



ISA Director's Address at the Decennial ISA Convention

Defense Minister, government ministers, Chair of the Ministerial Committee for Security and Foreign Affairs, Knesset members, former directors of the ISA – foremost among them, Avraham Ahituv, to whom we send a warm embrace as well as strong encouragement to his family, Avraham Shalom, Yankeleh Peri, Carmi Gillon, Avi Dichter, Attorney General, Mr. Menny Mazuz, my friend the Chief of Staff, Gabi Ashkenazi, the Police Commissioner, Dudi Cohen, the Prison Commissioner, Beni Kaniak, the state prosecutor, Moshe Lador, the civil service commissioner, Mr. Shmuel Hollander, the new deputy ISA director, the outgoing deputy ISA director, current and retired members of the ISA Headquarters Forum, Military Intelligence Chief, Amos Yadlin, IDF generals, police major generals, chair of the National Security Council, Dani Arditi, Chair of the Counter-Terror Bureau, Mrs. Yael Ze'evi and her family, representatives of international bureaus in the state of Israel, colleagues, friends, and dear guests, dear bereaved families, ISA pensioners, and last, last but not least, employees of the ISA and their husbands and wives, without whom we could not succeed in our missions!

Tonight, at our decennial ISA convention, occurring in the sixtieth anniversary year of the state of Israel, I want to speak primarily about people – the people of the ISA, and about what they do.

I also want to speak about the words that we in the ISA treasure above all: values, commitment, dedication, a feeling of mission, love of the nation and love of the land. These words acquire greater meaning and significance in the context of the organizational challenges and changes with which we in the ISA were engaged over the past decade:

- We were required to thoroughly investigate and derive intelligence and security lessons from the strategic failure resulting in the murder of the late Prime Minister Yitzhak Rabin, by a Jewish assassin.
- Due to the difficulty in dealing with the phenomenon of suicide attacks carried out by radical Islamic terror organizations, we made fundamental changes in concepts and procedures, intended to significantly improve our ability to deal with this threat.
- We developed our technological capabilities, in accordance with accelerated development in information technology, communications and other technologies.
- We developed management and planning procedures, with an emphasis on long-term planning ability.

These changes began to bear fruit following intense work by all ISA units--countering, operational, logistic and administrative—over a long period of time. None of this would have been realized without the improvement of our long term planning capabilities, and without the multi-year ISA budget agreements carried out with the help of the Ministry of Finance during the past decade.

From October 2000, the ISA was required to test all the evolving conceptions and capabilities to deal with the second Intifada and the largest wave of terror in decades.

It would not be appropriate for me to assign a rating to our achievements, however, I will state on the basis of facts that the ISA countered thousands of terrorists in recent years, hundreds of terror attacks including tens of suicide attacks, both in the planning stage and those already set into motion – all this on



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the basis of the new conceptions and the newly developing intelligence, technological and operational abilities.

We were not alone, and we would not have succeeded without the solid and close partnership and cooperation of the IDF, including the various IDF commands, the Air Force, Military Intelligence, our partners in 8200, the Operations Branch and other units of the IDF, IDF special forces, the Israel Police including its special units, the Mossad, the Israel Prison Authority, the Ministry of Finance, the state prosecution, and of course, many other governmental ministries.

It is no exaggeration to state that this cooperation "spared" the Israeli people many hundreds of innocent victims. This is one side of the equation, upon which we certainly gaze with great satisfaction – for this is our mission.

However, we remember well, and don't ever forget, that on the other side of the equation there are more than 1100 victims of terror attacks in the past eight years. These are the times when we did not fulfill our mission – countering in advance. We educate ISA employees that our mission is to preempt terror, espionage, sabotage, political subversion and the exposure of state secrets. And I reiterate: "to preempt"!

And in contrast to our successes, which would not have occurred without our partners – here we do not look right and left – rather, only at ourselves!

To be sure, the ISA enjoys great respect today, both in Israel and throughout the world, for its achievements and abilities, and we are certainly proud of this.

However, it is because of this respect that we are cautious and continue to be cautious of creating feelings of self-satisfaction among ISA employees; and specifically for this reason, we do not permit the development of arrogance or power mongering which at times accompanies feelings of accomplishment – because we believe that such phenomena are liable to destroy us from within!

We believe that cultivating leadership, personal example and humility – both individual and organizational, will aid us in preserving our "organizational health", and for this reason we act to develop and continuously improve these areas.

We have thoroughly understood the benefits of synergy, or as we in the ISA call it, the Synergetic Countering Concept– and this has become a key work concept and a significant component of our organizational culture.

This understanding was an outcome of our recognition that the world has changed, and that even a professional discipline in the ISA cannot work alone.

We have understood the benefits of information technology, of sigint, of interrogations and of technologies for operations.

We have learned the infinite potential which lies in Humint, and have understood the great importance of our "operative brain" in the Analysts Desk, as the central formulator of the intelligence picture in real time.

We have understood that our logistic and administrative units must also support the operational intelligence effort of the ISA.

We have seen what we can achieve when the relative advantages of every one of our abilities and units are subordinated to the achieving of goals. Thus we have expanded this approach to greater coordination with our partners in the IDF and the Israel Police.

However, above all, we know that values are the most important thing of all.

Values are the soul of our organization and they lead to determination, to commitment to the goal, to an environment of excellence, to the ability to cross



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new frontiers of creativity and vision, to unlimited persistence and to the incredibly deep dedication of our employees.

For this reason we send ISA employees and the participants in the senior personnel training course to visit the extermination camps in Poland, and we become more and more involved in community-oriented projects, as well as strengthening our connection to the heritage of the ISA, the nation and the land.

This is also the reason that we decided upon the initiative of the march along the "Israel Trail" as the sixtieth year project for all ISA units.

And I believe with all my heart that if we know how to be ethical, modest, honest, excellent and devoted – we will succeed in the many challenges that yet await us!!

ISA Employees!

You are the real source of strength of the ISA. It is to you that we salute, this evening at the decennial convention.

Quietly and secretly we will continue to be the "unseen shield" of the Israeli people.