, which threatens Israel's very existence. Thus, the issue of personal and public security heads the collective national agenda and the concept of "offensive and defensive" has become a key vehicle for the mechanism of thinking and acting. Many scholars of culture and society point out that militarism in Israel is a cultural, cognitive phenomenon and that Israel's citizens have a

collective awareness of war, especially when citizens are exposed to a not inconsiderable number of terrorist incidents and when residents of Israel's northern and central regions must conduct their lives under fire.

In view of this daily "routine" in Israel, the concept that nonviolent individuals are weak and passive has become popular and the biblical phrase "If someone attacks you with the intention of killing you, you should kill them first" has become a mantra and a pretext. Many individuals who consider themselves under attack have not even bothered to stop and think whether anyone has actually taken the offensive against them. Is Israeli society exposed to violence from the outside and must Israelis always defend themselves against possible attack? Or have Israel's citizens adopted principles of violent conduct as guidelines for all areas of their lives and are they disseminating this model among the members of the younger generation?

Another explanation may be seen in that today it appears that violence has become a norm; that the authority of teachers and parents has been seriously questioned and undermined; that social workers, teachers, police officers, judges and public officials frequently come under attack; and that children, adolescents, women, elderly persons and immigrants are often the victims of violence. Violence is filtering down into all sectors of society and is seizing control of the broad public moral consciousness.

It can thus be concluded that the road to an effective solution to violence is a long one and that there is a need for the initiation of action that can showcase principles capable of creating a climate of nonviolence. In other words, there is a need for the development and initiation of effective programs that will necessarily address all aspects of our lives and that will teach citizens the importance of human life and personal and collective security. At the same time, the programs must provide tools that can enable us to restrain ourselves, control our inner impulse for violence, control our passions, stimulate tolerance in our hearts for ourselves and for the other, develop the awareness and understanding that violence is not something that comes from the outside and which simply happens to us, and stimulate us to comprehend that we are not powerless in the face of violence.

The decision to grapple with violence in all its various forms in Israel is part of the Public Security Minister's policies. The Minister is assuming that the vast majority of Israelis are law-abiding citizens. Therefore, Israel's law enforcement agencies – including the Israel Police,



Israel Prison Service and Ministry of Public Security – bear exclusive responsibility and an exclusive moral obligation as representatives of the State of Israel to see to the prevention, reduction, and elimination of violence and to promote the enforcement of laws that can effectively fight violence. In doing so, the country's law enforcement agencies first of all have a moral responsibility and obligation toward Israel's law-abiding citizens who respect the principles and behavioral norms of a democratic society.

Proposal for methods of operation

In light of the situation described above the Minister of Public Security directed the Ministry to develop a plan from the operational and research standpoints aimed at reducing violent conduct. The Minister's decision emphasizes the immense importance that the Ministry attaches to an in-depth overall systemic response to the problem of violence in all its forms. Thus, the Bureau of the Chief Scientist has set a number of research objectives beginning with the 2009 work-plan; these objectives are meant to enable fundamental research on the problem of violence.

The primary goal of the intended research in this field is to produce theoretical, applicable, relevant and practical findings. The common denominator linking the projects in the field of behavioral and social sciences for the coming years is the placing of the topic of violence at the top of the agenda. Thus, an attempt will be made to create and produce, from all the data received at the end of the year, recommendations and applications for a system-wide plan whose goal would be the prevention of violent behavior and for the enforcement of legislation meant to curb such behavior:

1. **"City without Violence"** - An accompanying evaluative research study for the national violence prevention program: City without Violence is a broad-based systemic program that aims at effectively coping with the various forms of violence and the various violent situations in a

given city. The research study was initiated (a) to accompany the implementation of the program (b) to evaluate the program's success and to examine the extent to which the program contributes to the reduction in violent behavior and the exposure to violence and in the damage caused by violence and (c) to increase the citizens' s personal security.

2. **A "National Index of Violence"** - A group of researchers have begun work on a National Violence Index. This move comes in the wake of the recognition of the need for the index by the Bureau of the Chief Scientist and by the Investigations and Intelligence Division of reflect the level of violence in Israeli society and which could study trends and changes over a specified period of time. The development of the index is being developed based upon empirical and other statistical data. Work on the index is expected to be carried out over a period of the next 12 months.
3. **"Violence directed at Public Officials and Service Providers"** - Another project which will commence during the 2009 work year focuses on the subject of Violence committed by citizens against the public officials and service providers i.e., police, health, education and welfare officials and the like. In light of the fact that incidents of violence committed by citizens against public officials in general, and against police officers in particular, have seriously increased in number and in severity in recent years, it was decided, on the initiative and with the guidance of the Public Security Minister, to thoroughly study the phenomenon. The goal of the study is to try to understand the reasons and motives behind the violence that is directed against those individuals. In the context of the research, a study will be made of incidents involving physical, verbal and emotional violence (the latter includes extortion and threats); the identification and documentation of this violent behavior will enable the creation of a comprehensive status report on the phenomenon and will also permit the development of applied tools for coping with, and preventing, violence in the future. In the research study, a wide variety of qualitative and quantitative methods will be used: surveys, interviews, focus groups, etc. Work on the research study is expected to be carried out over a period of 18 months.
4. **"The Abuse and Murder of Children by their Parents or Relatives"** - The Bureau of the Chief Scientist also will research the abuse and murder

of children by their parents or relatives. Particular emphasis will be given to the murder of children by their parents or by their legal guardians. The initiative for the study was sparked by some new data indicating that, from the mid-1990s, there has been a significant increase in the scope of the phenomenon of minors murdered in their own homes by adults charged with the job of protecting them and looking after them. The Public Security Ministry has identified the need for this study, which will be documenting the phenomenon and will be analyzing the various cases by means of a wide range of research methods. The goal of the study is to identify risk factors, develop tools for early detection on the basis of suspicious signs, and propose tools that can help reduce, eliminate and prevent the phenomenon, with the ultimate goals being to save lives.

5. **"Post Trauma among First Responders"** - An additional research study that has already been launched focuses on understanding the impact of exposure of front-line police officers to violent events and to the sight of corpses in the course of their work. The study also seeks to examine the connection between the exposure to violent events and the phenomenon of post traumatic stress disorder among police officers and other personnel exposed to such events The research study was initiated in order to study the characteristics scope and severity of the phenomenon and to then study and propose techniques for effectively dealing with it. To achieve these goals the research study will include all police personnel who came into direct contact with events where they were exposed to corpses or human remains.

Summary

Violence in Israeli society was not created "ex nihilo." It has become a serious, dangerous phenomenon for Israel's citizens in the wake of a wide range of factors and variables that have had a combined impact and which apparently have not been effectively or efficiently explored. The goal of the Bureau of the Chief Scientist at the Ministry of Public Security is to describe, analyze and study, in a fundamental and comprehensive manner, a wide range of the variables and characteristics of violence. The ultimate goal is to propose possible solutions to security forces and to other relevant agencies, such as the Ministry of Education, Ministry of Social Affairs, Ministry of Health, etc.

The Civil Guard Celebrates

Based on the book by Commander Dr. Eran Israel, which was edited by Chief Superintendent Dr. Avi Zelba and which has been issued by the Spokesperson of the Israel Police's Community and Civil Guard Division.



In April 1974, the Israeli government passed resolution number 411; in the wake of the transfer of responsibility for homeland security from the Israel Defense Forces to the Israel Police, that resolution called for the creation of a Civil Guard in Israel.

At the same time, in the face of increasing terrorism and a sense of national emergency that developed over several months following the passing of the above resolution, Israel's public began to press the government to ratify the decision for the creation of a Civil Guard for homeland security in the State of Israel.

On July 10, 1974, the government decided to establish a Civil Guard, which would operate alongside, but not within, the Israel Police. At every command level – national, district and regional – a separate command was to be created for the Civil Guard; thus, there would be a national Civil Guard commander, district Civil Guard commanders and regional Civil Guard commanders. Each police station would have a Civil Guard commander, and the Civil Guard command in Israel's major cities was to be divided into quarters, with each quarter placed under the jurisdiction of a separate commander.

The Civil Guard is today a volunteer organization operating within the framework of the Israel Police; it plays an important role in the solution of the homeland security needs of Israel's citizens. It is a unique Israeli

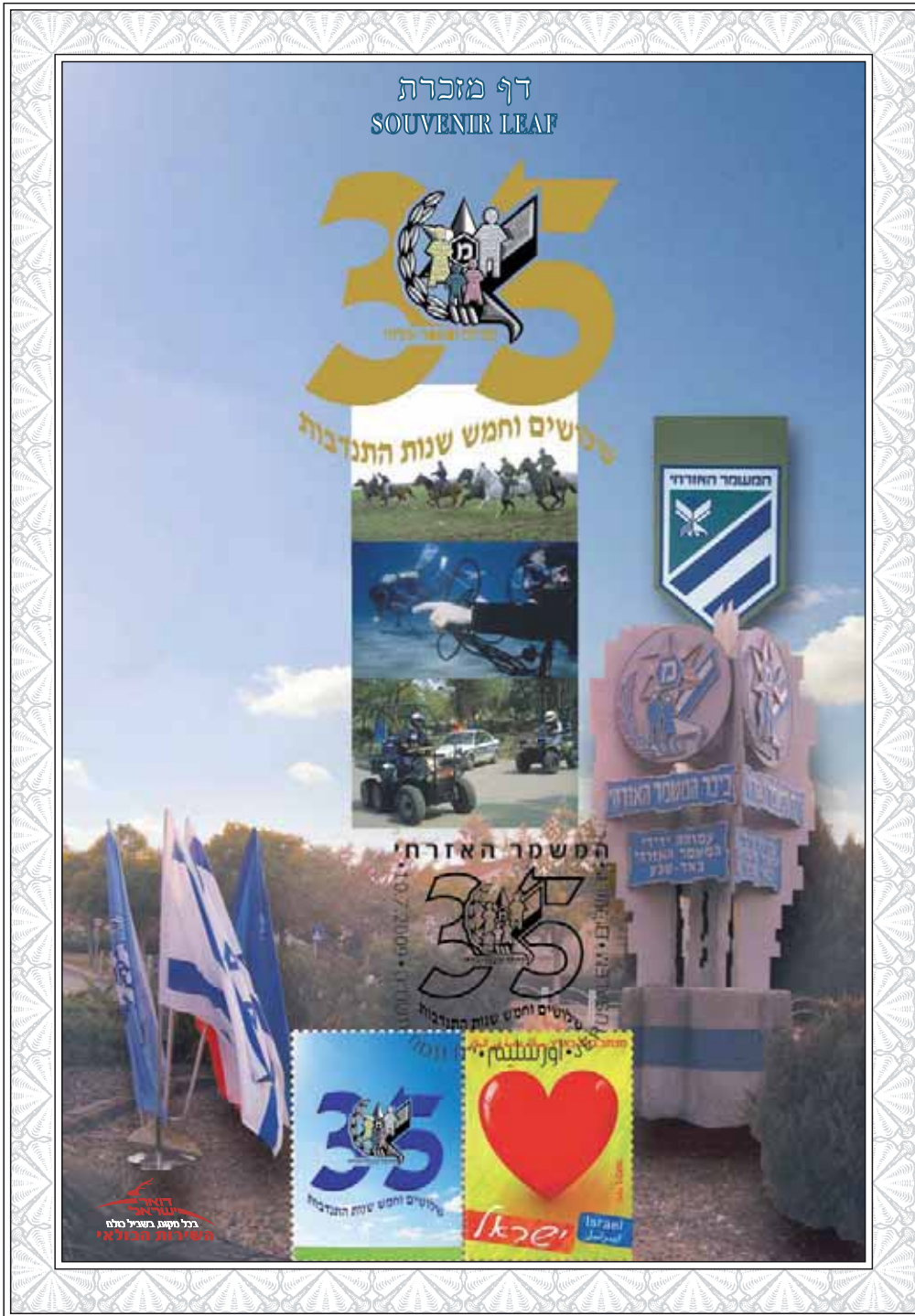
creation and is a result of the special social and security circumstances that Israel has had to deal with since its establishment in May 1948. The Civil Guard's creation is an outstanding chapter both in the history of volunteer organizations in Israel and in the history of volunteerism in police frameworks around the world.

The Civil Guard is a splendid example of an authentic grassroots voluntary organization whose members include Israeli citizens from all walks of life and from all social sectors. Furthermore, one could define the Civil Guard as an effective channeling of the Israeli public's determination to fight terror. The public's initial response to the very concept of a Civil Guard was enthusiastic, and, by the end of 1974, only a few months after its creation, the new voluntary organization already had an impressive number of volunteers in its ranks.

In February 1975, guidelines were established for the Civil Guard and for its organizational structure. The guidelines were specified in an amendment to the Israel Police Law; the amendment, entitled "The Civil Guard," stated, inter alia, "The Civil Guard will be established alongside the Israel Police. In every operation that it is authorized to undertake for the protection of the lives and property of Israel's citizens from hostile actions, the Israel Police may also use the services of the Civil Guard."



celebrates its 35th Birthday



enabled the deployment of a massive number of police officers for the securing of routes and for homeland security activities during the visit.

In 1981, in the wake of the close collaboration of the Israel Police and Civil Guard volunteers, there were those who had a vision of the Israel Police and Civil Guard one day becoming part of a single organization. In light of this vision, it was decided to launch an experimental pilot project that would be closely monitored: the creation of special Civil Guard units with uniformed volunteers. The project was called MATMID. The concept was formally adopted in late 1982 as a permanent feature in Israel's law enforcement community with the integration of special units of uniformed Civil Guard volunteers into regular police activities, such as patrols, detective work, traffic, and crime prevention. Over the years since that time, the number of police activities in which uniformed Civil Guard volunteers could be employed expanded dramatically. Today, uniformed Civil Guard volunteers help the Israel

In preparation for the historic visit to Israel of the late Egyptian president, Anwar Sadat, in 1977, the Israel Police planned one of the largest and most complicated public security operations in Israeli history. Operation Gate was the first significant operation in which Civil Guard volunteers were integrated into the activities of local police stations, which were almost totally emptied of police officers. The recruitment of the volunteers

Police in a formal, organized fashion, in both homeland security functions and in the areas of crime fighting and prevention.

It was not long before Israel's parliament, the Knesset, passed relevant legislation and amendments to existing regulations pertaining to the powers of Civil Guard volunteers. In the wake of the passing of legislation



by the Knesset, an amendment in Section 49 of the Israel Police Law went into effect in January 1989. The amendment defines the power of Civil Guard volunteers and their areas of jurisdiction. In addition to the powers granted up until then to Civil Guard volunteers, the amendment specified that the "Israel Police may enlist the assistance of the Civil Guard in police activities related to the protection of the lives and property of citizens." New amendments, passed in 1996, established the areas in which the Israel Police was authorized to enlist the assistance of Civil Guard volunteers: patrols, traffic, detective work, maritime policing, rescue of injured persons and assistance to police bomb squads.

In the 1990's, the Civil Guard was Israel's largest volunteer organization with tens of thousands of volunteers constituting a fascinating human mosaic that represented a vast spectrum of religious affiliations, ethnic communities and age brackets. The Civil Guard's volunteers were from all parts of Israel and from all the various ideological sectors that make up Israeli society. This was the picture in the 1990s and it was still valid in 2008.

Civil Guard volunteers include members of Israel's hareidi (ultra-Orthodox Jewish) community. Members of such communities as the Ger Hasidic sect in Ashdod and residents of neighborhoods in Bnei Brak, Jerusalem, Betar Ilit, Kiryat Ye'arim and other parts of Israel have joined the Civil Guard. They undergo training and are then dispatched to various security assignments during nighttime hours by the commander

of the Civil Guard base in their respective community. In Bnei Brak, for example, hareidi Civil Guard volunteers serve as security guards in synagogues, at rallies, at weddings and at special events organized by various Hasidic sects and by yeshivot (academies of advanced Talmudic studies). In addition, Zaka units have been established in all of the country's police districts; Zaka is the hareidi organization that cares for human remains and identifies corpses in the wake of a terrorist attack, a mass disaster or a traffic accident. The organization was founded in 1989 following a terrorist attack on Egged Bus route 405, when a terrorist caused an interurban bus on the Tel Aviv-Jerusalem highway to plunge into a chasm in the vicinity of Kiryat Yearim.

In 1998, Police Commissioner Yehuda Vilk decided to incorporate the Civil Guard as an integral part of the Israel Police. The decision was made in light of the growing popularity of the concept of community policing among members of the Israel Police and in Israeli society in general, and in light of internal processes in the Israel Police, which placed particular emphasis on the improvement of service to the public, on increased effectiveness and on a genuine desire to encourage the public's participation in police work in order to improve the quality of life in Israel. In the wake of this decision, a major change occurred in the employment of Civil Guard volunteers, who were allowed to take a more active role in the Israel Police's Community and Civil Guard Division and in its community policing centers.

This year marks the 35th anniversary of the founding of the Civil Guard. The organization has come a long way



since its creation and has undergone many changes, principally in the redefinition of goals and missions to suit the changing reality of Israeli society. During this period, the Civil Guard has been an active partner in the strategic and historic changes that have taken place in the Israel Police. As the late Haim Tavori, who was Israel Police Commissioner at the time, declared in 1978, "Without the Civil Guard, the Israel Police would be a totally different organization." Today, after three and a half decades, the Civil Guard is a significant force that has had a major impact on police work and has helped the Israel Police to achieve its organizational goals. Today, thanks to the community policing activities of the Civil Guard, the quality of life in Israel has improved significantly and its citizens feel more secure.

Last year, under the command of Major General Uzi Rosen, head of the Israel Police's community outreach division, the Civil Guard has undergone a revolutionary change, which has been expressed principally in a much greater emphasis on professionalization and on the adaption of this voluntary organization's functions to meet the changing needs of the Israel Police and the community. A new integrated Community Policing Center program has reinforced the link between local Civil Guard bases and the Israel Police's community policing centers, and the resulting collaboration between the Civil Guard, the world's largest and most unique voluntary policing organization, and the Israel Police's community policing unit has proven to be very impressive. It has produced a very successful model

whose operation is highly cost-effective and which has made many achievements in the field of community policing.

A significant and substantive change has taken place in the Israel Police, particularly in its Community and Civil Guard Division. Police officers specializing in community policing, together with Civil Guard volunteers, have become partners in police work and have contributed to the Israel Police's increased efficacy, particularly in fighting crime and in dealing with road accidents.

Police officers specializing in community policing and Civil Guard volunteers today work in close, focused collaboration, utilizing intelligence in the field and operating in accordance with crime-fighting programs. The volunteers work together with professionally trained Israeli police officers in the war on crime and in the maintenance of homeland security. In every community where this close collaboration has expressed itself, impressive achievements have been made and all those involved – local residents, the Civil Guard and the Israel Police – are very pleased with the results.

The Civil Guard has progressed to a unique level of quality, professional community policing thanks to such factors as professionalization in police matters, the establishment of a code of operations for Civil Guard units, and the preparation of technical specifications for vehicles and other means needed for effective police work.

Civil Obligation and Community Commitment:

Israel Police High School Program

Ilani Abebe Campino

Senior Co-ordinator,

*Immigrants and Youth Boarding
Schools, Mezila Division*



Two police officers stand at attention before the Israeli flag in a parade square in one of Israel's rural areas and salute the flag. At first glance, there seems nothing special about this scene. However, on closer examination, you realize that the police officers are teenagers – new immigrants attending the 11th grade in a unique police studies program at the Kanot Boarding School in northern Israel.

This special initiative involves collaboration between many partners who daily contribute to the program's success which include three boarding schools, and is located in Kanot, Nir Ha'emek and Hodayot respectively – and a number of government ministries. At these three boarding schools, a total of 166 students participate in the program. The ministries participating in the project include the Ministry of Public Security which spearheads the initiative and supports its activities; the Ministry of Education (specifically, its Rural Education Authority), which is responsible for the educational content and for the pedagogical supervision, and the Ministry of Immigrant Absorption, which promotes

the integration of teenage immigrants into Israeli society. Additionally, the Israel Police has appointed an officer with the rank of Superintendent for each boarding school; this officer's role is to monitor the implementation of the program's formal and informal educational aspects that are related to police work.

The police studies program was launched five years ago with the aim of meeting the following goal, which still features as the heart of the program: "To create an educational context that includes studies that focus on such topics as law and order, the security of the local community and active citizenship." The implementation of the police studies program in a boarding-school context offers a suitable response to the special conditions of a boarding school education: on the one hand, a formal education context, while, on the other, afternoon and evening activities in the non-formal education program.

The police studies program includes two intertwined curricula: The first is that of a normative school and the second is that of a boarding school facility. Included in



the normative school program are theoretical studies, and the program itself is geared to enable students to obtain a full matriculation certificate. In the context of the courses, the students learn criminology and sociology and write a research paper in the area of police studies. Regarding their matriculation requirements, the students are administered exams constructed for students taking five matriculation units in the field of social sciences. The program's participants are provided with many scholastic "boosts" intended to reinforce their capabilities as responsible students. It should be pointed out these students contribute to a continual improvement in the percentage of matriculation-recipients among students completing their high school obligations.

In the context of the boarding school, the students participate in a wide range of training programs and activities, such as martial arts, first aid, equestrianism, sharpshooting, and Gadna (Scout-like) activities. The program includes weekly lectures on policing topics by senior police officers, field trips, physical fitness training and parade drills. Students from the 11th and 12th grades participate as volunteers with the Israel Police's Civil Guard. Included in the cultural enrichment segment of the program are guided viewing of films, followed by a discussion; lectures by senior Israel Police and Israel Prison Service officers; and field trips to police stations, courtrooms, prisons and the Knesset (Israel's parliament).

Einav, a first-year student in one of the boarding schools, decided to join the program because she "wanted a rigid context with military discipline." She had to undergo a process of entry into the program and to prove that she was capable of succeeding in the program in addition to showing her commitment. No small task, if we take into consideration Einav's background. Thanks to the police studies program, she is studying toward a full matriculation certificate which is broader than the minimal matriculation certificate, and is being exposed to the world of law and order, is a volunteer with the Israel Police (through the Civil Guard), and participates in various extracurricular clubs. Einav admits that the donning of a police uniform has had an impact on her conduct and has created for both her and her friends a sense of commitment as well as a feeling of respect toward the symbol and uniform of the Israel Police. As far as the future is concerned, she wants to join the Israel Defense Forces and to serve in operational field roles.

Wearing the Israel Police uniform has been a central and highly significant factor in the development of the police studies program over the years. Initially, the police studies program students' friends looked with scorn at their uniformed peers and the students were even ashamed to go home for the weekend wearing a uniform. In recent years, however, the attitude toward the program's participants and toward their police uniform has changed and the uniform has actually



become a source of pride among the participants and a source of envy among their peers. As is the practice in the IDF, participants must earn their uniform and their insignia – through hard work, diligence in scholastic activities and a physically demanding final march. At the end of the march, the participants receive their uniform and insignia. The police uniform inspires in the students a sense of commitment to both the program and its content (the declared and the tacitly understood segments); furthermore, the uniform is an important factor in reducing violence among the students at the boarding schools.

Most of the participants in the police studies program come from difficult socioeconomic backgrounds, which generate serious doubts as to both their future contribution to society and their joining the IDF. The program at the Kanot boarding school has been operating with a high degree of success for the past five years. Superintendent Iris Reiss, who coordinates the program at Kanot, is proud of the impressive statistics regarding induction into the IDF: Nearly all of the graduates of

the past two years have joined the IDF, and most of them, including the female graduates, have volunteered to serve in combat units. It should be pointed out that this fact should by no means be taken for granted. For instance, Reiss cites the example of a young girl who had a past history of violence and a police record. Despite her background, the team coordinating the program decided, in a gesture of compassion, to allow her to enroll in the police studies program. When she graduated, she headed her class as the outstanding student for her graduating year; furthermore, she enlisted in the IDF and joined one of its elite units, where she was given an operational field assignment. In addition, in view of the significant improvement in her behavior as a participant in the program and thanks to the intensive efforts of the boarding school's social workers, the school's team persuaded the Israel Police to erase the young girl's police record.

The many demands that the participants must meet and the program's rigid discipline inspire a high level of motivation among the participants to succeed. Over the

years, the police studies program has become the most outstanding of the Kanot boarding school's scholastic programs in terms of both discipline and behavior, and the participants in the police studies program manage, with the help of its many kinds of reinforcements, to achieve an impressively high level of success in their studies. Thus, a certain "aura" has been created around the police studies program and students who are not participants are motivated to make an optimal effort to succeed in their scholastic work so that they too can be accepted to the program.

The volunteer participation in the Civil Guard is also a significant factor in the change that participants in the police studies program undergo. Participation in the Civil Guard is possible only for students in 11th and 12th grade, and requires preliminary training. In the context of their Civil Guard duties, the volunteers join the regular members of the Israel Police, patrolling streets, setting up roadblocks on city streets and on interurban highways, and providing security services in areas of entertainment and recreation. In this capacity, the volunteers are part of the Israel Police's mechanism for enforcing law and order. This is a significant change in their lives because, in many cases, they themselves, in their previous way of life, might have found themselves on the other side of the law enforcement fence. Regarding volunteering in itself, the fact that they are now giving something to society and their adoption of a new perspective on their role in society constitute major factors in the change that the participants undergo.

The directors of the three boarding schools whose students are participants in the police studies program report that the participants play an active role in their respective school's volunteer activities in general and that they are a major factor in determining the nature of the general student body. Thus, all of the police studies program's goals are being met and all the anticipated results are being produced.

Program's goals: To teach the participants basic moral and ethical values, with an emphasis on law and order in a democratic society, scholastic achievement, the importance of civic duty, the development of leadership skills, the nurturing of a positive attitude toward the police, and the instilling of a high level of motivation toward the construction of a "career horizon."

Target population: Students in 10th through 12th grade who meet the admission criteria as well as immigrant youth in this age bracket from communities

in Israel's periphery. Candidates must also meet other criteria: sufficient schooling to be able to participate in a program providing a matriculation certificate on its completion, motivation to participate in this challenging program, and a record of good behavior.

Participant's daily routine:

- Wake-up call and ordering of rooms
- Morning parade and raising of Israeli flag
- Breakfast
- Classroom studies
- Lunch
- Reinforcement activities to enhance scholastic performance
- Preparation of homework assignments
- Extracurricular clubs
- Group discussion
- Supper
- Evening parade and lowering of Israeli flag
- General/police-oriented evening activities
- Cleaning-up and chores in building
- Nighttime snack
- Lights out

Subjects taught in program include:

- Police in a democratic society
- Institutions of government and law enforcement
- Israel's judicial system
- Structure and organization of the Israel Police
- Structure and functions of a police station
- Functions of the Israel Police and the Police Ordinance
- The Israel Police's work with youth
- The police officer's powers
- Law and order
- Investigations
- Social protest and demonstrations and the Israel Police
- Police ethics

"Talk it Out": A Perennial Mediation Program for the Resolution of Community Conflicts



Iris Arbel- Ganz

*Director of Marketing, Metzila Division
Ministry of Public Security*

Metzila, the Ministry of Public Security's Community and Crime Prevention Division, believes in preventing violence through communication and mutual understanding; and what better way to do so if not with other fellow students. In early 2008, Metzila published its Magen (Shield) model of youth mediation, which aims to train adolescents as mediators and the construction of an infrastructure for the creation of a community mediation center and for its operation by these mediators within a formal or informal educational context. The operation of the mediation center has become a major factor in the reduction of violence. The Director of the Immigrant and Boarding School Department in Metzila, Ilani Abebe-Campino, built the model under the direction of the Division's Director, Yaakov Guez, and is today playing a key role in the model's application in the field.

The process of mediation has in recent years gained immense popularity and has become a subject that is widely taught in the education system. In the State of

Israel, a country which absorbs immigration from all over the world and has become the home of a multi cultured society, the process of mediation is a vital tool for filling the socioeconomic and cultural gaps within the younger generation.

Over the past few years, due to its alarming growth and large-scale dimensions, violence among youth has become a social phenomenon that is a source of much concern to a variety of agencies. Young people who have become alienated from various educational frameworks exhibit such characteristics as a low frustration threshold, a lack of self-control and self-discipline, a limited capacity for interpersonal communication, and a tendency to rely on violence – whether verbal or physical – to solve disputes. In addition to lacking the tools for coping with conflict situations, many adolescents do not have any positive role models that they can emulate. Among a large portion of the students attending boarding schools, there are significant interpersonal, cultural and social

differences. Furthermore, in the boarding school setting, the students spend all their time together, living almost like a family. All these factors provide a fertile ground for the development of conflicts within the student population as well as between the students and the boarding school's educational team.

The young mediators program was launched in 2004 in a small community for a group of grade four pupils. After it was updated and developed as a master plan for implementation among adolescents, it was gradually introduced in boarding schools and youth villages, with the collaboration of the Ministry of Education's Administration for Rural Education. Today, the mediation program is operated in seven of the 15 boarding schools where Metzila runs programs. Recently, the mediation program was expanded and it is currently being implemented in various local communities. Today, some 150 adolescents from all parts of the country participate in this program.

The implementation of the program consists of the following components:

- A perennial process of implementation that includes a training program of mediation for adolescents that is designed to produce a cadre of young mediators
- A supervised format of practical training
- Training sessions and one-day conferences
- A mediation center operated within the framework of the program activities, which serves the local community

Last year, young mediators from Israel were chosen to participate in a conference for youth in the United States where they represented the State of Israel, the Ministry

of Public Security's Community and Crime Prevention Division – Metzila, and the special programs designed to prevent violence.

In the context of the mediation program, the participants learn how to solve conflicts with the use of such "tools" as listening to the other party, applying patience, focusing attention on the important issues and engaging in group discussions. These are the basic tools for preventing violence and they also play a significant role in disseminating the "language of mediation" among the members of the general community.

The "Talk it Out" program for the resolution of community conflicts creates a change in the organizational-social climate through the dissemination of the language of mediation and through the operation of a support system in the community. In creating this change, the "Talk it Out" program provides a defined solution for dealing with conflict situations in the general community and develops among young people both a belief in non-violent methods for resolving such situations and the capacity for applying such methods.

The mediation center, which is administered by young mediators who distribute roles in the same way positions are defined in a corporation, is constantly called upon to solve conflicts between the students of the youth village and between the students and the village's educational team, as well as conflicts in the adjacent community. The intervention of a neutral third party that is not emotionally involved in the particular conflict and can conduct the discourse in a professional, discreet manner has proven itself to be a very effective way of solving conflicts; thus, the mediation center has had a powerful and positive impact on the life of the community as a whole. Before the mediation center appeared on the scene, vociferous conflicts would



erupt from time to time in the community adjacent to the Johanna Jabotinsky Youth Village (located in central Israel), and, in some instances, there was even a need for police intervention. This situation changed dramatically following the mediation center's creation. After constructing an intervention plan, the young mediators from the mediation center at the boarding school began utilizing a structured mediation process in order to help the parties reach a series of agreements. In the past, parties to a conflict would sometimes be charged with criminal offenses; after the creation of the mediation center, conflicts began to be solved without any need for violence and without any need for the police to charge any of those involved with a criminal offense.

"Talk it Out" mediation program guidelines:

- The youth village's administration and the leaders of the adjacent community must demonstrate a continual commitment to the concept of mediation.
- The team of mediators must be very professional and must have experience working with youth.
- The center's activities must be coordinated by a team member who is also a member of the general community.
- The mediation activities in the community where the project is being operated must be constantly and consistently marketed.
- There must be an ongoing effort to recruit a group of young mediators that can serve as a "leadership reserve."

Significant results have been obtained following the launch of the mediation program. They have contributed to the program's success and have provided the incentive for its further expansion. The mediation center has managed to solve dozens of complex conflicts that had previously seemed insoluble and has

won the confidence of the students and the educational staff in the mediation process; as a result, the students and the educational staff are increasingly turning to the center for the solution of conflicts. Furthermore, there has been an improvement in the relationship between the students and the members of the educational staff. Finally, the young mediators have become empowered and their sense of commitment and belonging to the community has significantly increased.

Israel Police Superintendent Iris Reiss from the Kanot boarding school in northern Israel, where the mediation program is being operated, has pointed out that the language of mediation has become very popular among the young residents of the youth village as an effective tool for solving conflicts. She notes that since the launching of the mediation program, the level of violence has considerably decreased and that since the creation of the mediation center, there have been no further incidents of serious violence. Furthermore, she adds, the youths participating in the mediation program who are actively involved in mediation work in the community have become an "elite corps" that promotes initiatives and is actively involved in the life of the local community.

Superintendent Reiss relates that, thanks to the program's success, it was decided to expand the number of participants in the mediators training course and to include, in addition to adolescents, both adults working in the youth village and the residents of the adjacent community.

At a ceremony held at the Aloney Yitzhak youth village, located not far from Caesarea and the northern shores of Israel's Mediterranean coastline, young mediator training course certificates were awarded to the young graduates. A representative of the youth village's student body, Karni, reports that during the training period, the participants in the course learned the importance of listening, being in direct eye contact with the person they were talking to, and discussing matters before passing judgment. Karni adds that she is delighted to have the opportunity to help her friends and schoolmates at the youth village in solving their problems and to help anyone else requiring assistance.

The counselor of the grade nine students at the boarding school requested that the mediation center team operating in the youth village propose to two students that they solve their dispute by means of a mediation process. The two were once very good friends; however, for a period of six months, there had been no contact whatsoever between them. After they gave their permission, they began the mediation process. The two-fold goal of the process was to discover the reason why the two had stopped treating one another as friends and to encourage them to talk about the problem with the mediation team. Once the process of mediation had ended, the friction between the two had dissipated and they resumed their friendship. Another happy ending for the mediation process!

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City without
Violence

www.cwv.gov.il



What is the Secret Behind the 'City without Violence' Program?

Dr. Orly Innes Kenig

Head of the National Professional Staff

Ifaa Banner-Shelly

National Program Integrator

What is the "City without Violence" Program?

The "City without Violence" program (CWV) is a unique program designed for confronting anti-social behavior, violence, delinquency and crime in cities and local authorities in Israel. The program was launched following a government decision in September 2006, and will be expanded from 12 member cities to approximately 80 this upcoming year.

The program is operated by the Ministry of Public Security with the financial backing of the International Fellowship of Christians and Jews (IFCJ), and is directed by a professional staff, which prepares the municipalities for the implementation of the programs, trains local staff and supervises the implementation of the program.

The CWV is a multi-disciplinary, system wide and complex program, which confronts all sorts of anti social behavior, violence and crime within a city. The objective of the program is to create a coordinated and effective presence throughout the city, based on the widest scope of partnerships and cooperation possible. The local programs are headed by the mayor and are designed to strengthen the sense of personal security among the residents, to prevent and minimize the occurrence of violence and pose an effective method of confrontation when such violence does occur.

Guiding Principles and Activities

The CWV program has clear, constructive principles and basic assumptions founded on the approach that violence and delinquency are a reoccurring and multi-dimensional phenomena that requires reoccurring and multi-dimensional solutions. The guiding principles focus on a number of policies: **zero tolerance** towards violence; **effective and unambiguous responses**; extensive cooperation between all relevant authorities in the city; involvement in a wide scope of relevant subjects, fields and scenes; restoring adult empowerment and educational discipline; strengthening the municipal sovereignty and the rule of law; focusing on comprehensive and rigid prevention; and creating an accepted, city-wide, and unified language on the subject.

The program which is tailor-made for the specific needs and characteristics of each city focuses on five primary fields while confronting violence: enforcement, education, welfare, informal education (leisure), and city-wide programs (mobilization of the community and creating a uniform language).

In every one of the five fields, a number of activities and projects are derived from the core principles and goals which the program set for that field. Some of which are mandatory and some are optional and more adaptive to specific city needs. The success of the program is dependent on maintaining the equilibrium between each and every one of the five fields. Following a short survey of each field, this paper will focus on the enforcement field and its implementation.



Education

The education field has four main principles: regulating the procedures, rules and sanctions regarding anti-social behavior; restoring adult authority (parent and teacher); providing full support to the education systems; and maintaining continuous responses and a uniform language among all authorities confronting violence.

These principals are achieved by several methods, including: creating a city-wide pact among teachers, students, and parents in all schools; allocating a municipal non-violence counselor who is responsible for training and assisting the local education staff; allocating a discipline supervisor in schools, training kindergarten teachers, and offering parental guidance.

Treatment – dealing with the effects of violence

The main principle in the treatment field is to offer care to anyone involved in violence – whether it is a victim, an assailant or a bystander, including all who have been affected by the incident: such as the parents of a child who was involved in violence.

Within every city, an interdisciplinary center is



Education Principles



- ✓ Focusing on restoring the authority among educators (formal and parents)
- ✓ Emphasizing fairness, setting and enforcing borders
- ✓ A system-wide approach towards the different subjects of confronting school violence
- ✓ Building educational foundations which will effectively confront bullying, violence and anti social behavior

Primary Activities

Instructing program directors

National information center

'Ilanot' program in child day cares

Marketing and awareness activities

City-wide activities

established which coordinates the treatment efforts of all violence. In addition, the center holds training courses for staff, workshops for parents and programs for at-risk youth. The CWV program also finances social workers who specialize in fields which have yet to have been properly confronted in the city.

Informal Education

(Leisure)

Occupied children and teens are less inclined to be exposed to and take part in violent and anti-social behavior. Therefore, the core principle of the leisure field is creating alternatives to violence. Attractive and free activities throughout the day such as: guided sporting activities, leadership development, youth movements, fun activities for school holidays and unique programs for challenged youth gives young people the opportunity to be engaged in productive activities rather than violence.

City-wide Programs

The city-wide programs include emphasizing the importance of a city-wide atmosphere and language that denounces anti-social behavior and violence while supporting order and respect in the community. The guiding principles are: development of local anti-violence leadership; mobilization of the community towards adapting the principals of the program; and creating a unified language against violence. The activities focus on marketing and explaining the program, data administration, creating report mechanisms, developing manpower and creating a city-wide environment which rejects violence (artistic graffiti, proper lighting and cleanliness) all based on the 'Broken Windows' theory.

Treatment Principles



- ✓ Completion and concentration of all solutions for violence and those involved in violence
- ✓ Providing system-wide solutions for those on the brinks of society
- ✓ Development of services and solutions in the field of violence designed to empower families on subjects such as parental authority and setting borders

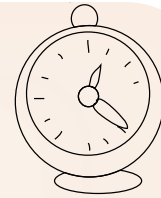
Primary Activities

Interdisciplinary center

Parent instructing

Solutions for children at risk

Leisure Principles



- ✓ Development of alternatives to problematic and anti-social behavior
- ✓ Providing activities for the majority of after school hours, with an emphasis on the weaker communities
- ✓ Activities to be available throughout the city
- ✓ Creation of an umbrella organization for all informal activities in the city
- ✓ 24/7 consideration of children's needs

Primary Activities

Illuminated courts and play areas

Friendship commando

Activities for youth at risk

Youth leadership

Summer programs

Enforcement

The enforcement aspect of the CWV program works on two overlapping levels: on a national level the enforcement activities are managed and executed by the Israel Police throughout all its units and ranks. The organizational structure of the national police force allows a complete overview of the program and contributes to its success.

On a local level, within the city, the CWV enforcement activities are joint programs of the Israel Police and the Enforcement and Supervision Division in the municipality. CWV suggests that the police is not capable nor is it expected to single handedly confront

the all violence in the city. It is the shared effort of police and the municipal and civilian organizations that produce optimal results.

The core principles of the enforcement aspect of the program are: Creating cooperation and partnership between the municipality and the Israel Police; constructing an effective immediate response team which can act upon demand; creating deterrence and control via advanced technologies (primarily control center systems); strengthening the civilian enforcement power in the city; and developing the concept of zero tolerance towards all anti-social behavior. Within the framework of enforcement, there are a number of activities and programs that are imperative for every

System-wide Programs Principles



- ✓ Firm policies regarding civil offenses
- ✓ Zero tolerance for abnormal behavior
- ✓ Investing in aesthetics, cleanliness, nurturing and services
- ✓ Leadership development
- ✓ Transforming target audiences into model examples of change

Primary Activities

Marketing the program

Mobilizing the different sectors

Improving the face of the city

member city of the CWV program. All enforcement programs are done in cooperation between all the relevant bodies including the welfare and education departments in the local municipalities.

The Enforcement Forum

Essence and Goals: The local enforcement forum consists of all municipal enforcement bodies (enforcement manager, security officer, control center and various civilian patrols) and the police enforcement bodies. It is chaired by the commander of the local police and the mayor or director general of the municipality. The forum is an effective tool for the establishment and management of the ongoing collaboration between all enforcement agencies and other partners that contribute to the efforts of strengthening the sense of security among citizens.

Activities: Forming a city enforcement plan, analyzing data, setting a "target bank" by defining problem areas, discussing the day-to-day work as well as unusual occurrences and joint enforcement operations. Success of the forum is dependent on the leadership of the commander of the Israel Police, and the active presence of the mayor/director general and other enforcement personnel – who usually are responsible for other fields such as youth, education and welfare in the city.

Effects and Success: The enforcement forum significantly intensifies the cooperation between the municipality and the police, highlights problematic



areas and violent occurrences and allows prioritization of the activities by allocating the necessary resources of all partners. The multi-profession forum is very useful in detecting violence in its early stages and implementing creative solutions for complex problems. In all CWV municipalities the enforcement forum, was declared as the most effective and successful tool in creating cooperation and identifying problems.

Upon the recommendation of an enforcement forum, enforcement operations are executed in order to strengthen the sense of security among the civilians and to promote the objectives of enforcement. Due to the fact that the forum is headed by the local police commander, there is a significant difference between a forum's achievements and the program's achievements.

Enforcement Principles



- ✓ Setting joint objectives and goals between the Israel Police and the local municipality
- ✓ A firm and uncompromising policy for violent offenses
- ✓ Strengthening the presence and supervision
- ✓ Strengthening the enforcement authorities by mobilizing the community
- ✓ Combining the enforcement authorities of the local and police agencies
- ✓ Emphasizing the involvement of enforcement agencies in the prevention and education processes

Primary Activities

Security and protection

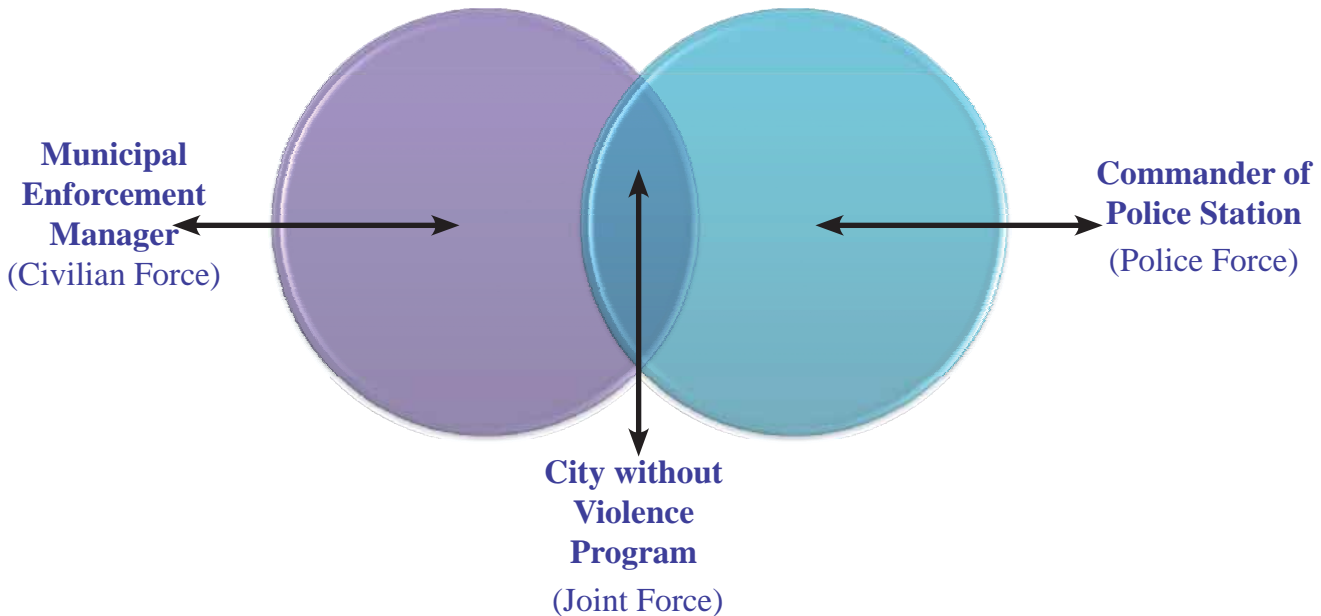
Enforcement activities

Enforcement forum

Parent patrols

Joint patrols

Secure territories



Command and Control Center

Essence and Goals: Installation of closed circuit cameras across the city and linking them to the command and control center with the objective of strengthening the sense of security among the residents and guests of the city. Signs across public areas and parks stating that they are being monitored for protection significantly reduces violence, vandalism and property destruction occurrences. A monitor in the police station enables viewing of camera feed to allow a quick, real-time response.

Activities: Mapping out the 'hot zones' and problem areas is done by the municipality and the commander of the local police. Every city prioritizes their areas and selects the number and kind of cameras they wish to install to achieve effective coverage. This includes monitoring of public schools. All cameras are linked to the city's control center which is operated 24 hours a day. Police and municipality then set agreed upon work procedures between them.

Effects and Success: Dozens of violence and vandalism occurrences were caught on camera and forwarded to the Israel police – some of which were large scale events. In many of the cases, offenders were caught using the film as evidence. In addition, in public areas with cameras, public property damage is down by 50% between 2006 and 2009 saving hundreds of thousands NIS to the city.

Joint Policing

Essence and Goals: A municipal inspector and a policeman in a marked vehicle which is allocated by the municipality, patrolling the city, identifying violent and noisy areas, acts as an immediate response to civilian calls and quick and effective response to reported violence, disturbance and property damage.

Activities: The patrol car is operational 24/7 and patrols mainly in 'hot zones' which do not have cameras or any other enforcement and control means, in order to demonstrate enforcement presence in as many areas as possible and prevent violent occurrences from drifting away from areas with cameras.

Effects and Success: The presence of a police officer in a patrol car in itself intensifies the enforcement authority, and sense of security of citizens. There has been a significant increase (up to 124%) in the numbers of reports to the joint policing force due to its immediate and effective response.

Parent Patrol

Essence and Goals: Integrating the community in municipal activities through volunteering for patrols a few times a week during the evening and night hours. The patrol focuses on central youth leisure areas acting as a "responsible adult" while identifying and preventing loitering, vandalism, alcohol abuse and violence.

Activities: The volunteer parents receive designated wear and training and patrol the streets over the weekends and holidays. The activity is run in cooperation with the Community Division of the Israel Police.

Effects and Success: by integrating the community in enforcement activities, the enforcement forum and municipal decisions, the program successfully created change using these unique representatives. Its effects include greater involvement and cooperation in law enforcement in the community, , creation of meaningful adult alternatives to official enforcement authorities, strengthening of parental authority as well as minimization of alcohol abuse and violence.

Supervised Zones

Essence and Goals: identifying problem areas, centers and scenes which require addition enforcement efforts including reinforced manpower and technology aimed at strengthening the deterrence and supervision as well as shortening response times in those areas. An example for such an area is the entrance to central recreation areas (boardwalk, shopping mall, clubs etc.) reinforced by using police and private security along with physical elements such as barriers and mobile fencing to prevent public disorder. The presence of enforcement authorities in such areas promotes deterrence and shortens response times. Delimiting the area can prevent weapons and any other prohibited substances from entering the zone.

Activities: The actions are taken in cooperation with the Israel Police, the municipality and other private organizations (such as the club owners) after the area is defined as a supervised zone by the municipal enforcement authorities, local police and the enforcement forum. Following such a decision, uniformed police officers, municipal inspectors and private security personnel are posted at all entry and exit points of the zone and inspect the people entering the area to prevent violence.

Effects and Success: The physical presence of authorities in each area strengthen civil sense of security and prove to dramatically decrease the extent of violence. In the tourist City of Eilat, during high vacation season, there were zero violent occurrences or public disorders in the boardwalk area which is a defined supervised zone.

Joint Enforcement Operations

Essence and Goals: every city has its unique characteristics and problematic issues, which require preliminary intervention and focused efforts. These issues are identified by the enforcement forum

and are dealt with in a focused and comprehensive manner. A good and efficient cooperation between the municipality and the police is one of the main aspects in the program's success. This strong partnership in enforcement operations reinforce the deterrence and sense of security in the city and portray a message of a unified force against violence and vandalism. Enforcement operations can be executed in a wide scope of fields, such as selling alcohol to minors, road rage, public disorder and noise pollution.

Activities: forming a work plan, defining goals and objectives, division of functions among the partners, defining desired outcome as well as marketing the program and activities to the public.

Effects and Success: the joint enforcement operations created a municipal backing for the confrontation of violence in the city. Such operations lead to the revoking of business or liquor licenses of businesses who sell alcohol to minors and put a halt to the phenomena in the general area. In other cities, joint enforcement operations lead to hefty fines and even indictments of parents whose children were disrupting public order or causing loud noise.

Extending the CWV Program

The "City without Violence" program was launched in the City of Eilat in 2004, spearheaded by the mayor who saw the need to confront the growing phenomenon of violence in his city. The model was created in a way which can be adapted to the unique characteristics of any city, and was a huge success in Eilat. Two years later, the program was approved in the Ministerial Committee against violence as the Israeli national program for confronting violence in local municipalities.

The program was validated by the government decision and is guided by a steering committee consisting of the director generals of various government ministries. In the first stage, the program operated in 12 cities throughout Israel, all chosen by predetermined criteria. The program is run by the national professional staff and the Ministry of Public Security, and with the generous funding of the International Fellowship of Christians and Jews (IFCJ).

Due to its success and the high demand from other cities who aren't members, it was decided to extend the program to other cities. By the beginning of 2010 the program will be implemented in dozens of cities throughout Israel, with the goal of promoting personal security and respect for the law for, as well promoting stronger communities for all Israeli citizens.



Better Safe Sorry:

Israel's Elite Non-Combat Bomb Disposal Squads

The Israel Police Bomb Disposal Division



than conventional d

Just when you thought that being a bomb disposal specialist is a dangerous job, welcome to the Revidim Squad, the Israel Police elite non-conventional bomb disposal team. The Revidim squad consists of Israel's top bomb disposal specialists. The squad members are chosen based on their physical and technical qualifications, cool temper, decision making and analytic capabilities.

These attributes are certainly not wasted in their line of work. During training, the elite specialists practice with live agents and chemicals, giving them the opportunity to work in a real situation experiencing genuine senses of alertness and fine motoric skills while working with live agents and chemicals, getting as close to realistic conditions as possible.

"The price of the smallest mistake in our field is unimaginable" explains Commander Nissim Levi, former head of the Bomb Disposal Department in the Israel Police, who was responsible for the establishment of the squad. "Training with live materials allows us to learn from our work and minimize mistakes. We have experienced injuries during training drills, yet when kneeling by a chemical or biological device, a disposal specialist who believes in the training he received and the tools in his hands, is a better police officer and confronts the situation with a completely different approach."

"The price of a mistake" is a principle concept in the life of every bomb disposal specialist. In a realistic scenario, they know that a mistake can easily lead to their own injury or even death. But on the "Revidim" squad, there is much added pressure because they know the price of a mistake can also take the lives of hundreds or thousands of innocent people. Dealing with a non-conventional device requires a whole different frame of mind. "The difference between a conventional and a non-conventional scenario is in the possible harmful effect" says Commander Levi. "One of the required expertise is the ability to assess the potential damage that can be caused by a conventional device, which can be done by judging the size and location of the threat. In the case of non-conventional weapons, all the rules change; all variables change according to the dispersal of the chemical, the wind, the density of the area etc."

The textbook approach to a conventional bomb threat is by disruption, most commonly remotely using a robot. This is not an option in a non-conventional scenario. Revidim's operational doctrine is a highly kept secret in the Israel Police and their work doesn't get any easier while done in a heavy chemical suit, with a breathing



apparatus and using thick gloves. "If you ever try to type ten letters wearing our gloves, you will realize how difficult it is to master fine motoric skills, let alone dismantling a ticking non-conventional device behind a breathing apparatus" explains Commander Levi.

Revidim specialists estimate the situation within seconds of creating eye contact with the device. They then scan their operational options and choose the least bad option to act upon. Assessing an "innocent" device can lead towards locating a suspicious canister of white powder, which will require a spur of the moment re-evaluation and change of plan.

The scenarios for which Revidim train are highly classified, but one can only imagine having to be the specialist handling a device with a live agent and chemical inside an air conditioning system of a large shopping mall, or a planned attack on a freight train transporting chemicals. This is the reason why Revidim specialists are also equipped with state of the art tools, most of which are classified.

Commander Levi understands the importance of having a specialist team like Revidim on his force, but at the same time hurries to minimize the panic the exposure of such a team can cause in the general public. "A non-conventional attack has yet to have been executed anywhere in the world, but it is always important to be one step ahead and be safe rather than sorry."



So how does it feel to be part of a team nicknamed "Doomsday's Specialists"? If you ask N., a member of the Revidim team, it

is a mixture of danger, excitement and pride. "I'm well aware of the personal risk" he says, "but at the same time I'm proud to be one of the elite specialists who respond to such cases. The fear is always there, but that fear is exactly what sharpens my attention and senses, and makes me a better police officer".

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The Israel Witness Protection

*As published by the
Israel Witness Protection*

In 2002, following an appeal from the State Attorney to the Commissioner of the Israel Police, an establishment committee was formed for the Israel Witness Protection Authority. The committee was headed by the then District Attorney of Jerusalem and current State Prosecutor, Moshe Lador.

The committee was established due to the following Israeli trends:

- Intimidations (direct, implied, via third party, and physical threats) preventing civilian witnesses from cooperating with law enforcement agencies in Israel
- The clear message from these intimidations which was that testifying in court and telling the truth is not worthwhile. Witnesses often end up changing their statements, even at the risk of proclaimed a hostile witness.
- Physical harm and even murder of prosecution and state witnesses.
- Lack of ability to offer cooperative witnesses solutions of protected locations and physical security for a long course of time.
- Negative impact on the deterrence in law enforcement, exposing crime and investigations in Israel.
- Impact on legal proceedings, lack of capability to bring felons to justice, perjury, retraction of statement and hostile witnesses.
- Expansion of crime, economic damage due to crime, and deterioration of the national and social strength of the State of Israel

Protection Authority

Office of the Director of the Witness Protection Authority



After surveying and analyzing the general phenomenon and its implications, both in Israel and abroad, and collecting professional opinions and recommendations, the committee recommended to establish an independent authority for witness protection in Israel.

The conclusions of the committee were presented to the Israeli Government which approved them and decided on January 1, 2006, to establish the Israel Witness Protection Authority which will be subordinate to the Ministry of Public Security and will be directed by Mr. Aryeh Livneh.

On November 16, 2008, the Israeli Parliament approved the Witness Protection Act. The primary functions as stated in the law are as follows:

1. Development of a comprehensive expertise and professional doctrine for witness protection
2. Setting criteria for monitoring threats and the development of protection tools for witnesses and their families (protection programs)
3. To be a guiding authority in the field of witness protection for all relevant bodies in Israel
4. Initiate international cooperation in the field of witness protection
5. To accompany the witness and his/her family in order to provide their personal and security needs, thus assuring the success of the program.
6. To coordinate cooperation with other government offices regarding the witness's everyday life, in order to grant maximum independence to the witness and his/her family

The Authority's activities are based on the principal of maximum secrecy.

Vision.

The IWPA will create proper conditions for witnesses in general and prosecution/state witnesses in particular to agree to cooperate with the law enforcement authorities and testify against crime organizations and serious crime offenders in order to intensify the battle against organized crime and improve the sense of security and quality of life of citizens of the State of Israel.

Mission.

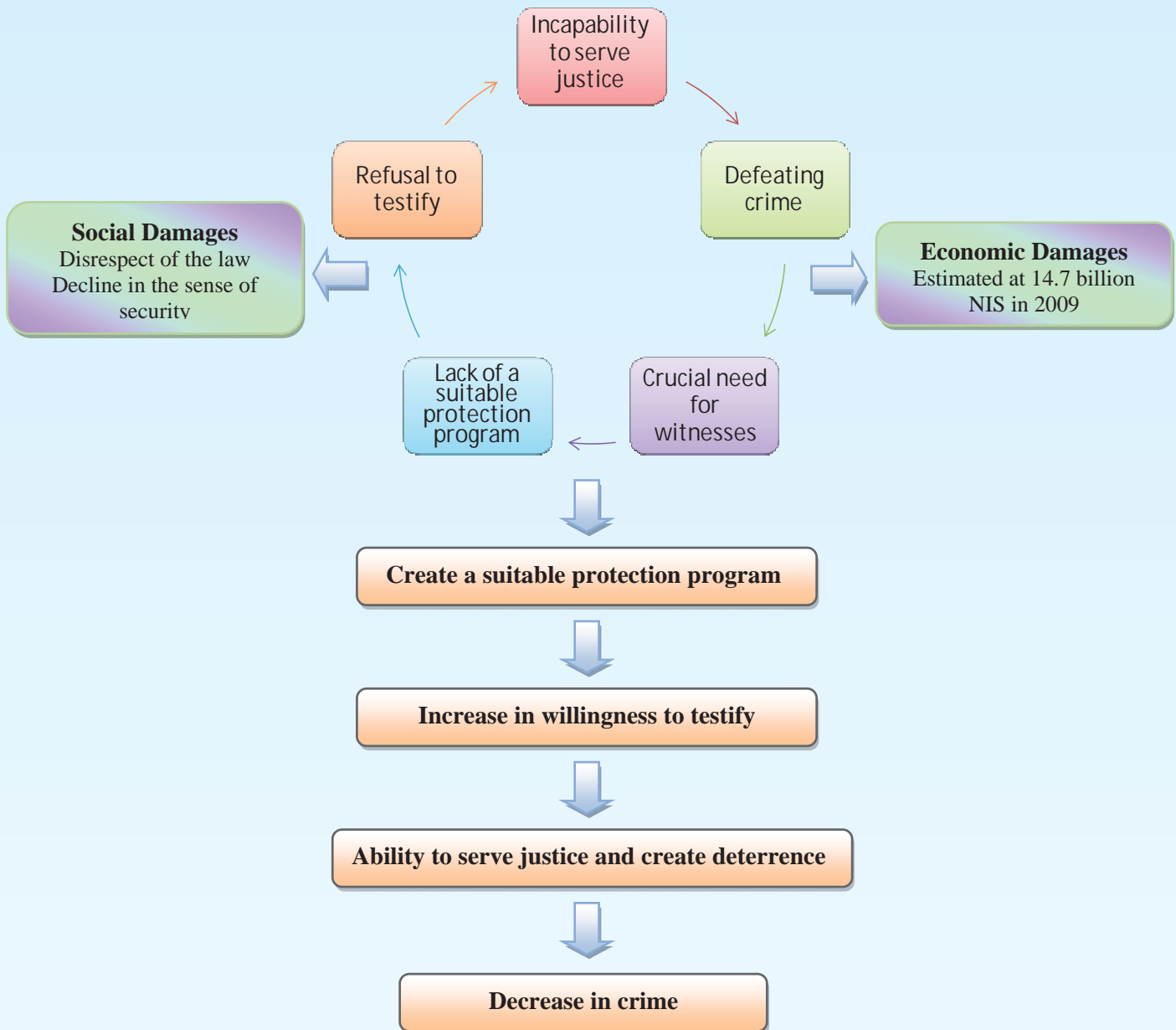
The mission of the IWPA is to effectively confront the phenomenon of threatened witnesses by criminals. The IWPA will protect the witnesses and their families before, during and after the trial.

Primary Roles and Mission

- To develop a comprehensive professional doctrine for witness protection
- To provide protection and assistance programs for the witnesses
- To promote, in conjunction with other relevant government offices, international cooperation in the field of witness protection
- To define, in cooperation with the Israel Police and other law enforcement agencies in Israel, cooperation procedures on witness protection, as well as responsibility distribution between the two agencies.
- To work in conjunction with the Steering Committee and the Israel Police towards strengthening the civil duty of cooperation with law enforcement agencies.

The Rationale Behind the IWPA

The IWPA as an integral part of the war against severe crime in Israel



Roles and Functions

1. To offer operational solutions for protecting highly threatened witnesses and their families, while using designated task forces which will make use of the variety of tools and means at its disposal.
2. To prepare secure locations for protecting the threatened witnesses
3. To respond to the needs of the threatened witnesses and their families
4. To develop expertise and a professional doctrine
5. To create a working relationship with the State Advocacy; the Israel Prison Service; the Israel Police; and other relevant Government offices and law enforcement agencies.
6. To promote international cooperation

Core Values

1. **Courage:** Being committed to our work, serving all individuals equally
2. **Integrity:** Basing our work on reliability, professionalism, transparency, and ethics (Code of Conduct)
3. **Determination:** Striving towards excellence and achievement while accepting responsibility and being a good example for others.

Every employee of the IWPA is obliged to act in accordance with the core values of the Authority, aspiring towards fulfilling its vision and completing its missions.

Employment of Patrol Dogs by the Nahshon Unit in Prisoner Escorts



Israel Prison Service Spokesperson Office

Originally Published in "Glimpse into Prison" No. 11



Introduction

The Nahshon Unit was established in 1973 as the ABM – Hebrew acronym for Security and Operations and was assigned by the Israel Police to be responsible for the task of escorting prisoners. At that time, it numbered 40 and its headquarters were in Ashmoret Prison adjacent to the Bet Lid junction. The unit's name was changed in 1993 to Nahshon. According to Jewish tradition, Nahshon, son of Aminadav, was the first Israelite to plunge into the Red Sea following the Exodus from Egypt; in the wake of his personal example, the rest of the Israelites entered the Red Sea, which God had split.

Today, the Nahshon Unit numbers 550 and consists of 30 organic teams responsible for ongoing operations. The unit has five divisions: two in northern Israel, two in the central part of the country and one in southern Israel.

As the unit developed, there was a growing awareness that the employment of dogs in prisoner escorts could be an integral part of the Israel Prison Service's security system. Thus, today, dozens of trained dogs participate in Nahshon's daily operations.

Background

Prisoner escorts conducted by the Nahshon Unit

Each day, the Nahshon Unit carries out 14 regular prisoner escorts from central Israel to the southern and northern parts of the country. The persons escorted are prison inmates and detainees summoned to appear in courtrooms or undergo interrogation; are being transferred from one facility to another; and particularly dangerous prisoners who must be escorted to courtrooms, or on home visits, or visits to the hospital, etc.

In addition, Nahshon escorts security prisoners and detainees from facilities operated by the IPS and the Israel Security Agency (Shabak) to military courtrooms in Judea and Samaria for the continued proceedings of their trial. Nahshon conducts daily an average of 13 prisoner escorts. Each escort team transfers daily 70-80 prisoners and the entire unit transfers daily 1,000 prisoners.

Development of the Nahshon Unit

The Al-Aqsa intifada in 2000 produced a massive wave of arrests. This development required a strategic change in the thinking of the IPS in general and the Nahshon Unit in particular. Between 2000 and 2004, the number of prisoners incarcerated in IPS facilities increased by 47 percent, while the number of security prisoners in IPS facilities increased by 41 percent. After the escape of serial rapist Benny Sela from the custody of the Israel Police in November 2006, then Minister of Public Security Avi Dicter decided that all prisoner escorts in the State of Israel would be the sole responsibility of the IPS in general and the Nahshon Unit in particular.

Scenarios that could take place during a prisoner escort

With the development of the Nahshon Unit, the dangerous scenarios that could occur during a prisoner escort increased and included the following:

1. Escape of prisoner from an escort vehicle

2. Assault of a warder/Nahshon guard by a detainee/prisoner
3. Firing of shots at an escort vehicle for the purpose of wounding or killing Nahshon guards
4. Firing of shots at an escort vehicle for the purpose of freeing prisoners and abducting Nahshon personnel for hostage negotiations
5. Refusal of prisoners to leave or enter an escort vehicle

Employment of patrol dogs in Israel

The Israel Police has a large dog-handling system, which includes sniffer dogs, who specialize in the detection of drugs and explosives; dogs employed to find dead bodies and to locate fires; and dogs used in manhunts.

The Border Police is responsible for guarding the invisible border between pre-1967 Israel and the administered territories, for apprehending persons who have entered Israel illegally and for apprehending property thieves. In its work, the Border Police operates a patrol-dog system, which it employs in stake-outs and in its searching of the grounds surrounding designated facilities and in open areas.

The dog-handling system used by the Israel Defense Forces is extensive and IDF dogs are used to secure and guard classified and top-secret facilities and to secure and guard prisoners incarcerated in IDF facilities (such as, example, the Ofer Prison). The IDF also has a unit responsible for apprehending persons in built-up areas who have been located by intelligence information. Furthermore, IDF dogs are employed to detect explosive materials, land mines, etc.

Dogs are used by Israel Military Industries in designated areas to prevent the entry of unauthorized persons to Israel Military Industries facilities.

The IPS employs some 300 dogs for security and guarding functions in designated areas in ten prisons throughout Israel. The dogs prowl these areas freely from dusk to dawn; during the day, they rest in their chambers in the prison's kennel. On weekends, the dogs are employed continuously until Sunday morning. The security and guard dogs of the IPS are deployed in pairs.

Dogs are also used by the IPS to help deal with disturbances in its prisons. These dogs constitute the IPS's PD (prison disturbances) network. In the event

of a prison riot, handlers use a leash to control their dog, who has been trained to function calmly even in such volatile situations. The dog-handlers are skilled professionals and the dogs undergo extensive training to ensure that they will function effectively. Since the PD network was launched in 2003, there has been an ever-increasing demand for more and more such canine units in IPS prisons.

In 2005, the IPS dog-trainer network was expanded, when the patrol dog system was initiated, with the help of the Israel Police's Animal-Handling Section, as an integral part of the Nahshon Unit. The principal goal in the training and employment of patrol dogs, within the context of the work of Nahshon's prisoner escort units, is to provide an effective answer to the range of threats and scenarios envisaged by operatives in the field.

The two main breeds of dogs used by the Nahshon Unit are:

- Belgian Shepherd Dog (Belgian Sheepdog) – These are highly intelligent and powerful dogs, whose performance has a certain elegance, who are devoted to their owners and who are also accustomed to function in the field. They are excellent as guard dogs and have a high level of pain endurance. Belgian Shepherds are hard workers and adjust quickly to extremes of heat and cold.
- German Shepherd Dog – These are alert, loyal and extremely intelligent animals. Endowed with a very impressive appearance, German Shepherds are powerful, flexible dogs who display persistence and diligence when dealing with new situations and new functions.

Employment of patrol dogs in the Israel Prison Service

In 2004, Dr. Yair Stein, Director of the Animal-Handling Section in the Israel Police included IPS prison guards in the patrol dog-trainers course of the Israel Police, in the wake of a request from the IPS for assistance in the plans for employing patrol dogs.

The 22-week course was held at the Police Learning Center (PLC). Nine dog-trainers, including two from the Nahshon Unit, successfully completed the course. During the course, each handler became familiar with their dog after spending considerable amounts of time together. After the initial days during which the handlers and the dogs got to know each other, the participants in

the course did exercise drills with their dog until they were able to control the dog without a leash. Practice attacks by the dogs on targets were conducted with or without a muzzle, and exercises were carried out in buildings and in open areas. In addition, there were night-time stakeouts, removal of the dogs from vehicles, shooting exercises inside and outside buildings, and the training of the dogs to distinguish friend from foe in various scenarios.

During the course, the participants were taught theoretical subjects, such as psychology, veterinary medicine, and different breeds of dogs (their physical features and their nature and the ways they operate when in action). The dogs were tested in the context of the course in various categories, including discipline; obeying such orders as "Sit," "Down," "Heel," and "Come" from a distance of 50 meters without a leash; and making their way through an obstacle course that included a beam, a hoop, a wall, and a multi-stage ladder. In searches, the dogs were tested in a forest area, a building, and a stake-out; their conduct under fire was also tested. Dogs that passed all the tests were judged qualified to serve as operational patrol dogs.

During the course, IPS dogs were tested for the operations relevant in prisoner escorts conducted by the Nahshon Unit, in addition to the categories mentioned previously. By the end of the course, participants who passed all the practical and theoretical tests with their dog were authorized to serve as patrol-dog handlers.

The work in the Nahshon Unit

In May 2005, patrol dogs were integrated into the Nahshon unit. Overall, comprehensive training was given by dog-handlers to all members of the Nahshon Unit's prisoner escort teams. The training included background information and explanations, pictures and film clips from the course, and a demonstration.

Patrol dogs provide an effective response to scenarios, threats and dangers connected with the unit's prisoner escort operations:

1. In the case of prisoners fleeing from an escort vehicle, a muzzled patrol dog can be used to pursue, jump and bring down the prisoner. The dog prevents the prisoner lying on the ground from escaping until the dog's handler arrives and distances the dog from the prisoner. With their developed sense of smell, dogs can be used to search for and locate a prisoner who has escaped to an open area (including forests) or a building.

2. Patrol dogs provide an effective solution in cases where Nahshon personnel are attacked by prisoners. As long as prisoners are in the vicinity, the dog remains alert, ready to defend the members of the Nahshon Unit. If a member of the Nahshon Unit is attacked by a prisoner, the dog will instinctively attack the prisoner.
3. In scenarios involving shots being fired at Nahshon prisoner escort personnel, the dog-trainer deploys the dog without a muzzle. Unlike a human, the dog does not fear the live fire and will not try to find a place of concealment as shelter from the bullets. The shots that are fired serve as a trigger for the dogs, prompting them to run and to storm and seize hold of the prisoner, even if they are exposing themselves to mortal danger. The dogs draw the fire toward them and thus enable Nahshon personnel to provide an effective, focused response to the gunfire.
4. In scenarios where prisoners refuse to get out of an escort vehicle and the use of force is warranted, muzzled patrol dogs can be used to compel the prisoner to leave the vehicle. The dog is able to distinguish friend from foe: In the presence of Nahshon personnel, the dog will turn against hostile prisoners and prevent them from causing any harm to Nahshon personnel.

The technique for the employment of patrol dogs in the Nahshon Unit is based on the concept of a single patrol dog under the control of a single dog-handler. Under the total control of the dog-handler, the dog exhibits a high level of discipline and is thus capable of participating in various, integrated operations. Dogs employed by the Nahshon Unit operate whether or not they are muzzled.



Employment of patrol dogs in prisoner escorts

Patrol dogs are employed in special operations where a prisoner escort presents a high level of danger, such as escorts of prisoners who are under the jurisdiction of the Israel Security Agency (Shabak), prisoners convicted of security offenses, and dangerous prisoners convicted of criminal offenses. Before the escort, dog-handlers emphasize to the other members of the team certain points regarding the technique and procedure of the dog's deployment when necessary, after which the team practices prisoner disembarking with the dog-handler and the dog. When prisoners must be secured or handcuffed (and, perhaps, also legcuffed), the dog is highly alert. When prisoners are being transferred, the dog is present at all times. In the course of a prisoner escort, the dog sits beside the dog-trainer in the final vehicle in the escort convoy.

Operational readiness and training

In order to maintain the dogs' high level of operational capability, a training session is held once a week. The training sessions are carried out throughout the country and cover a wide range of scenarios. Once a year, IPS patrol dogs are administered an operational capability test at the PLC.

Today, the Nahshon Unit's patrol dog-handling system is greatly admired by the senior command of the security agencies in Israel and abroad.

A process that is continually evolving

In late 2007, an additional patrol dog-handlers course was held. The participants included 10 IPS guards, four of whom were serving with the Nahshon Unit. In May 2006, six Nahshon personnel completed a dog-handlers course and, in November of that year, two Nahshon personnel completed a dog-handlers course that was conducted in Poland in the context of the collaborative relationship between the IPS and the Polish prison service. There is a constant demand from the field for more dog-handlers, and the commanders of prisoner escort teams support the idea of patrol dogs being present in every prisoner escort.

The patrol dog system of the Nahshon Unit has been thoroughly integrated into the unit's operations. Within a period of only two years, solid foundations were laid for the system, which today operates with impressive efficiency and which will provide a response to future operational security demands as well as offering a solution to possible scenarios in the course of a prisoner escort.



Dror:

The IPS's Unique Operational Intelligence Unit

The Dror Central Unit, the operational intelligence arm of the IPS's Operations Wing and its Intelligence Section, has recently undergone a process of redefinition and its activities have been upgraded. It has been transformed from a narcotics unit to a national unit whose mission is to combat crime inside and outside the walls of Israel's prisons. Dror's specialty is to catch the culprit red-handed.

Israel Prison Service Spokesperson Office.

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It was a gray autumn day with a constant drizzle; another routine day. At least, that was what the physicians and nurses in the orthopedic department of a hospital in northern Israel thought, when a prisoner, N., arrived accompanied by prison guards for a routine treatment session. In the waiting room, patients felt considerable compassion for N., who had one of his arms and one of his legs amputated. He had a prosthetic arm and made his way slowly through the hospital corridor. In the treatment room, the physicians and nurses worked hard to ease his pain and were puzzled by the guards who stuck to N. like glue. "Why are they so concerned about this severely handicapped person?" one of the nurses whispered, as she helped N. dress himself and tried to make the process somewhat less painful. "After all, what could he possibly do in his present condition?"

A few minutes later, N. was standing at the door of the treatment room, thanking the medical staff for all they had done to help him. He managed to take only a few steps in the direction of the exit when suddenly two of the "patients" in the waiting room got up, presented their credentials and returned N. to the treatment room. They were members of the Dror Unit; as usual, they had adopted a disguise and acted quickly with total precision and total professionalism.

Much to the surprise of the physicians and nurses, N. was thoroughly searched and 52 grams of drugs were discovered – hidden inside his artificial arm. When Major Natan Paz, Commander of the Dror Unit, relates this story, he defines it as an illustration of the "unit's flexibility in the field." He explains: "The field dictates when we must operate; that is, in effect, we work around the clock, 24/7, because we are keenly aware of the fact that we must reach every trouble spot in order to combat crime in a truly professional manner."

In the case of N., a well-planned stakeout was set up at the hospital; thus, his prospects of leaving the hospital with the drugs and bringing them into the prison where he was serving his sentence were nil. Paz considers it important to point out that the handicapped prisoner who had been lawfully searched was thoroughly frightened when the search began; N. could not believe that he had been caught red-handed. "Word got around throughout our prison system," notes Paz, "and the story had a powerful deterrent impact on all inmates."

Operational and administrative objectives

The Dror Unit is the operational intelligence arm of the IPS's Operations Wing and its Intelligence Section. Over the past six months, it has undergone a process of redefinition and its activities have been upgraded. Established in 1995 as a narcotics unit in accordance with the Prisons Ordinance, Dror was recently placed, together with the Nahshon and Masada units, under the direct command of the Deputy Commissioner of the IPS - who also heads the IPS's Operations Division, and under the professional jurisdiction of the head of the IPS Intelligence Section. Dror's objectives have changed and it has been transformed from a narcotics unit to a national unit whose mission is to combat crime inside and outside the walls of Israel's prisons.

"Our activities," says Major Paz, "focus on everything that is linked to the interface with prisoners, inside and outside the walls of Israel's prisons: in hospitals, in escort vehicles, in the courtroom, in the visitors' terminal where families come to visit inmates, etc."

Dror has dozens of IPS personnel, who work in the fields of detection, intelligence and special missions. It can look back with pride at 14 years of arrests, seizures of drugs and thwarted drug smuggling plots, as well as many other activities that cannot be revealed for security reasons. Over the years, Dror's detectives have seized dozens of kilograms of drugs and thousands of improvised weapons.

The unit's redefinition refers to its two main areas of responsibility: operational objectives and administrative ones. The operational objectives include dealing with specific prisoners who are closely involved with drug trafficking and who have a powerful impact on crimes committed within all of the IPS's correctional facilities. In this area, Dror's detectives engage in overt and covert operations in order to identify the most influential prisoners and focus their activities against them. In the administrative area, Dror's training format was redefined and its strength was built up. Every month, an intensive one-day training course is given; it includes practical training (firearms, martial combat, and physical fitness exercises) and theoretical classes in the fields of safety, areas of jurisdiction, and professional enrichment. Intensive team training sessions take place once every two weeks. In addition, a three-week course on detective work is being developed in collaboration with the IPS's Training Department and the Nir Prison Guards School. Major Paz speaks of the construction of a basic file that will specify all the rules applicable





to Dror's detectives/combatants, the training courses and skills required for every detective/combatant, as well as all operational demands and the nature of the Unit's work. Staff members of the Intelligence School of the Israel Police, the Israel Defense Forces and the Israel Security Agency participate in the teaching of the courses and in the delivery of the lectures in the Dror training course.

In addition to training aimed only at Dror personnel, the unit also provides training for IPS personnel. The goal is to train all field units of the IPS in such areas as searches, drugs and weapons, so that the IPS as a whole can reach a higher level of professionalism. Furthermore, it has been decided that the Dror Unit will deploy teams consisting of 12 detectives/combatants in order to enhance its effectiveness.

The woman with the baskets

Within the context of the IPS's intelligence activities, Dror is assigned classified, special missions, in accordance with the instructions of IPS Commissioner and Deputy IPS Commissioner, and in accordance with information received from various security agencies. For example, in the wake of intelligence reports about the intention of smuggling drugs into Ashmoret Prison in the Sharon area, recalls Maj. Paz, Dror personnel prepared to stage an ambush, in cooperation with the Masada Unit and the Sharon Region of the Israel Police, at the eastern bussing stations at the Beit Lid junction. "This was an operation," explains Maj. Paz, "that took place outside prison walls. We wanted to apprehend the people who were involved in the drug deal made between ex-convicts and civilians and was intended to constitute the infrastructure for the smuggling of drugs into one of our prisons."

According to the intelligence information, all the persons involved in the drug deal would gather at the Beit Lid bussing station. None of the people waiting at the station could have possibly imagined that the elderly woman sitting on one of the benches surrounded by baskets of food would suddenly abandon her baskets and disappear. Nor could any of them have imagined that the muscular young man who appeared at the station a few minutes later, and displayed his IPS credentials, was moments ago disguised as the elderly woman with the baskets. Together with other team members, the officer arrested three citizens at the station.

"In that operation," points out Maj. Paz, "two residents of northern Israel, and a resident of Netanya were apprehended. When they were searched, it was discovered that they had a total of 42 grams of cocaine divided into 294 personal portions. They were all ex-cons; they were arrested and transferred for further questioning to police headquarters. In the operation, Dror detectives participated in the stakeout and the ambush; they were disguised and mingled among the ordinary citizens at the Beit Lid station."

Dror personnel, Maj. Paz observes, are well-trained in using disguises and in switching identities. They are also experts in mingling in crowds, irrespective of the crowd's ethnic affiliation – Jewish, Arab or Druse. The results of the unit's intelligence missions have a powerful impact on the IPS's operational and professional personnel and are used as evidence in criminal and security-related cases.



Getting caught red-handed

One of Dror's "tools" is a special facility for monitoring drugs, which uses a blend of special technology and other (legally sanctioned) means in order to study the bowel movements of prisoners suspected of having swallowed drugs for purposes of concealment.

Maj. Paz gives one example: "One of the prisoners in the Tzalmon Prison sat in the facility for ten days and nothing unusual was noted in his feces. In light of this situation, we became concerned that his life was in danger and he was sent, accompanied by Dror detectives, to a hospital for an examination. The results of the medical examination proved that there were drugs inside his body and that he was in immediate mortal danger. When the prisoner broke down and confessed that he had swallowed drugs 21 days earlier, there was fear that the juices in his abdomen might melt the drugs. He was taken into the operating room for an urgent surgical procedure and from his body foreign objects were removed: They contained a total of 22 grams of drugs."

Maj. Paz relates how, in the wake of this incident, the story reached the ears of many prisoners and created a powerful deterrent effect: "The prisoners talked about our uncompromising operations against crime. Moreover, they understood that we are also concerned with the safety and wellbeing of our prisoners and that, in this particular case, we had actually saved the prisoner's life."

The monitoring facility is an endless source of stories, and it has emerged that truth is often stranger than fiction in the IPS (as it is everywhere). It is difficult to imagine what the human mind is capable of inventing when drugs are involved. A particularly large quantity of drugs was seized by Dror one weekend, when two prisoners from the Carmel Prison were in the monitoring facility. "Over a period of two days, the two prisoners eliminated from their bodies a total of 420 grams, or enough for 39 personal portions. This was an incredible amount in terms of the body's capacity for holding drugs." When the two prisoners returned to their prison cells, they were forced to explain why



they had been absent. And they gave an explanation of the unpleasant experience they had undergone in the monitoring facility. According to Paz, soon everyone at Carmel Prison knew about this story and the guards reported that they had overheard prisoners talking among themselves and saying, "It's really frightening to smuggle drugs into a place like this." Other remarks by prisoners proved that the Dror unit had managed to create fear and to introduce a powerful deterrent weapon at Carmel. "The prisoners," says Maj. Paz, "began to feel that Dror personnel were everywhere and that, if you committed a crime, there was a strong chance that you would be caught. They internalized the fact that, if you are apprehended by the unit's detectives, your prospects of not being caught red-handed are nil."

Drugs stashed in socks

Paz talks about a woman who was waiting in line at the Hadarim Prison's visitors terminal and who began to loudly and vociferously protest when Dror detectives, who had been rushed to the prison in the wake of information they had received, asked her politely to accompany them. In response to the woman's shouts of protest, a police van was summoned and, from her purse, an innocent-looking cup was extracted. Inside the cup, she had tried to smuggle into the prison no less than 49.5 grams of drugs. In her interrogation, the woman broke down and confessed that an ex-convict had sent her to smuggle the drugs into Hadarim.

Whereas female visitors have purses, male visitors have to resort to – socks. One such visitor was arrested, in the wake of intelligence information from Ashmoret Prison's chief intelligence officer about plans for smuggling drugs into prison on a specific date via its visitor's terminal. Here as well, the visitor, a respectably-looking man, loudly protested how a law-abiding citizen paying a visit to the prison was being apprehended. In their usual methodical manner, Dror detectives reached the man's socks, and, lo and behold, they found an astonishing quantity of drugs: 23.4 grams (enough for 161 bags). The offended "law-abiding citizen" was forced to wait for a police van to take him to police headquarters for further questioning.

The Dror Central Unit also carries out preventive actions and thwarts the smuggling into prison of weapons, ammunition, explosives, as well as conducting operations against the storage and production of explosives, firearms and other weapons in Israel's prisons. In addition, Dror personnel combat the smuggling into prison and the storage of cellular phones and cellular call cards; help put down prison riots and assist, as members of a high-caliber professional force, in effectively dealing with terrorist incidents, in cooperation with the Masada unit. A special Dror team works in close collaboration with other law enforcement



agencies attached to the Israel Defense Forces and the Israel Security Agency.

Major Paz: "All these activities are today more focused and more mission-oriented, and are carried out in full cooperation with various field units and their commanders – intelligence officers, officers attached to the the Israel Defense Forces' Operations Division, prison wardens, and other personnel in our prison system."



!! I Can Talk with the Animals, and They Talk with Me !!¹

The petting zoos at Neveh Tirza and Ofek Prisons are a laboratory for the development of human compassion and offer an opportunity for prisoners to feel responsibility for another living being, in this case, an animal. In the petting zoos, prisoners can lavish love, warmth and attention on the zoo's animals. For the first time in my life, I can see what it's like to be a mother," says one prisoner, who views with some degree of envy a rabbit looking after her young.

Israel Prison Service Spokesperson Office

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Behind the prison walls, there is another kind of imprisonment, in addition to that experienced by the human inmates: cages for animals. The truth is, however, that the animals are quite happy with their lives, despite the cages: They are the denizens of the petting zoos at Neveh Tirza and Ofek Prisons, and they make one think of the concept of a prison within a prison. Do rabbits like to be caged? And what about hamsters? Or snakes? Or chinchillas? Is Dushka the lamb that roams freely in the petting zoo yard happy that she is always accompanied by two ducks?

If we take a closer look at the relationships that the inmates in these two prisons develop with the animals, the conclusion must be that everyone is satisfied with

this situation. The male and female caregivers have a satisfying feeling of responsibility while enjoying the opportunity to lavish love, warmth and attention on the zoo's animals, who seem to be very happy with the arrangement: They have suitable accommodations, quality food and a lot of very pleasant (human) company.

Major Lindner: "When our inmates are taught to be responsible for, and to show empathy toward, animals, they are given a valuable educational tool for the acquisition of important human values and for the development of a healthy, loving personality, capable of adjusting to social norms. Generally, the family is a laboratory for social processes that have a direct impact on how the child will integrate socially

¹ The title of this article is taken from the Hebrew version of The Story of Doctor Dolittle by Hugh Lofting.



and which thus are a major influence on the child's character development. The results of growing up in a dysfunctional family can be observed among those who have broken the law and are serving prison sentences. Animal Assisted Therapy (AAT) is an important station on the road that can lead an inmate back to full mental and emotional health."

Warmth, compassion and responsibility

When Dushka the lamb arrived at Neveh Tirza's petting zoo, there was real excitement. "She still has integration problems," says M., a Neveh Tirza inmate, "and that is precisely what I experienced when I entered prison. But she will adjust, just as I have done." Yaari looks at M's reaction from the standpoint of an educator: "There is a saying in Hebrew: 'Meshaneh makom, meshaneh

mazal. When you move to a new place, your address changes and so does your fortune.' Perhaps, this is the turning over of a new leaf in life that will enable a major change in behavioral patterns."

When Neveh Tirza's inmates were in the outside world, explains Yaari, they enjoyed total freedom. There were no restrictions; on the other hand, they were not protected nor did they enjoy proper living conditions. In prison, both the inmates and the animals are given the opportunity to fill in missing gaps in their emotional life. What was missing in the inmates' lives was the opportunity to identify with others, to show compassion toward them, to be concerned for their welfare. As inmates, they can do all that because they have endless opportunities to identify with the animals, to have compassion for them and to show concern for them.

Speaking on the phone with her husband, inmate A. tells him that she is envious of a rabbit who lives in harmony with her young ones. "I have learned how to act toward children," she confesses after studying the rabbit for a considerable while. Initially, the rabbit experienced denial vis-à-vis her young and refused to nurse them. The petting zoo's caretakers taught the rabbit how to nurse them, positioning the young in front of her nipples every two hours. In the end, everything worked out. Nonetheless, A. is worried: "Is my son, who was taken from me, given his meals on time?" Inmate V. joins in with the statement, "If only I had cared for my daughter the way I am taking care of young animals here."

Each of the animals in the petting zoo has a unique set of needs and it is possible to learn a lot from their behavior. For instance, when the snake sheds its skin, this symbolizes for the inmates that they too can "shed" things and rid themselves of much of their anger. When inmate M. arrived at Neveh Tirza, she was bitter and angry, sometimes throwing tantrums, when she would wildly kick and scream. Naturally, she was punished for this behavior, but the punishments did not improve her conduct. In the petting zoo, she was given a sealed sack of pet food; every time she got angry, she was instructed to kick the sack. She kicked it, screamed and then began to laugh: She had calmed down. M. was told that she could not be punished for doing something that was permitted (that is, kicking the sack) and thus, at the petting zoo, she found a way for dealing with her rage.

Inmate V. has experienced a special feeling of triumph: At Neveh Tirza's petting zoo, there was a parrot with an aggressive nature; he was anti-social and rather unpleasant to be with. Every time anyone would draw near, he would get angry; anyone, that is, except for V. When she came to the petting zoo, she was able to find a way to his heart. In fact, she discovered that she and the bird had a lot in common: Both of them were nervous and aggressive. The parallel between the two created a strong connection and a real romance developed between V. and the parrot. When V. holds him, he calms down and becomes very affectionate toward her. "One of the goals of AAT," observes Yaari, "is to enable our inmates to connect with their offense and to recognize it. When the problem is transferred to an animal, the feeling of being threatened vanishes, and our inmates become increasingly aware of their personal issues by means of 'flooding' and transparency."

Connecting with themselves

Neveh Tirza's petting zoo was established in February 2008 and all signs indicate that it is a huge success. Education Officer Madmoni is excited about the parallel that the inmates notice between themselves and the animals. "They observe the animals' behavior and compare it to experiences they themselves have had." The zoo's success lies in the fact that the inmates identify the obstacles facing the animals, suggest ways of solving the particular problem and conclude what should be done in each instance. "Their connection with the animals," adds Madmoni, "has a positive influence on them and enables them to connect with themselves and with their feelings. And that makes them express themselves verbally in a much freer manner."

To be flooded by past incidents

After engaging over a period of only a few months in an area that they were totally unfamiliar with, the participants in the project are already showing signs that AAT is having a positive effect on them. Inmate N. never stops smiling; she is calm and, while gazing at the animals, she comments: "I come here once a week to clean the cages, feed the animals, and arrange things. I derive a lot of pleasure from making even the slightest changes in the cages and in their contents. I want the animals to be comfortable, I want them to have what I would like to have in my prison cell. We are all in prison at Neveh Tirza, but I can do things that will ensure that they will be more comfortable than I am. I want the others to notice how I act toward the animals, because that is the way I want others to act toward me. The better I treat the animals, the better I treat the other women in my cell block, and that is good for everyone all around. Today I know that you can get along with anyone; you just have to find out what the best way of doing so is."

!!The more we make their behavior transparent, the faster our adolescent inmates will begin to understand what positive patterns of conduct really are. !!

Inmate M. joins the conversation and confidently states that the petting zoo is the sanest place in prison as far as she is concerned: "Life is normal here, even though we are in prison. The truth is that I find it hard to see an animal in a cage, just as it is hard for me to see myself in prison. This isn't the right place for them and it isn't

the right place for me. Animals should be living in a natural habitat and I should be living in the outside world. Whatever I don't have in my cage, I give to the animals in their cage. It gives me a good feeling to take care of someone who is smaller than me and who needs me. I became so attached to the baby rabbits and I really mourned those that died. I am sure that the animals can feel that I love them and that they are happy to have me as their caretaker. We all need to be given the right sort of care – and that holds true for both animals and people. We need the right sort of care in order to simply survive."

A goat in the prisoner escort vehicle

The petting zoo at Ofek Prison for Young Offenders was established in 2001. "In my work with the adolescent inmates in the petting zoo," explains Ya'ari, "I try to change their patterns of thinking and their patterns of conduct, and to encourage them to develop scholastic motivation." Creative thinking and action empower the adolescents to abandon previous patterns of thinking and to take a hard look at themselves and at their manner of behavior. One of the goals of the work at the petting zoo is to provide the young inmates with positive experiences. "The more we make their behavior transparent," points out Ya'ari, "the faster our adolescent inmates will begin to understand what positive patterns of conduct really are."

Initially, Rabinowitz, who heads Ofek Prison's Education Unit, felt that the establishment of a petting zoo within prison walls would be a revolutionary project; however, she quickly understood that it could also serve as an excellent instrument for treating juvenile delinquents. "The adolescents here fell in love with the petting zoo," she says, "because, for them, it creates an atmosphere that is not automatically associated with prison life."

Ofek Prison's petting zoo has goats, iguanas, ducks, parrots, rabbits, pheasants, guinea pigs, and fish. The positive effects of the zoo are already apparent. For instance, a young inmate with Tourette's syndrome was able to completely relax when he entered the petting zoo, and another youth who suffered a blackout in the middle of a matriculation exam took his favorite parrot into the exam room and felt that he was able to continue. Composing his answers with the parrot sitting on his shoulder, he passed the examination with flying colors.

The petting zoo, which prison guards also love to visit, has a relaxing effect and serves as a tool for behavior

molding. Every youth connects with the zoo for different reasons and in accordance with his character and past. One typical story concerns a goat that was about to have a litter. The veterinarian who examined her determined that she was in danger and that she required a Cesarean section. "Just imagine this scene," relates Rabinowitz with a smile. "A goat being escorted by prison guards in a prison escort vehicle being driven to a veterinary hospital. And that just goes to prove how the animals in the petting zoo are regarded."

Caring for the animals develops compassion even among those reputed to be "tough customers." It arouses a sense of responsibility and teaches inmates the value of giving. These are behavior elements that were not characteristic of the youths before they began to care for the animals. Hopefully, the youths will continue to adopt such behavior elements even after their release from prison.

Learning how to gently stroke a chinchilla

Two groups of inmates actively participate in the maintenance of the petting zoo at Ofek. They cooperate with the prison's education officers, social workers, and teachers, and each inmate contributes in a unique way to the success of the petting zoo. There is also the possibility of individualized activity for those who need personal assistance.

In addition to the AAT program, Ya'ari has initiated an experimental project, Hands, at Ofek's petting zoo. The project focuses on the hands of the youths caring for the animals and documents the hands with photographs. The dual purpose of the critical analysis of the photos is to develop the young inmates' capacity for controlling their thoughts and emotions and to soften and refine their aggressive behavior by forcing them to concentrate on actions and on body language. "The photos," she points out, "enable us to document and to make transparent memories of violent acts, in addition to documenting soft body language and positive behavior." The pictures are a therapeutic tool that permits the youths to see the positive potential of their hands – refinement, softness, consideration for others, and empathy. Young inmate A. who participated in the project recalls, "I loved the photo of my hands stroking the chinchilla. I learned that a soft hand brings out the good things that I have inside me. Today, just as I gently stroke the chinchilla's fur, I can lightly put my hand on a friend's shoulder and, instead of punching him, I can tell him quietly what is bothering me."

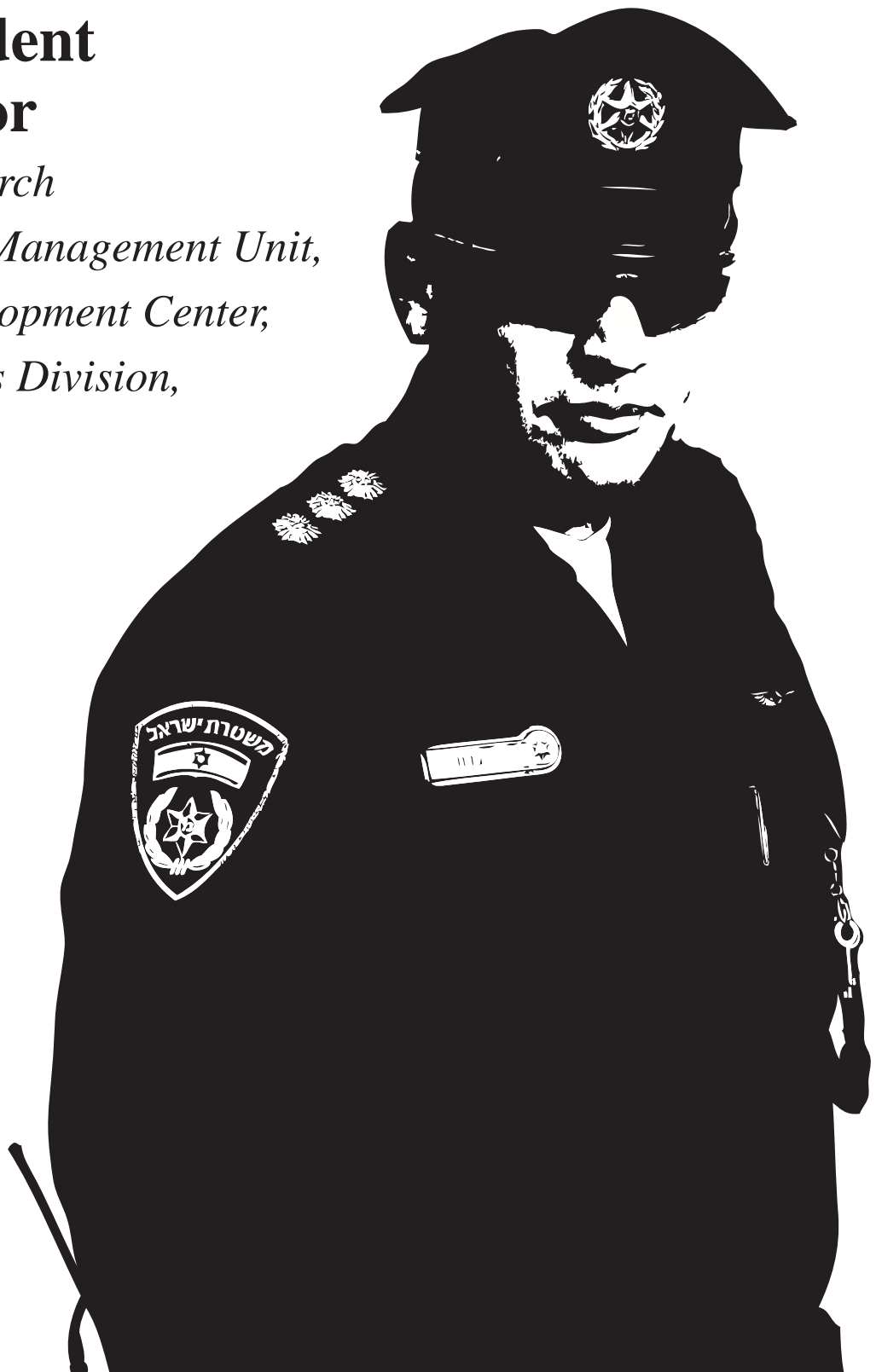
Leadership Development in the Israel Police



**Superintendent
Haim Shneor**

*Director of Research
and Information Management Unit,
Leadership Development Center,
Human Resources Division,
Israel Police*

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Introduction

Leadership has been an integral component in history from its very beginning, and there are those who argue that leadership is not confined solely to human society. Many definitions have been given for the phenomenon of leadership. One of the reasons for this fact is the subject's interdisciplinary nature; it embraces several disciplines: sociology, psychology, business administration, etc. For this reason, it is difficult to find one precise, all-encompassing definition for the term "leadership". Nevertheless, despite the problem of finding an exact definition (a problem encountered in connection with other abstract human phenomena, such as love, beauty, and courage), leadership is a distinct human phenomenon that is described primarily as an ability to lead and influence and impact others.

Over the years, more and more resources and organizational efforts have been invested in the field of leadership development, which is no longer perceived as a short-lived trend but rather as an effective means for developing all the workers in an organization through a focus on the development of its administrative staff.

The increased interest displayed by organizations in the subject of leadership is also having an impact on research that is being done in the field of leadership and that is becoming more and more popular. As noted by R. Lev, director of the Israel Police Leadership Development Center, there are four basic theories on leadership that have served as the definition of leadership. (Lev, 2007):

1. The Great Man Theories - Qualities-Oriented Approach

The main research effort among the advocates of this approach isolates the qualities and skills that distinguish leaders from non-leaders. This approach also studies the components of personality and conduct usually found in a leader. There is still a debate whether these qualities are innate or acquired.

2. Behavioral Approaches

The advocates of this approach try to identify the characteristics and behavior styles that distinguish one leader from another: for example, a mission-oriented style versus a people-oriented one, a cooperative style versus a centralist one, etc..

3. Situational Approaches

The advocates of this approach argue that leadership qualities and styles depend on different situations, which will demand different leadership styles. The

most important leadership actions undertaken in this approach are: (a) identification of the situation in which they must "demonstrate their leadership" (b) adaptation of their leadership style to the characteristics of the specific situation.

4. Symbolic Approaches

These approaches relate to leadership as a phenomenon of awareness among those who are being led and emphasize the role of the led in the definition of leadership, through the significant change in awareness that they have brought about. In terms of future directions, the new meaning that the leader creates can be both an ability to understand the situation and a commitment to action (Lev, 2007).

Research studies on leadership present different types and styles of leadership. Each of these types and styles has certain unique features; for instance, political leadership is different than educational leadership, which, in turn, is unlike business leadership, and so forth. If leadership style is determined by the challenges and characteristics of the role of leadership, police leadership has its certain unique features and is unlike military leadership, which resembles it from the standpoint of command structures, or to other leadership styles. The data gathered by the National Police Leadership Faculty at Bramshill (UK) indicates that Leadership police behavior is a separate, distinct and complex area (Adlam, 2000; Wuestewald, 2007).

A police force is a public organization and thus must provide service to the general public. Sometimes a public service is a thankless job that, at times, is perceived as an annoying, restricting action, rather than as something that is of value to the individual citizen. In addition to being a public organization, the police uses force and thus there is always a conflict concerning the optimal force that should be used to defend citizens but that will not undermine the rights of the individual (Lev, 2005).

As an organization providing a public service, the police resemble a municipal agency; however, as an organization that is authorized to use force and which must therefore restrain the force it wields, the police also resemble the army. Like the police, a municipal agency serves the public, while the army is concerned primarily with safeguarding national security and thwarting the actions of hostile elements. The police carry out both these roles, but also operate in a third arena – service to the community and municipal politics. Because of this triple function, the police is a uniquely complex organization.

In light of this perception of the police, many police forces around the world have been led to set up their own centers for the development of police leadership in order to provide a custom-tailored solution to the developmental needs of police leaders. More and more police leadership centers are being set up; the most prominent of these centers are the Police Leadership Forum of Canada; International Association of Chiefs of Police (IACP); the Leadership Academy for Policing in Bramshill; NPIA; the Airlie Centre for the Development of Police Leadership in Victoria, Australia; and the police forces of Singapore, Ireland, Norway and other countries.

The Israel Police Leadership Development Center: Vision, main areas of concern and Perception of Development

The police is a complex public organization because it deals with both law-abiding citizens and law-breakers and because it is oriented both toward the community and municipal politics. In the Israeli context, the complexity is amplified by the special characteristics of Israeli society. Since police leadership differs from other types of leadership and since the Israel Police displays such a unique complexity, it was decided that the Israel Police deserves its own leadership development center.

The Israel Police Center for Leadership Development began to operate, in accordance with a decision made on March 1, 2007 by the Israel Police's General Staff under the leadership of the Police Commissioner. After considerable work at the central headquarters level had been carried out to prepare the professional and organizational infrastructures needed for the center's establishment, the development started.

The Center's Vision and Mission

As it was defined when the center was founded, the vision of the Israel Police Center for Leadership Development is **to have a major impact on the development of skilled senior commanders in the Israel Police.**

The center's mission is **to develop the leadership and command skills of senior commanders in the Israel Police and to thereby have a major impact on the functioning of the Israel Police.**

According to a recent expectations survey, there is a need for the development of leadership and administrative

skills in the Israel Police, so that it can function more effectively, and so that its image and deterrent capacity can be improved.

The Israel Police's perennial program identifies the need for leadership development in the organization in order to further the program's primary goal. The primary goal is the cultivation of an efficient, innovative, well-disciplined police force led by senior commanders who are dedicated, resourceful, and responsible and whose integrity and self-discipline can serve as an example to all the members of the force.

The rationale for establishing a Center for the Development of Police Leadership is based on four guiding principles:

1. Leadership is a basic, central element in the role filled by each senior commander in the Israel Police.
2. The higher the rank and the more senior the role in the Israel Police, the greater the need for senior police commanders with proven leadership skills.
3. Leadership development has an added value for the police force when it is carried out along several complementary axes – through the latitudinal development of senior commanders, through the longitudinal development of senior commanders in relation to their subordinates and through the development of leadership skills against the backdrop of the external context in which police commanders function.
4. The development of leadership skills among commanders with key roles in the Israel Police will have a positive effect on the organization's overall functioning.

The Center's Major Activities

1. Development of latitudinal leadership among senior police commanders – through work with homogeneous groups of commanders (with similar roles or with the same rank).
2. Development of the senior commanders of organic units – from the level of the individual police station and above.
3. Research, information and knowledge in the field of leadership and especially police leadership: Establishment of an infrastructure of knowledge in the field of police leadership to meet immediate

needs and to develop a future body of theory concerning police leadership.

4. Creation of continuity in the teaching and developing of leadership skills at the various levels of the training process.

Perception of Leadership Development and Target Populations

The center's programs focus on different characteristics of leadership.

1. In spite of the discussion whether leadership is innate or an acquired trait, leadership skills can be developed.
2. The center recognizes the principle that senior commanders must be developed by other senior commanders; nonetheless, other factors (the leadership development center, the Israel Police's various schools and training programs, organizational advisers in the different district offices), all help senior police commanders with consultation and guidance services.
3. Three levels of leadership development are provided:
 - a) Cognitive: Development of the abilities to think logically and to conceptualize, and to acquire relevant knowledge.

- b) Experiential-Emotive skills: Learning from personal experience; increasing insight skills at the individual and emotional levels.
- c) Implementation skills: Learning from the professional experience acquired by the Israel Police and by other organizations.

4. The center's operational approach favors the development of generic models that are designed to cultivate commanders at the district and precinct levels and to promote implementation on a local level.
5. The involvement and commitment of senior police commanders in the shaping and authorization of programs and their support of the overall process are vital for the success of the center's developmental work.
6. Each level of command and administration in the Israel Police has a unique set of professional challenges; the center's training programs are adjusted to the needs and characteristics of each group of commanders in order to ensure relevance and applicability.
7. Within the context of the center's training programs, personal counseling will be available and will relate to the implementability and applicability of new ideas raised during the training sessions.



8. The development of police leadership will be carried out in close collaboration with the organizational development section network in the Israel Police's behavioral studies department.
9. To ensure that the center will have an effective impact, it has based its concept of development on continuity; thus, the activities are arranged in a multi-year or cyclical pattern with the center's key target groups of senior commanders (area commanders, precinct commanders, departmental directors, etc.).

Principles Governing the Center's Activities

1. The construction of an organizing framework for the development and training of leadership in the Israel Police; adaptation of this framework to the center's various target populations.
2. Development of annual programs for the center's defined target populations throughout the entire organization – and in accordance with the contents and needs that have been defined for the entire population.
3. Support for local leadership development programs which require authorization and guidance from the Police Commissioner.
4. The center's staff members participate in ongoing guidance programs in addition to their regular duties of managing the center's leadership development programs.
5. Organization of meetings between senior commanders and opinion-makers in the general public regarding central issues on the Israel Police's agenda.
6. Knowledge management in the field of police leadership and distribution of this knowhow to the different sections of the Israel Police through the knowledge management Intranet website.
7. Development of computerized simulations for leadership training.
8. Development of a leadership doctrine for the Israel Police.
9. Retention of flexibility for responding to ad hoc needs that may arise from the activities with senior commanders.

The Israel Police Leadership Development Center: Trends and Directions

At the time of the writing of this article, the Israel Police Leadership Development Center has been in existence for 2 years. During this time, the center has held dozens of workshops for the various levels of command in the Israel Police (from the most senior to the lowest junior command level). Judging from the feedback from these workshops, the clients have been satisfied with the results. The center has demonstrated its capacity for directing its activities in a focused manner in order to meet real needs in the field.

In addition, an Intranet website has been launched for the management of knowledge and information. In connection with this website, command discussion groups have been formed at the different levels of command and an infrastructure has been installed for sharing relevant information. There is now the possibility of a platform for the creation of a uniform organizational language in the field of police leadership development; the platform could be the first step toward the compilation of a police leadership doctrine.

The center has recently completed a comprehensive survey of professional literature in the field of leadership in general and in the field of police leadership in particular. The survey has revealed that the three major trends in the field today are:

1. Leadership in a social context: In the past, the focus was on the leaders themselves. However, today, the focus in research studies has shifted to the social context in which leaders function – namely, the relationship leaders have with the led, the leaders' social networks, their social identity, the social identity of the led, etc.
2. Authentic leadership: Over the past two years, research studies have increasingly focused on authentic leadership. Although the model of authentic leadership is steadily gaining momentum, Transformational leadership continues to be an important factor in the field.
3. Emotion and leadership: The emotive aspect has entered many fields in the organizational world. This process may have taken place in conjunction with society's social perception of leadership, or as a product of recent interest in emotional intelligence.

Another direction mentioned over the past few years is the development of 'Distributed leadership' that

"divides" and decentralizes leadership through the many command layers in the organization, while "eye contact" in overall management is steadily diminishing as it relies more and more on cutting-edge technology and as it involves the various ranks in the realization of their leadership (Lev, 2007).

Another direction, which is linked to the previous one, is referred to in the professional literature as 'Shared Leadership', which is succinctly defined in the following quote: "If our ideas about leadership in the past tended to revolve the solitary heroic figure, the leadership of our future will be defined by inspired teamwork" The emphasis in organizations where 'Shared Leadership' is the norm will be on the inclusion of workers and their participation in decision-making processes; thus, the leadership challenge of organizational leadership will be directed toward the empowerment and development of subordinates and toward the discovery of the relative advantage of involving them in organizational processes. An attempt to implement 'Shared Leadership' is being carried out today in BAPD (The Broken Arrow Police Departments) Oklahoma, where 'Shared Leadership' principles have been installed for the involvement of police officers in various processes of decision-making and in the precinct's management (Wuestewald, 2007).

In his article, Lev surveys leadership development's future directions and notes Hernez-Broome and Hughes (2006), who attempted to predict the future trends of leadership segmentation. These predictions are broken down into six main directions:

1. The continuation of massive concentration on the development of leadership skills in organizations.
2. Global thinking will now focus on leadership skills while emphasizing the need to look beyond the organization's borders.
3. The link concerning the interface between leadership and technology in organizations will become more profound.
4. The focus on the nature and personality of leadership, with an emphasis on moral values and integrity, will become more profound.
5. There will be an increased demand in organizations for measuring the effectiveness of leadership development in terms of performance.
6. The interest in leadership will be extended in organizations to crucial workers' groups and not just senior management strata.

Conclusion

If we base ourselves on the activities of the center over the past year and a half and consider the recent survey of the professional literature, we can safely say that one of the challenges of the Police Leadership Development Center today is to launch a research and development (R&D) study and to pool resources for the study of the senior leadership in the Israel police and in comparison with other security agencies in Israel and abroad. A research study that will underline the uniqueness of police leadership in Israel as distinct from other forms of leadership will validate the above distinction and, in the final analysis, lead to the compilation of a Police leadership doctrine and to a final crystallization of the concept of police leadership development in Israel.

Correspondence concerning this article should be addressed to Superintendent Haim Shneor, Director of Research and Information Management Unit, Leadership Development Center, Human Resources Division, Israel Police.

972-9-8661007

Manhigut@police.gov.il

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A Commander *and* a Leader



Hanna Keller Ohrenstein,

**Ombudsman for Police and Prison
Service Personnel**

In this article I would like to share a small part of my impressions regarding the leadership of commanders within the Israel Police and the Israel Prison Service. My impressions are based on investigating the complaints which are placed on the desks of the Ombudsman Unit for Police and Prison Service Personnel as well as my interaction with the commanding ranks and the personnel of all ranks and positions of the two organizations.

This document does not attempt to set empirical findings; nor does it attempt to set the exact extent of the flaws and wrongdoings exposed during our treatment of complaints or indicate that the flaws which I speak of relate to the all commanding officers.

This article is written in light of the fact that only 36% of the complaints lodged are found justifiable; and only a portion of them relate to the subject of leadership. In addition, my impressions expressed in this article are based solely on the complaints filed, and there are still a large number of cases which the appellant decides not to lodge a complaint in fear that it will harm him professionally. This article is simply a mirror of the reality which appears before us during our work investigating complaints regarding our greatest asset – our people.

What is Leadership?

Leadership is the ability to mobilize people and motivate them to take action based on mutual trust and respect. Trust is the key factor in leading people and having them follow in your footsteps. The term 'leadership' should be differentiated from the term 'rulership' which is a case in which people follow orders simply because they are given by a higher authority or by someone with a higher rank or senior position.

Motivating people to act only out of fear of punishment is not considered leadership. Seniority in rank or position in itself does not grant any privileges other than accountability. The greater the rank or position, the greater the expectations from the commander are and the responsibilities with which it comes. Every commander must look back from time to time and put his leadership to a test and ensure at all times, that there are people following him.

"A successful commander is one who is able to lead his people inspirationally while showing leadership which doesn't derive solely out of authority and rank. Leading inspirationally requires firm personal strength and professional capabilities, which in themselves require proper behavior norms and a personal example."

(Lieutenant General Dan Halutz, 18th Chief of Staff of the IDF)

What are the required qualities for a leader which grant them the ability to engage people towards action?

- a. The ability to clearly and tangibly define and crystallize the goals he is leading towards achieving.
- b. The ability to be an example to others and convey via actions and conduct the values they expect from other. On this issue we must differentiate between **personal demonstration** and **personal example**. Personal demonstration (presenting) includes in its essence the presentation of technical norms which show the subordinates that the instructions and commands given to them are achievable and that the commander himself is capable of doing so. A personal example demonstrates characteristics which are aimed at educating towards examples. A personal example requires trust, transparency, mutual respect and actions in accordance to the values which he expects from the subordinates.
- c. The ability to make decisions while objectively considering the situation without being affected by the status and rank of the involved parties.
- d. Professionalism and the ability to confront complex situations
- e. The ability to listen and accept different opinions
- f. The ability to listen and show understanding towards the distress of the subordinates.
- g. The ability to delegate authority without diminishing from his own responsibility for the outcome.

There are leaders who were born with the gift of charisma – a certain favorable advantage. Yet this advantage, in itself, is not enough to ensure leadership qualities if the person is not able to adopt the other traits required to be a leader. In the same sense, a person who does not possess the natural gift of charisma can also acquire behavior patterns and attributes which will make him a valued and followed leader. There are some traits which we don't have any control over, such as our intelligence and looks - which we are born with. Our appreciation for such traits should be given to the creator of the universe, who is the third partner, along with the father and mother, in the birth of a child. Traits such as learning, developing, adopting behavioral patterns and improving existing attributes are all within the power of the human being, and for that the leader is worthy of commendation. These abilities are what make a commander a leader.

Behavior patterns which lack leadership:

a. The use of improper language and behavior:

A commander must abstain from using improper language. Subordinate personnel file complaints on the basis that they are insulted by their commander, are referred to by improper nicknames and are criticized in a humiliating manner. Such behavior is aggressive and does not correspond with leadership norms. These obligations are absolute and also apply when the commander is tired, under pressure and in the midst of operational activity. The same obligation applies in cases which the subordinate uses improper language or behavior which can cloud the commander's judgment and cause him to act in a similar manner. A commander must know how to overcome and control his anger and self respect and convey leadership. Responding in the same manner will lower the commander to the same level as his subordinate; he must take the high road and differentiate himself from such behavior; otherwise, it is as if he is enforcing the law by breaking it himself. Even in cases when the commander is scolding or correcting the subordinate, the use of clean language will not diminish in anyway from his authority or leadership. On the contrary, it is a sign of control and assertiveness (as opposed to aggressiveness). The use of decent language and proper behavior magnifies the leadership and authority of the user.

On the same issue, it is important to point out the behavior patterns a commander uses with his subordinates. How should a subordinate feel when he or she walks into the commander's room for a briefing or a report and the commander speaks with his feet up on the table or is carelessly dressed? What does such behavior convey? How can we expect a subordinate to respect such a commander?

- b. Assessing a subordinate: Dealing with complaints regarding lack of promotion due to discrimination has exposed us to situations in which there are commanders who are not forthright and honest when assessing a subordinate. During our examination process, when the commander must confront the complaint, we learn that in many cases, there is very little similarity between what the commander actually thinks of the subordinate's work and what is actually written in the assessment report. Such a case shows lack of leadership

and creates injustice. A commander must show transparency, determination and honesty during an assessment which must actually reflect his opinion on the work of the subordinate. Giving a false positive assessment report simply to have the subordinate transferred to a different commanding unit or to create a 'state of peace' in the unit actually contradicts all attributes of pride, authority and leadership. Such a case can also mislead the subordinate and not confront him with reality – causing him not to rectify the wrongdoing and improve his future assessments. A true assessment must reflect the commander's opinion and must be issued after they had presented it to the subordinate and allowed him to voice his side of the story. Only after that should the assessment report be issued, encouraging the subordinate, when needed, to take initiative and improve his conduct.

- c. **The lack of ability and willingness to listen:** The responsibility for the subordinates is given to the commander due to his position as the head of the unit. It seems that many cases, the subordinate's frustration and distress can be solved by the commander by simply offering his attention and allowing them to express their feelings. The Jewish Oral Law (Mishnah) states: "One shall greet any person with kindness". The commentary on that saying elaborates: "One who greets a person with kindness, even if he gave him nothing, is as if he gave him all the gifts in the world." The willingness to listen and try to understand the distress, and if needed, explain clearly why the subordinates request was rejected or that he, the commander, doesn't have the authority to make the relevant decision, is enough, in many cases, to help the subordinate overcome his negative feelings before he submits a complaint to the ombudsman's office. For obvious reasons, all negative feelings which accompany submitting a complaint can easily affect one's motivation and ability to relate to the organization's missions and goals.
- d. **Denying the subordinate's statutory right to submit a complaint:** The Israeli Law allows any Israel Police and Israel Prison Service personnel to file a complaint to the Ombudsman's Unit in the Israeli Ministry of Public Security in order to investigate the alleged mistreatment. In a case which the Ombudsman's investigation concludes that there was in fact a flaw or injustice, it is obligated to recommend the manner in which the

injustice can be corrected and prevent repetition, both on a personal level and on a system-wide level.

We have received many complaints on commanders who mistreat their direct subordinates as a result of their lodging a complaint either against them directly or against any other commanding officer in the organization. In some cases, the commander actually denied his subordinate's existence and ignored him completely due to the fact that he lodged a complaint against him. These occurrences explain the large number of anonymous complaints or complaints submitted to the Ombudsman Unit by a family member of the subordinate. Such is the case also in the preliminary consultations, when many of the appellers express their concerns about lodging a complaint and the repercussions that it can have on their career. An example to such a case is an impressive, professional and intelligent Superintendent in the Israel Police who was contemplating lodging a complaint which was justifiable, and even after I explained to him that it is his obligation to submit the complaint, he decided not to do so. He sincerely explained that he feared that such a complaint will hurt his chances to move up within the organization. Unfortunately, this case is one of many.

It is human nature to dislike hearing criticism or having a complaint filed against you. The expectation of a commander and a leader is to know to respect one's right to complain, even if it is against him and even if he feels that there is no basis for the complaint or that it is vindictive and pointless. The added value in investigating a complaint is no less, or sometimes more important than resolving it, especially in cases which the complaint if found unwarranted. The attention the appellant receives, the opportunity to complain and unload his anger and frustration, and the calm manner in which he hears why there is no basis for his complaint and feelings, assist in many cases to explain the matter and prevent a complaint from being lodged.

- e. **Lack of willingness to listen and consider other opinions:** Commanders are expected to encourage and allow voicing of opinions other than his as well as conducting a brain storming session prior to making decisions or taking action in order to reach the best possible solution. Other opinions should not be seen as challenging the commander's authority yet as someone who intends on expressing different aspects to the issue. After allowing the subordinate

to voice his opinion and a decision is made, everyone is required to align with the decision and follow the commander's orders (assuming they are legal). The responsibility in the region and/or the field will always be on the commander. Just as the commander is expected to take in consideration the opinions of his subordinates, so are the subordinates expected to follow the commands that were decided upon after considering all points of view.

The topics which we briefly spoke about in this document are only the tip of the iceberg and a quick glance at the circumstances which we are exposed to every single day of our work in the Ministry's Ombudsman Unit.

Mrs. Carol Smith, Senior Vice President, Chief Brand Officer, Elle Group, spoke with the New York Times about the differences between winning over employees and bossing employees. In my opinion, her words are a proper ending to this article.

Mrs. Smith spoke about how she learned the most important lesson about leadership: "In sixth grade, I was head of the project to create a mural for the graduating class to hang in the auditorium. That's a big

deal. And I got a clipboard, I remember, and then I had all this power and I started bossing everyone around. And within days it was apparent that I was going to have a mutiny on my hands, and I was fired from the mural. They took my clipboard away.

In the end I think that if you win people over, they'll follow you. And of course you need other qualities, like honesty, decisiveness and the ability to confront... Confrontation – meaning, "you didn't do a good job. That presentation was bad. It didn't work, and here's why it didn't work" – is so much better than walking away from a sales call saying, "Great. Got to get back to the office, OK?" It's better for everyone and I've never understood why people don't do it... People know that they will receive an honest answer from me. When you're about to give someone a bad review, they pretty much know it. They might not know they know it, but they know it. Do I always start out with a positive? Yeah. But if there isn't any positive, I'm not going to try to find it if there isn't anything. I will always give them my point of view and my side, and I will always keep the door open to hear their side and I will always end with, "Here's what you have to do to correct it."

From the Editor:



The Ministry of Public Security and its operational agencies stand on the forefront of innovation in the fields of public safety research, policing and correctional treatment programs, community involvement and technological development in the field homeland security.

As the editor of Innovation Exchange, I was challenged with the difficult task of choosing articles that represent various angles of the wide scope of activities of the Ministry.

I hope that I succeeded in doing so in this publication.

This edition includes an article by the Commissioner of the Israel police which describes the challenges of the Israel Police in combating crime and protecting the public from terrorism, and a historical overview of the Israel Prison Service is presented by the Commissioner of the Israel Prison Service.

This year's edition of Innovation Exchange celebrates 20 years and 15 issues of the publication. – an excellent opportunity to focus a spotlight on the Israeli community involvement efforts in the field of public security, among them: The Civil Guard; the Israel Police High School Program; and the City without Violence Program.

I had the privilege of editing this special issue and I would like to thank my co-editor Mr. Shaul Weisband for his great contribution to Innovation Exchange.

Sincerely,

Hiddai Wagschal
Head of Information Services
Ministry of Public Security

THE MINISTRY OF PUBLIC SECURITY



Vision of the Ministry of Public Security:

To lead towards a significant improvement in the personal security, sense of security, and community security of the citizens and residents of Israel, to create a law abiding society and to reject violence and crime – all in order to offer a higher quality of life for the citizens and residents of the State of Israel.



Mission of the Ministry of Public Security:

To be the primary arm of the Israeli Government which is responsible for the law enforcement, battle against crime, maintaining public order and protection of the public against terror attacks; imprisonment of offenders, their rehabilitation and supervision of prisoners; protection of witnesses within the witness protection program; prevention of violence and delinquency in society; and prevention and treatment in the field of drug and alcohol abuse.



ISRAEL ANTI-DRUG AUTHORITY



Celebrating twenty years of Innovation



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P.O.B. 18182, Jerusalem 91181, Israel

Tel: 972-2-542 9755/6 Fax: 972-2-582 6767

Email: hiddaiw@mops.gov.il

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