

MACCABIAH 18

FEEDBACK SURVEY REPORT

Volume 1:
Final Report

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Volume 1: Final Report on Maccabiah 18th Web-based Feedback Survey

**Volume 2: Distribution and Summary Measures for Individual Items in
Questionnaires**

Volume 3: Text responses of Athletes, Delegation Officials and Staff

PREFACE

This report summarizes analysis of the results of a web-based feedback survey that has been conducted shortly after the conclusion of the 18th Maccabiah in July, 2009. This report represents the culmination of intensive effort that started over a year prior to the Maccabiah 18th and ended with this report and with presentation of its results to Maccabi World Union Executive. This effort comprised formulating, in cooperation with the Maccabiah Headquarters, of requirements that the survey was supposed to satisfy, mapping of major processes, constructing the three questionnaires of this survey, conducting the survey via the Internet, translating into English non-English textual responses and finally statistically analyzing the results and summarizing them in this 3-volume report.

This Volume 1 expounds major results and conclusions obtained from analyzing responses from participating athletes, Maccabiah delegation officials (henceforth DOs) and Israeli Maccabiah staff. Volume 2 displays for each item in the three questionnaires distribution of responses (in the form of histograms) as well as summarizing statistics (total number of respondents, averages and standard deviations). Volume 3 details textual responses for each item that required textual responses. The Introduction section below further details the survey, its structure and considerations and tools used in its build up.

We wish to thank all of the Maccabiah 18th staff for being so helpful and instrumental in designing and implementing this survey. In particular, we wish to thank Avinoam Gilad, director of the Maccabiah Headquarters, who has initiated this survey and accompanied it to its conclusion. We also thank David Amiel, head of Maccabiah 18th Human Resources & Volunteers Department, who was our partner to this survey and had escorted us with his good advice and strong common sense every step of the way. Also very helpful were Maya Tshuva and Oshrit Rauf, from same department. We wish to express our debt to the Maccabiah 18th IT (information technologies) people, who had helped, with their programming skills, turning the questionnaires into Internet-accessible feedback survey. Last but not least, we wish to acknowledge with thanks the invaluable inputs of Rinat Bidany and Keren Farm, undergraduates in their final year of study in the Department of Industrial Engineering and Management at Ben-Gurion University, who

helped design and build the questionnaires as part of their 4th year final project. There are many others of Maccabiah staff who have contributed significantly, however space limitations do not allow us to acknowledge them all. We hope that improvements implemented in future Maccabiahs, as a result of this survey, will be the real reward that all of us would be delighted to share.

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EXECUTIVE SUMMARY

The conclusions detailed here are based on respondents' un-edited comments and suggestions (Volume 3), analyses of individual items in the questionnaires (Volume 2) and further in-depth analyses that are reported later here (Volume 1 of the report). Some other conclusions are based on the author's own learning of the Maccabiah processes (however superficial, due to the short time span), combined with his past experience as a management consultant and his professional expertise as professor in a department of industrial engineering and management, with personal specialization in quality engineering and process improvement techniques. We acknowledge insufficient in-depth knowledge of the Maccabiah internal processes. Therefore some of the conclusions given may be debatable, superfluous (namely, solutions have already been practiced during the Maccabiah which we were unaware of) or impractical. However, the conclusions given below convey our best efforts to summarize the results of this feedback survey, and we attempted to relate to survey data to support the conclusions, wherever possible. This executive summary highlights major findings, conclusions and recommendations suggested by the survey results.

Major Findings

- The overall experience of Maccabiah by participating athletes is extremely positive with high satisfaction also with the general program of the Maccabiah. Accommodation and transportation was source of much frustration.
- Sports events were very gratifying with equally satisfying level with the challenges faced.
- There was much variation in levels of satisfaction with facilities, their location relative to accommodation venues, training conditions and level of judges and referees. This variation should be attributed to appreciable differences in the conditions experienced by athletes in the different sports fields.
- On the whole, high satisfaction was experienced with Maccabiah events. However, desire for more interactions between participants, not least those from different countries, was expressed. This was explicitly expressed in comments requiring shared accommodation centers and shared buses on tours with people from other countries.

- Opening and closing ceremonies were extremely praised (average of 4.3 for both). Interestingly, regarding the contents of the ceremonies, satisfaction levels were probably in inverse proportion to the cost of those ceremonies: the opening ceremony was rated 3.9 while the closing ceremony was rated 4.4. As conveyed additionally by comments made, one possible reason for the difference was the feeling that the open ceremony dragged on for too long and ultimately interfered with athletes capability to compete the next day. Likewise, feeling of attention paid to care for the needs of athletes was better felt at closing ceremony (average of 4.2) compared to 3.9 for the opening ceremony. Dispersing after conclusion of opening ceremony was also source for frustration.
- Non-sports events generally got high marks although high variation exists (ranging from average of 3.2 to over 4 for the different questions). Most praised were PopMacc beach & Cycling events (4.0), JMacc closing event in Ra'anana (3.9), Party in Ramat Hasharon (junior) (3.8), Welcome evening (3.8), Party in "Ha-Oman 17" Tel Aviv (open) (3.8), Jerusalem day (3.6).
- Accommodation centers were probably the worst problem of this Maccabiah, with large variation in conditions provided. This was source for much resentment amongst athletes, who have all paid about equally for their accommodation. Level of satisfaction ranges from the worst (average less than 3.0) for Ben-Shemen Youth (1.0, with only one response!!), Hadassim Youth (1.6), Galil (1.9), Hakfar Hayarok (2.0), Gan Vanof Youth (2.5), Optima (2.6), Park (2.7), and Meir Shfeya Youth (2.7). The best were (average at least 4.0) Leonardo (4.7), Dan Panorama (4.4), Dan Carmel (4.3), Kfar Maccabiah (4.3), Nave Hadassa Youth (4.20), Tal (4.1), Grand beach (4.0) and King Solomon (4.0). Although many youth hostels are represented in the set of worst accommodation centers, Nave Hadasa Youth (4.20) and Beit Berel Youth (3.7) are testimony that youth hostels can deliver good service if proper care is delivered by the individuals in charge. Delegations officials (Dos) were generally satisfied with their own accommodation (3.8) but less so with accommodation provided to their delegations (3.0). Thefts in Ben-Shemen and in Hadassim probably contributed.

- Much satisfaction was expressed regarding the color system in terms of helping with transportation and getting around (3.8), though large variation exists amongst respondents (standard deviation of 1.20).
- Security and safety got high marks (3.9) and so were health services (4.0). There is high variation between marks given to the former (STD of 1.25, with responses ranging from 1 to 5). Reasons for this variation regarding security and safety might be the theft in Ben Shemen, undesirable free flow of people in and out of accommodation centers with little supervision, complaints about guards sleeping during night hours and lack of proper guard for bykes.
- Maccabiah staff generally got high marks (averages of 3.8 at least). General satisfaction with Maccabiah staff was expressed by both Dos and athletes. This probably reflects the feeling of good will and a genuine wish to be helpful from Maccabiah staff. Same sentiment was also generally reflected in comments made (Vol. 3). In particular, sports coordinators (4.10), educational staff (4.0), security personnel (4.1) and reps at accommodation centers (4.0) were praised. Less satisfaction was expressed with the proficiency of certain groups of people, like a feeling of bias towards Israelis by judges and referees. Very high praise was given to the Moked (3.8 at least), less so to the Maccabiah web site (3.5 to 3.7). With regard to the latter, a general feeling was expressed that the web site was lagging behind technology in its design and user-friendliness, and that vital information was missing or hard to find (like addresses of sports venues, summary of medals earned by each delegation on a daily basis, and no sufficiently quick response times for sports events achievements).
- Delegations officials (DOs) expressed feeling that Maccabiah organizing committee (or HQ) could be more helpful in organizing the delegation and EF3 registration (two thirds expressed that feeling). The average given to satisfaction with help provided is also not high (3.6). Perhaps a thorough reading of comments made (Vol. 3) could help clarify this sentiment. General satisfaction was expressed regarding assistance provided by the web site in the buildup and registration process (89% answered “yes” to question whether web-site was helpful).

- High satisfaction with the color code system (4.0) and absorption process in the Maccabiah framework (including at Ben-Gurion airport)
- High satisfaction with the Maccabiah overall experience by DOs (3.8 and higher)
- Like with athletes, so delegations officials (DOs) were generally dissatisfied with accommodations centers of athletes (3.0), or their distance from sports events venues. DOs were very satisfied with their own accommodation (3.8).
- Average satisfaction (around 3.0) of DOs with sports events envelope (facilities, equipment, training)
- High satisfaction of DOs with non-sports events and tours (over 4)
- DOs were relatively indifferent to all aspects of the opening ceremony (3.4 to 3.8) and much more enthusiastic about the closing ceremony (4.0 to 4.5). Same phenomenon was witnessed with athletes. These consistent findings probably call for re-thinking whether Maccabiah opening ceremony should attempt to compete with the opening ceremonies of Olympics games (it probably cannot due to budget constraints), or aim to deliver a more local Israeli and Jewish flavor with less extravaganza.
- Average satisfaction (3.2) of DOs with respect to frequency of rides and suitability to delegation needs. This is consistent with athletes' complaints about being bound to their accommodation centers, with transportation outside these centers relatively expensive or unavailable. We will relate to this point in the recommendations section.
- General *dissatisfaction* was expressed regarding educational contents presented to athletes Junior (2.9). This calls for further probe into the causes for this general dissatisfaction. Perhaps review of comments in Vol. 3 may be helpful in this regard.
- As with athletes DOs expressed appreciation for the Moked (4.5 and over), less so with the web site (3.5 and over). Yet, 88% conveyed that the web site fulfilled their requirements.
- Maccabiah staff generally expressed high satisfaction with colleagues from other departments, although much variation exists, as detailed later on in this summary.
- Although high satisfaction was expressed regarding functioning of Human Resources and Volunteers Department (4.3), relatively low satisfaction (3.3) was expressed regarding suitability of training programs conducted. This calls for a more in-debt

study because it probably conveys some dissatisfaction with the actual proficiencies of individuals during the Maccabiah itself. Regarding recruiting and selection of workers and volunteers there was a general good level of satisfaction (mostly 3.7 and higher).

- Maccabiah HQ (“Matte”) was generally appreciated for its functioning in organizing, planning and over-viewing the Maccabiah (3.9). The monthly meetings with heads of departments were less appreciated (3.2).
- Much variation exists in general evaluation of the functioning of various Maccabiah departments. Most appreciated were Human Resources and Volunteers (4.30), Finance department (4.2), IT (information technologies) Department (4.2), Ceremonies and Events (4.1) and Junior Maccabiah (4.1). Popular Maccabiah department, while average in general evaluation (3.85), gained much praise in responses to questions about various aspects of its functioning (usually over 4.2). Low ratings were given to PR, Media & Spokeman’s Department (3.4), Sponsorship Department (3.6) and Marketing Department (3.7). All probably suffered from a general sentiment of invisibility of the Maccabiah event in the local media.

Major conclusions and recommendations

As stated earlier, the conclusions and recommendations expounded below reflect an attempt to deliver them in an integrated fashion, based on comments made by the survey respondents, statistical analysis of the results and the author’s acquaintance with the Maccabiah processes and his own professional experience. Each of the conclusions and recommendations below is debatable, however we have attempted to corroborate them mainly with information gained from the survey.

- **Overall success of the Maccabiah:** This Maccabiah received very high evaluations by respondents with regard to major features, like opening and closing ceremonies, schedule and carrying out of sports events, non-sports events and tours. The success of the Maccabiah may be deduced from responses to general questions (like those relating to the “Maccabiah experience”) and from comments made by individuals.

This general high evaluation should not be clouded by the pursuing conclusions and recommendations, which naturally tend to emphasize what needs to be corrected.

- **Accommodation, transportation (from accommodation centers and between sports events venues) and general mobility of athletes:** Lack of proper accommodation or proper supervision of the quality of accommodation services, large variation in the quality of accommodation accorded various delegations and disturbing distances from sports-events venues - seem to constitute a major problem in this Maccabiah. Lack of free transportation from accommodation centers to city centers and a sense of impaired mobility also contributed to a feeling of unfulfilled expectations. Lack of regular transportation between sports events venues still increased a degree of frustration. We offer several solutions:
 - Employing a fleet of shuttles affiliated to accommodation centers (or delegations) around the clock, with uniform (subsidized) fees for required drives for distances that do not exceed a pre-determined value. For example: “Ten shekels for a drive not exceeding 10 km”.
 - Better quality control of services delivered by prospective accommodation centers (ACs), prior to selection of these ACs, and taking measures to increase quality-based competition between hotels and youth hostels that wish to host Maccabiah participants. Furthermore, future Maccabiah organizers should prepare a “Specifications Document” that would list minimum requirements for eligible ACs, and these specifications should be part of the binding contract. Typical items in the list: “Providing evidence that all rooms were sprayed against bugs”; “Minimum Food Requirements”; “Provision of shuttle to city center from 6.00 to 23.00”; “Room specifications”; “Personal safety specifications (including lockers)” and so on.
 - Increasing the inventory of ACs available to Maccabiah participants is one means of enhancing quality-based competition between perspective contenders. For example, during summer months hundreds of accommodation spaces are available at universities and colleges dormitories around the country. We were surprised to find out that none participated in hosting the Maccabiah’s athletes although campuses usually have cafeterias that are open

throughout the summer. Another example is guest houses scattered around the country. With proper arrangements for convenient shuttle transportation they do not have to be confined to the center of the country.

- Provision of an additional exit time (transportation) for participants who wish to depart from night events earlier.
- Identification, from the survey raw data, of delegation officials that have expressed extreme dissatisfaction with their delegation AC for an in-debt talk aimed to identify root causes of the dissatisfaction and how to eliminate them.
- Introduction of several types of transportation vehicles (like regular buses and minibuses) in order to allow more flexibility in the transportation provided.

For example, mini-buses can shuttle on a regular basis between major venues where sports events take place.

- **Opening and closing ceremonies:** Appreciably higher satisfaction with contents of closing ceremony than opening ceremony, as well as complaints about opening ceremony interfering with sports events the following day, stand in sharp contrast to the investment probably allocated to these two events (this is a personal assessment based on watching both events). The low profile of the opening ceremony in local media possibly contributed to the low evaluation given by Maccabiah staff to all three departments charged with interactions with external media-related factors (Marketing, Sponsorship and PR, Media and Spokesman's departments.). General Maccabiah low visibility in local media kept re-appearing in comments made by Maccabiah staff (Vol. 3). It is suggested that better visibility may attract more sponsors and thus allow the Maccabiah organizers better flexibility in responding to participants needs (like the need for increased mobility).
- **Maccabiah web-site and Moked:** From comments made, and on comparison of grades given to the web-site and to the Moked, it seems that this Maccabiah's web-site left too much to be desired. While the web-site seems to have delivered the basics needed, the fact that such a web-site today constitutes a major connection between athletes and their family and friends back home, as well as delivering other major functions (like assistance in the registration process), indicate that the level of sophistication needed is much higher, and perhaps requires considering outsourcing

the buildup and maintenance of the web-site in future Maccabiahs. For example, a delegation official complained that he was unable to download data into an excel sheet, a basic necessity in today's highly interactive environment. Spanish-speaking individuals wondered why they cannot read in their own language. An athlete wondered why he cannot find sum up of medals granted to each delegation on a daily basis. It is suggested that in future Maccabiahs, the web-site should be designed well in advance, perhaps by an external company, with the option to integrate advanced technologies like text messaging to cellular phones (a non-existent option in the last Maccabiah). In addition, it is suggested that responsibility for updating web-site should be put individually on each sports field head. This need not be connected with free access in updating the web-site: it is enough that each individual responsible for a certain sports branch shall send an updated excel sheet every evening to the web-site administrators. Regarding the Moked, given its under-capacity in responding to calls (as suggested by comments), perhaps a division can be implemented between "Front Moked" and "Back stage Moked". A similar division is commonplace in hotels, where there is division between "Front Desk" (receptionists, check-in and check-out officers and so on) and "Rear Desk" (individuals providing services to guests without direct communication with them).

- **Making good use of comments in Volume 3:** That volume contains about 2000 comments made by Maccabiah participants. Some comments express feelings, others deliver concrete suggestions. This is a valuable database of feedback responses that should be used appropriately. It is suggested that a special team be established that will examine in detail each comment and attempt to transform those comments into actionable items, like process improvement suggestions, introduction of new functions or elimination of existing ones and so forth. To assist in this process, a form may be designed that would deliver for each relevant item the following information: Definition of relevant process (which process the comment relates to), process owner, process major customers, what went wrong, what to do to correct the process, individual responsible to carry out the corrective action. See also form designed during the buildup of this survey, as given in the chapter describing the survey.

- **Judges and referees in sports events:** It was surprising to learn of repeated complaints about favoritism of judges and referees towards Israelis. While this is an unsubstantiated claim, the very repetition of the claim by different participants requires some more in-debt examination of the source of such recriminations. Unjustified favoritism towards Israelis was also expressed in regard to the cost of tickets for the opening ceremony. This should also be re-considered.
- **Timing of sports events and non-sports events and tours, and after-Maccabiah tours:** A recurring theme in comments by athletes and DOs was timing of sports events, either with regard to time of day, in relation to the open ceremony (“USA Pre-Camp was a nightmare!”) or relative to time of year. The unbearable heat of July may require some un-orthodox solutions, like moving non-sports events to noon and afternoon hours while allocating more time to sports events during dark hours, or early morning hours. Examining temperature variation during the months of July and August (the only two months where schools and colleges are generally not operating and the Maccabiah can be held) may suggest the best time to have the Maccabiah. Additionally, participants suggested after-Maccabiah tours, a practice well known for people participating in international conferences. This may allow for reduced intensity in engaging participants concurrently in sports events and in non-sports events and tours.
- **Lack of use of formal forms, tag-lists, flowcharts:** A well-designed form may serve as a major tool for problems prevention and quality control. A form forces the individual who fills it to relate to all aspects that require her attention. I personally experienced it when I once compared syllabi filled by lecturers who used the department’s formal form and those who did not. Those that filled the formal forms produced much higher-quality syllabuses that ultimately were also more helpful to students. Same characterization may be extended to tag-lists. From our meetings with Maccabiah staff we received the impression that use of formal well-designed forms and tag-lists is not widely spread. For example, are there tag-lists for final quality control of ACs prior to the arrival of athletes? Similarly, we have not seen wide spread use of flowcharts regarding Maccabiah processes and their interfaces with other processes. Mapping of Maccabiah process may be helpful in settling

misunderstanding that later prove to be critical. It is recommended that this issue, of using basic tools for process analysis and design, be examined and addressed seriously towards the next Maccabiah, perhaps with the assistance of an external management consulting company (see also next item).

- **Maccabiah staff knowledge in process analysis, design and control:** Better attention should be given to training Maccabiah staff in formal techniques of process analysis, design and control. Such practices are regularly implemented in various organizations (industrial and otherwise) and should be learned and practiced towards future Maccabiahs. Certain elementary tools (mostly graphic) are used in implementing these practices, and they may prove handy in the design of major processes of the Maccabiah. In our meetings with Maccabiah staff we sensed lack of use of such techniques. An example is the form, introduced by us, which was designed to learn of requirements before questionnaires were constructed. Many in the Maccabiah staff admitted that it was the first time they were required to produce such documents. Overcoming a tendency towards improvisation, natural in such one-time major operation, is of over-riding importance. It is believed that the suggested training would help overcome this tendency. We have suggested carrying out a workshop (on voluntary basis) to Maccabiah management. The workshop was intended to focus on interfaces between processes having process owners from different departments. The idea was greeted with enthusiasm but failed to materialize. In our department, as part of the curriculum, each student is required already in the first or second year of her studies to participate in such workshop. This might be beneficial as part of the training program of future Maccabiah staff.
- **Retaining staff from previous Maccabiahs:** This suggestion is self evident. However, it is not clear how much effort is indeed diverted to achieve this goal.
- **Formal acceptable procedures, formal audits:** Maccabiah staff comments often reflect a sense of “Balagan” due to lack of formal procedures. Cumulative experience from previous Maccabiahs in our mind justifies crystallizing this experience in formal procedures that will be known to all. This effort can be integrated with the requirement of better use of tag-lists, forms and flowcharts. In particular, a procedure is needed for performing quality-assurance audits (prior to the start of the

Maccabiah), regarding degree of readiness of certain processes and facilities for the upcoming Maccabiah. For example, a formal audit of sports facilities and AC rooms and facilities should be performed, either by Maccabiah staff or by externally hired audit companies. Results of these audits should be formally reported to the Maccabiah HQ.

1. INTRODUCTION

This feedback survey was conducted at the request of the Maccabiah 18th headquarters, aiming to provide feedback from Maccabiah participating athletes, delegations' officials (DOs) and Maccabiah Israel-based staff. The objective of this survey was two-fold: To provide Maccabiah organizers with measures of levels of satisfaction, regarding various aspects of the Maccabiah, and to provide specific feedback comments, indicators and recommendations that would help improve processes in the planning stage and in the implementation stage of future Maccabias. In accordance with these objectives, various stages of the buildup of the survey were designed and scheduled (as detailed in Chapter 2). The final result was a set of three questionnaires, for the three populations of interest. These were administered in four languages: English, French and Spanish, for the athletes and delegations officials, and Hebrew, for Maccabiah staff. The responses obtained via the Internet were converted into excel sheets that were then statistically processed. This 3-volume report summarizes the results and the conclusions obtained thereof. No formal statistical analyses (like hypothesis testing) were performed in this survey. However, the relatively large sample obtained from respondents allows us to derive various conclusions with high degree of credibility. Confidence intervals for averages of the various items in the questionnaires can be easily derived from the summarizing statistics displayed for each item (Vol. 2), if a need for such analysis arises.

The structure of this report (Vol. 1) is as follows. In the following Chapter 2 we deliver details about the various stages of the survey design and implementation. The next Chapter 3 analyzes the profile of participants (athletes and officials), based on an excel sheet, delivered to us from the Maccabiah computer database. The next three chapters 4, 5 and 6 analyze results obtained from the athletes questionnaire, from the delegations officials questionnaire and from Maccabiah staff questionnaire, respectively.

Each chapter starts with major overall conclusions, and then proceeds with detailed analyses, in accordance with the various sections that have appeared in the original questionnaires. The final Chapter 7 delivers qualitative analysis of textual comments made by respondents (athletes). We attempted here (in that chapter) to deliver as best we could our overall impressions from the vast array of comments (as these are detailed, individually for each questionnaire item, in Vol. 3 of this report). Quantitative analysis of these comments is feasible, however it needs more in depth analysis that could not be performed in the time framework allotted for the delivery of this report.

Various tables and plots, that were judged by us to be of secondary importance to understanding the main results of this survey – were relegated to appendixes at the end of this report.

2. MACCABIAH 18TH WEB-BASED FEEDBACK SURVEY–A DESCRIPTION

Already at the start of the design phase of the survey it was decided, in agreement with Maccabiah management team, that this survey would attempt to collect information not just about levels of satisfactions, as expressed by participants in the Maccabiah, but also about various processes, with the aim of providing concrete info about processes that functioned improperly, or at less than desired levels of performance. Accordingly, it was decided to divide each questionnaire into well defined chapters and sections, and in each chapter we aspired to include four types of questions:

- * Questions about the general level of satisfaction (for example, satisfaction with non-sports events organized during the Maccabiah);
- * Questions about levels of satisfaction regarding well-defined aspects of the discussed subject (for example, in the section “Accommodation”, satisfaction with hygiene of rooms);
- * Questions about occurrences of specified undesirable incidences, regarding various processes associated with the subject addressed;
- * Questions allowing free textual responses (confined to no more than 150 words each).

In order to deliver to us the required information for the construction of the questionnaires, we have attempted at first to conduct an overall mapping of Maccabiah major processes, using dedicated Industrial Engineering process mapping software. Once it was realized that this effort will take too long to implement, we have prepared a form for filling by heads of departments. The form required specifications for major processes as follow:

- * Process name
- * Individual responsible for the process;
- * Process customers (whom the process intends to serve);
- * Interfaces with processes in other departments;
- * Information desired from the questionnaire about the actual operation of the process before or during the Maccabiah;
- * Possible Failures regarding the process (where and how the process can go wrong!!)
- * Comments

Two examples for filled formes, delivered by the IT Department and by the Accommodation and Transport Department, are displayed in [Appendix 2.1](#). The collected filled forms helped us focus on the important processes, their particular requirements, how they can go wrong, and what process owners considered vital information, needed from the questionnaire, in order to apply appropriate corrective action in future Maccabiahs.

Once meetings with departments representatives had been concluded and the required filled forms collected, the survey team (which included David Amiel, the students Rinat Bidany and Keren Farm, the author of this report, and occasionally other Maccabiah staff members, particularly Maya Tshuva) started a series of meetings for constructing the survey questionnaires. Several iterations were performed where relevant individuals in the Maccabiah staff expressed their feedback to the questionnaires' items. Regrettably, during this phase of the design of the survey, the war in Gaza started, and communications and interactions between the team members were to a great deal

obstructed (due to the interruption of studies at Ben-Gurion University and the missile risk posed to Beer-Sheva and its surroundings).

An additional questionnaire was especially prepared towards the Plenum that took place at the beginning of February, 2009. This was intended as a pilot, and department heads were again asked to submit questions they were interested in asking Plenum participants. The final questionnaire used for the Plenum is given in [Appendix 2.2](#). Statistical analysis and conclusions for the Plenum pilot questionnaire were submitted shortly thereafter and formally presented to Maccabiah officials. The file displaying the results from this Plenum mini-survey is available upon request.

After the Plenum was over, it was suggested to hold a one-day workshop in which senior management officials from the various departments will hear an opening lecture followed by teamwork focusing mainly on streamlining interfaces between processes belonging to different departments. This workshop did not materialize, however the program for this workshop is available on request, in case future Maccabiah organizers may wish to hold such a workshop.

Once the survey questionnaires were concluded, a document of requirements was submitted to the IT professionals. This document, called “Characterization requirements for the Maccabiah 18th Feedback survey”, was delivered to the IT people towards mid-March, 2009. It is displayed as [Appendix 2.3](#). As can be seen from the document, we have required the option of using five types of questions. In addition, due to the length of the athletes questionnaire and our assumption that the young athletes will be impatient to filling the complete questionnaire, we have asked the IT people to design internet delivery of the questionnaire in such a way that only a third of athletes would receive the full questionnaire, while the rest will get only half the questionnaire (half of the questions that appear in each section of the questionnaire; both halves were randomly allocated to respondents). Each respondent who had received the incomplete questionnaire was given the option to fill the other half, once she completed filling the (partial) questionnaire originally allotted to her. Making sure that requirements in the document were actually met somewhat delayed actual implementation of the survey (subsequent to the conclusion of the Maccabiah). Simulation pilots were carried out in the

weeks following the Maccabiah in order to root out errors detected. This intensive effort came to an end towards mid-August, when the questionnaires were finally dispatched (on August, 13th). Several reminders were later sent, and the time window for replying to the questionnaires was finally closed on September 9th.

3. PROFILE OF PARTICIPANTS IN MACCABIAH AND IN SURVEY

This chapter analyzes profile of participants in the Maccabiah 18th, based on an excel sheet provided. Altogether, 11% of athletes answered the questionnaire (507 responses, discounting Israeli athletes), 16% of delegations officials (59 responses) and 30% of Maccabiah staff (136 responses). Among countries represented by delegations of over 100 participants, three countries, Israel France and Russia, have not responded at all.

[Table 3.1](#) presents breakdown of participating athletes and delegation officials according to country and gender, and [Table 3.2](#) presents rate of survey response according to country.

The response rates were acceptable for the athletes (11%) and disappointing for delegation officials (16%). Given that the latter are expected to show more involvement and carrying for the success of future Maccabiahs, this finding is itself interesting and perhaps requires a survey in itself. Maccabiah staff involvement in the survey was very high (30%), again in sharp contrast to involvement of delegation officials.

[Figure 3.1](#) shows breakdown of athletes according to sports branch (relating only to survey respondents). [Figure 3.2](#) likewise shows breakdown of athletes according to country.

4. ANALYSIS OF RESULTS FROM ATHLETES' QUESTIONNAIRE

4.1 Major results

[Appendix 4.1](#) presents averages for all items in the athletes questionnaire. [Table 4.1](#) and [Table 4.2](#) show responses to Q5 (“Overall rating of Maccabiah experience”), according to sports field and according to country, respectively. While the overall average for all respondents is high (4.8 on a 1-5 scale), some outliers call for a deeper investigation. Thus, responses in sports fields ([Table 4.1](#)) for Cycling (3.3), Chess (3.5) and Karate

(3.8) were extremely poor (low averages). Similarly, with respect to country ([Table 4.2](#)), extreme dissatisfaction was expressed by Czech Republic (2.0), Switzerland (2.5), India (3.0), Uruguay (3.0), Slovakia (3.7). Overall the Maccabiah experience was positive (Q5, average of 4.5), with high satisfaction also with its program (Q6, 4.1). However, while satisfaction with meeting Jewish athletes was high (3.84), less satisfaction was expressed regarding contact with Israelis (Q10 with average of 3), and similarly a general feeling that the Maccabiah did not deliver enough opportunity to know the country (Q11, 3.4).

4.2 Detailed Analysis

This detailed analysis will focus on results where poor averages (low satisfaction) were expressed.

First, with regard to sports, poor evaluations were obtained for items regarding location of facilities relative to accommodation center (Q16, 3.45), quality of facilities (Q17, 3.5), training conditions (Q20, 3.2) and level of judges and referees (Q21, 3.4). Item 23 (“Undesired events during sports events”) shows that 27% of respondents complained about delays due to transport, a large proportion relative to complaints about other incidents.

Events and tours were highly appreciated overall (Q25, 3.9), with closing ceremony contents more appreciated than opening ceremony contents (4.4 for Q32 vs. 3.9 for Q28). Events and tours with particularly low rating were Mini Israel (3.20), Maccabi Night Show (3.1) and Jo’ara Day (2.9).

Satisfaction with accommodation was generally very low (refer to Q51 through Q58, with averages between 2.8 to 3.6). This stands in contrast to high satisfaction with Maccabiah staff on the venue (3.8). Averages for individual hotels are given in [Table 4.3](#). The table clearly shows large variation among accommodation centers. Here, again, lack of public transport to and from accommodation centers was noted as undesirable by relatively large proportion of respondents (Q59f, 24%). Other “complaints” regarded check-in delays (21%), inadequate response to sport/personal needs (21%) and lack of needed information (19%).

Appreciation for transportation was average (Q66, 3.6), with particular emphasis on inadequate frequency of rides (Q68, 3.3). Color system was generally appreciated (Q70, 3.8). The last items in the questionnaire (Q86 through Q88), show average

satisfaction with the Maccabiah web-site (with averages between 3.5 and 3.7).

5. ANALYSIS OF RESULTS FROM MACCABIAH OFFICIALS' QUESTIONNAIRE

5.1 Major results

[Appendix 5.1](#) presents averages for all items in the officials' questionnaire. About 60 responses were received. The questionnaire has been built to convey satisfaction both of various aspects regarding the respondent's own function in the 18th Maccabiah and satisfaction with how his (or her) delegation was dealt with. Most respondents have been to Israel twice or more before (Q1, about 71%), and about equal proportions participated at least twice or never before (Q2, 42% and 37%, respectively). Most participated in regional Maccabiah games (Q3, 71%). As with athletes, source of frustration was distance from accommodation centers to facilities (Q30, 3.2) and training conditions (Q33, 3.02). Asked to evaluate how the delegation appreciated their Maccabiah accommodation, low grade was given by delegation heads (Q40, 2.96), in accord with how athletes rated their accommodation centers. Also consistent with athletes' complaints was lack of appropriate equipment and facilities for personal use (Q46, 3.22). Questions 65-69, all regarding tours, were rated low (averages between 3.2 to 3.6). This contradicts with athletes' evaluations, which generally showed higher satisfaction with the tours and their contents. Questions relating to Junior Maccabiah (Q82-Q84) all were rated low (around 2.9). Maccabiah staff were praised (Q88, 4.14), also consistent with the athletes' overall response. Moked drew high praise (Q94-Q98, with averages in the range of 4.4 to 4.5). Less enthusiasm was expressed regarding the web-site (Q99-100, 3.6 to 3.8), although basic needs were satisfied (86% answered positively to Q101).

5.2 Detailed Analysis

Based on questionnaires detailed analysis and comments Major areas that could possibly be improved in future Maccabiahs are:

- **The process of organizing the delegation and EF3 registration:** While web-site was helpful (Q8, 89%), average ratings for Q6-Q11 (3.6 to 3.8) reflect a sentiment that much more could be done. A thorough analysis of the process of organizing

delegations and registration may highlight which steps of the process could be improved and in what ways Maccabiah staff could be more helpful.

- **Sports events:** Q30-Q35 all had low ratings between 3 to 3.4. In particular, training conditions were perceived to be poor (Q33, 3.0). High rates of undesirable incidents that occurred during sports events (Q36) included late arrivals to sports events or tournaments (41% complained about that) and disagreements with judges' decisions (39%).
- **Accommodation:** Generally low satisfaction with delegation's accommodation (Q40, 2.96), and high satisfaction with one's own (Q39, 3.81), tells the story about how accommodation was perceived in this Maccabiah. In particular, delegation officials consistently complained about lack of basic facilities for personal use (Q46, 3.22).
- **Events and tours:** As related earlier in this report, appreciation for contents of opening and closing ceremonies were polarized, with averages of 3.4 and 4.5 (Q53 and Q57), respectively. While events in general received high rating (Q49, 4.2), most events got average rating (Q60-Q69) that fluctuated between 3.2 to 3.9. In particular, there was general feeling that tours were not marketed forcefully enough (Q67, 3.2).
- **Transportation:** Complaints expressed by athletes are repeated by delegation officials, with particular emphasis on (Q75) delays (37% of respondents complained), disorder at assignment to buses (34%) and drivers losing their way (44%). The last finding is particularly bothering, and we believe that it will require a thorough solution in future Maccabiahs. Room on buses was sufficient.
- **Junior Maccabiah:** While implemented as planned (Q81, 69%), general evaluation was extremely low (Q82-Q84, with averages of about 2.9). Reasons for this may be learned from comments made (see volume 3).
- **Maccabiah staff:** Generally received high marks, ranging from 3.7 to 4.7. Particularly high ratings were received for Maccabiah staff at accommodation centers, (Q88, 4.2), sports coordinators (Q91, 4.1) and by the Moked (Q94-Q98, 4.5 to 4.7). Security and safety was less appreciated both in general evaluation (Q78, 3.5) and with regards to personnel (Q89, 3.6).

6. ANALYSIS OF RESULTS FROM MACCABIAH STAFF QUESTIONNAIRE

6.1 Major Results

[Appendix 6.1](#) presents averages for all items in the Maccabiah staff questionnaire. High response rate was obtained (136 responses, which is 30% of Maccabiah staff). Of those responding, 74% never before participated in the Maccabiah staff (Q1a). This finding perhaps calls for investigating whether the high figure can be reduced in future Maccabiahs in order to preserve cumulative experience gathered from one Maccabiah to the next. Answers to Q141 (satisfaction with work, 4.51) and to Q142 (willing to participate in 19th Maccabiah; 94% answered “yes”) indicate that this objective is not difficult to achieve (in particular, with regard to individuals after retirement).

[Table 6.1](#) presents averages of general evaluations obtained for the various departments. As one may realize from the table, and as conveyed in the executive summary, evaluations varied appreciably between departments (from 3.42 to 4.3 for Human Resources). It is therefore suggested that those departments that received extremely low evaluations should be structured differently in future Maccabiahs in order to increase their effectiveness. All departments engaged with sources outside Maccabiah (Sponsorship; PR, Media and spokesman; Marketing) all got low evaluations, probably reflecting dissatisfaction with Maccabiah exposure to media. This was also reflected in comments made (Vol. 3). Low number of respondents probably also reflects low exposure to Maccabiah staff by these departments. High satisfaction with one’s own team (Q141, 4.5) shows general cohesiveness among same-department members of Maccabiah staff.

6.2 Detailed Analysis

The Maccabiah staff questionnaire had standard format regarding each Maccabiah department: general evaluation (given in [Table 6.1](#)), evaluation of various aspects in the operation of the department, difficulties encountered and comments (the latter are given in Volume 3). Some departments had tailor-made questions that relate to specific aspects of that department operation. We will henceforth similarly refer to each department.

- **Headquarters (Q2-Q4):** General appreciation of the operation of the HQ, less so with the monthly meetings (Q4, 3.2). See also comments to Q25 in Volume 3.

- **Logistics (Q5-Q17):** General good evaluation of the department operation, less so with regard to obtaining data from this department (Q10, 3.6) and to adhering to agreed time schedule and oral or written agreements (Q8, 3.8).
- **Moked (Q18-Q24):** General good evaluation. Some dissatisfaction with regard to obtaining data (Q23, 3.7).
- **Sports (Q26-Q32):** General good evaluation. Some dissatisfaction with regard to obtaining data (Q31, 3.7). See also comments to Q33.
- **Accommodation and Transport (Q34-Q40):** General good evaluation. Some dissatisfaction with regard to obtaining data (Q39, 3.8) and adhering to agreements (Q37, 3.7). Some problems, from a list specified in the questionnaire, appeared with high rate of incidence. These are (see Q40): delays in transport (Q40a, 35%), complaints about allocating rooms to athletes (Q40h, 22%), accommodation issues not closed on time (Q40b, 17%) and lack of food or water (Q40c, 15%). Refer also for comments to Q41 and Q42 in Vol. 3.
- **Security, Safety and Medical services (Babar, Q43-Q49):** General good evaluation. Some problems, from a list specified in the questionnaire, appeared with high rate of incidence. These are (see Q49): lack of necessary medical equipment (Q49b, 11%) and absence of a guard (Q49c, 9%). Refer also for comments to Q50 in Vol. 3.
- **Junior Maccabiah (Q51-Q56):** General good evaluation, less so with regard to obtaining data from this department (Q56, 3.8). Refer also for comments to Q57 in Vol. 3.
- **IT (Q58-Q69):** Very good general evaluation (Q58, 4.2). However, some problems, from a list specified in the questionnaire, appeared with high rate of incidence. These are (see Q70): Difficulties in the registration process (Q70a, 16%), inappropriate updating of sports events (Q70b, 15%) and obtaining inaccurate data about participants (Q70c, 16%). Refer also for comments to Q71 in Vol. 3.
- **Ceremonies and Events (Q72-Q77):** Very good general evaluation (Q72, 4.1). However, some problems, from a list specified in the questionnaire, appeared with high rate of incidence. These are (see Q78): Delays in obtaining Ceremonies&Events programs (Q78a, 15%), “chaos” in rehearsals or in the ceremonies (Q78c, 16%). Refer also for comments to Q78 in Vol. 3.

- **Human Resources & Volunteers (Q80-Q94):** This was the most highly appreciated department (Q80, 4.3). This also is reflected in the general operation of the department (Q81-Q86). However, relatively high dissatisfaction was expressed with regard to recruiting and training of staff and volunteers (Q87-Q94).
- **Popular Maccabiah (Q96-Q101):** Very good general evaluation (Q96, 3.9) that extended also to specific areas (Q97-Q101, all above 4.0).
- **Sponsorship; PR, Media & Spokesman; Marketing (Q103-Q125):** Generally low evaluations, with no single question obtaining average above 4.0.
- **Finance (Q127-Q133):** Very high evaluation with almost all questions with averages that exceed 4.0.

7. ANALYSIS OF RESULTS FROM TEXTUAL RESPONSES (QUALITATIVE ANALYSIS)

Volume 3 of this report presents comments made by the three populations surveyed, namely, athletes, delegation officials and Maccabiah staff. The total number of comments made is around 2000. This is a valuable treasure of information for taking corrective actions in future Maccabiahs and should be considered as such. A good use of this database of participants' feedback responses is to establish a working team that will go over each of the comments documented in Volume 3 and turn these comments into tag lists ("Reshimot Tiug"), which will serve as basic tool for monitoring and control of major processes in future Maccabiahs. For example, a comment about finding bugs in accommodation rooms may turn into an item that read like this: "Have rooms in this hotel been sprayed against bugs?"

In this chapter, we have attempted to deliver major impressions and main findings that are conveyed by the comments in Volume 3. These are qualitative impressions, and another individual could emphasize other aspects reflected from the comments. Our suggestion, again, is to refer to each comment and attempt to find root causes that triggered the comment and how to eliminate those causes in future Maccabiahs with the assistance of "Reshimot Tiug".

Three last comments: first, we should draw attention that we do not relate in our comments below to the truthfulness of the comments made by respondents to the survey.

We only relate the essence of the comments, as conveyed from the survey. Secondly, one should bear in mind that textual comments in surveys naturally tend to be negative (relating to complaints rather than praise) and take this into proportion. Thirdly, the comments below should be regarded as highlights from Volume 3, rather than as an exhaustive summary of these comments. Furthermore, they are no substitute to a detailed examination of each comment that appeared in Volume 3 and deriving proper conclusions thereof. For these reasons, we referred only to Athletes' comments and left the in-dept probe into comments by delegation officials and Maccabiah staff for the currently active investigative teams of Maccabi.

Athletes Comments (highlights)

- **Opening and closing ceremonies:** While these gained much praise, many comments related to the time periods before and after the ceremonies. For example, waiting over 5 hours to the start of the opening ceremony without food, much “balagan” in finding correct buses after opening ceremony was over, difficulties in finding transportation to Ben-Gurion airport after closing ceremony, existence of pre-Maccabiah tournaments that caused athletes fatigue, which carried over to competitions held the day after the open ceremony (“Pre-camp USA was a nightmare”), discrimination against guests (and favorably to Israelis) in the price of tickets sold for the open ceremony;
- **Accommodation Centers (AC):** Too much variation between ACs, with some providing bad services in all possible ways. Examples for the latter are Ben-Shemen and Hadassim, where thefts were reported. Typical comments relate to bugs in rooms, stains of blood on bed, the need to pay for internet services (if available at all), sleeping four per-room while two per-room was promised, too long travel time from hotel to sports venues (specially fierce comments from athletes hosted in Jerusalem), lack of updated daily information about sports events and tours at the AC, lack of opportunity to interact with athletes from different countries since each delegation was accommodated in same AC, security problems (bikes not properly guarded (“Bykes guarding was a joke!”)), free unmonitored flow of people in and out of AC, theft in Ben-Shemen), lack of available transportation (apart from cabs) to and from

ACs, cost of cabs very high. Much praise was given to the Madrichim in the ACs who did excellent job and were extremely helpful. Also, a suggestion was made to accommodate Masters in same places (like swimming and tennis Masters).

- **Sports venues and events:** Complaints here related both to facilities and individuals. Greens were not in good shape or inappropriate for the type of competition, hardly any transportation between sports events that would allow an active participant in one sports event to travel and see a sports event in another venue, bias of Israeli referees and judges towards Israelis, misconduct of referees (one was witnessed talking to a friend in the middle of a sports event), lack of protection against the sun for spectators, timing of competitions (more in evening or early-morning cooler hours was required). One suggestion was to move the Maccabiah to April/May or October.
- **Tours and Events:** Much praise was given to the tours and non-sports events of the Maccabiah, with emphasis on the emotional experience. Tour guides were also much praised. Typical complaints referred to departure times from events (asking allowance for early departure for athletes competing the next morning), bus drivers sometimes lost their way, not all bus drivers are minimally fluent in English that would allow communication with passengers, not enough mixing with other delegations on tours, not enough publicity to tours and events that left athletes ignorant about these events.
- **Moked, Web-site:** Typical complaints expressed the desire to have a more sophisticated web-site with more videos, better coverage of results from competitions, equal coverage for all sports events, better updates, more details about addresses of events and sports events (perhaps maps), much earlier posting of schedule for the day. There was complaint about pro-Israelis discrimination in updating results, and lack of updated medal count for each country. Suggestions asked for messages sent via cellular phones, to have the web-site also in Spanish. Many athletes did not know what Moked was. Both extreme praise and complaint was given to the Moked.

TABLE 3.1. BREAKDOWN OF PARTICIPATING ATHLETES AND DELEGATION OFFICIALS ACCORDING TO COUNTRY AND GENDER.

Delegation	Open		Juniors		Masters		Delegation		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Argentina	68	30	98	0	98	10	13	6	323
Australia	149	60	68	34	53	12	17	14	407
Austria	5	0	0	0	1	0	1	0	7
Azerbaijan	1	0	10	1	0	0	0	1	13
Belarus	1	1	0	1	0	0	2	0	5
Belgium	0	0	27	1	0	0	3	0	31
Brazil	88	43	91	13	83	33	14	5	370
Canada	171	80	107	41	71	5	32	16	523
Chile	45	0	1	0	2	0	3	5	56
Colombia	2	0	0	0	0	0	1	0	3
Costa Rica	0	1	1	0	0	0	1	0	3
Czech Republic	0	0	0	0	0	0	0	0	0
Denmark	12	0	0	0	0	0	1	0	13
Estonia	10	1	4	2	1	0	0	0	18
Finland	15	1	1	18	0	0	2	0	37
France	60	2	38	1	7	0	6	4	118
Georgia	5	0	0	0	0	0	2	0	7
Germany	71	24	66	7	6	0	4	1	179
Great Britain	136	52	129	66	97	22	17	9	528
Greece	19	0	0	0	0	0	0	0	19
Guatemala	11	0	0	0	0	0	0	0	11
Holland	16	21	20	2	0	0	11	3	73
Hungary	12	7	1	4	3	1	2	3	33
India	17	0	1	0	0	0	5	0	23
Israel	795	353	291	163	365	86	299	124	2476
Italy	3	8	30	0	0	0	2	0	43

Kazakhstan	1	0	0	0	0	0	1	0	2
Latvia	2	0	1	0	0	0	1	0	4
Lithuania	12	2	1	0	0	2	7	3	27
Macedonia	1	0	0	0	0	0	2	0	3
Mexico	109	25	105	9	47	1	13	0	309
Moldova	1	0	0	0	0	0	0	0	1
MWU	0	0	0	0	0	0	0	1	1
Palau	0	0	1	0	0	0	2	0	3
Peru	20	0	0	0	1	0	0	0	21
Poland	2	0	0	0	1	0	0	0	3
Puerto Rico	0	0	1	0	0	1	0	0	2
Romania	2	0	0	0	0	0	0	0	2
Russia	121	24	41	9	15	0	4	4	218
Scotland	1	0	2	0	9	1	1	1	15
Slovakia	7	0	0	0	2	0	0	1	10
Slovenia	2	0	0	0	0	0	0	0	2
South Africa	91	17	73	28	29	0	12	7	257
Spain	14	0	22	13	12	0	2	1	64
Sweden	26	5	25	1	6	0	4	0	67
Switzerland	26	4	3	0	2	0	6	1	42
Turkey	0	0	33	1	0	0	5	0	39
Ukraine	10	1	0	0	0	0	1	1	13
Uruguay	1	0	0	0	11	0	0	0	12
USA	284	171	158	93	150	35	44	27	962
Uzbekistan	0	0	2	1	0	0	0	1	4
Venezuela	47	1	15	6	23	5	7	4	108
Total	2492	934	1467	515	1095	214	550	243	7510

TABLE 3.2. RATES OF SURVEY RESPONSE ACCORDING TO COUNTRY.

Survey Response Rate According to Country					
Delegation	Total	Response Rate Athletes		Response Rate Delegation	
		No.	%	No.	%
Argentina	323	64	21%	1	5%
Australia	407	60	16%	7	23%
Austria	7		0%		0%
Azerbaijan	13		0%		0%
Belarus	5		0%		0%
Belgium	31	2	7%		0%
Brazil	370	21	6%	1	5%
Canada	523	71	15%	5	10%
Chile	56	4	8%	2	25%
Colombia	3		0%		0%
Costa Rica	3		0%		0%
Czech Republic	0	1			
Denmark	13	1	8%	1	100%
Estonia	18	3	17%		
Finland	37	5	14%		0%
France	118	0	0%	0	0%
Georgia	7		0%		0%
Germany	179	6	3%		0%
Great Britain	528	26	5%	6	23%
Greece	19		0%		
Guatemala	11		0%		
Holland	73	11	19%	4	29%
Hungary	33	3	11%		0%
India	23	2	11%		0%
Israel	2476	0	0%	1	0%
Italy	43	2	5%		0%
Kazakhstan	2		0%		0%
Latvia	4		0%		0%
Lithuania	27	2	12%		0%
Macedonia	3	1	100%		0%
Mexico	309	47	16%	2	15%
Moldova	1		0%		
MWU	1			1	100%

Palau	3		0%		0%
Peru	21	3	14%		
Poland	3	1	33%		
Puerto Rico	2		0%		
Romania	2	1	50%		
Russia	218	0	0%	0	0%
Scotland	15	4	31%	1	50%
Slovakia	10	3	33%	1	100%
Slovenia	2		0%		
South Africa	257	23	10%	3	16%
Spain	64	12	20%		0%
Sweden	67	8	13%	2	50%
Switzerland	42	6	17%	1	14%
Turkey	39		0%		0%
Ukraine	13		0%	1	50%
Uruguay	12	1	8%		
USA	962	102	11%	16	23%
Uzbekistan	4		0%		0%
Venezuela	108	11	11%	3	27%
Total	7510	507	8%	59	7%
סה"כ (ללא ישראל)	5034	507	11%	59	16%

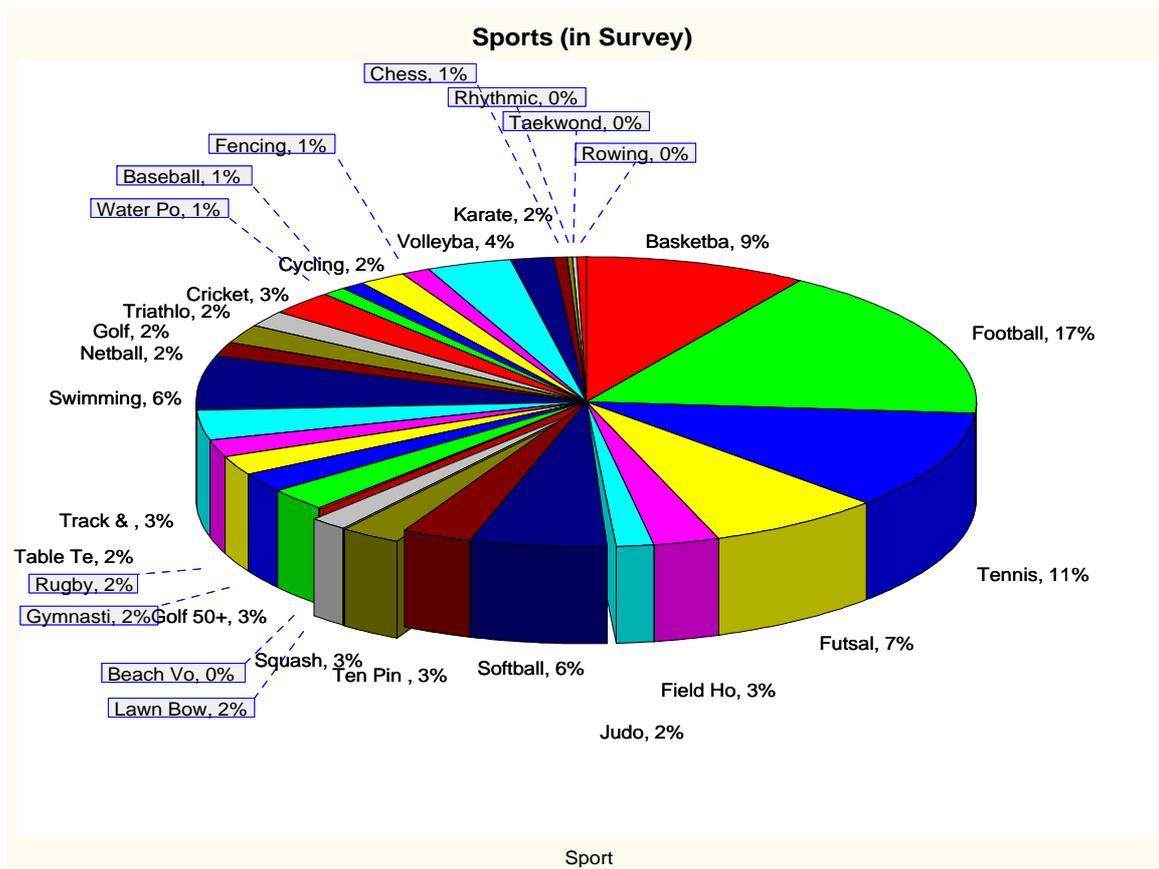


FIGURE 3.1. BREAKDOWN OF ATHLETES ACCORDING TO SPORTS BRANCH (RELATING ONLY TO SURVEY RESPONDENTS).

Country (in Survey)

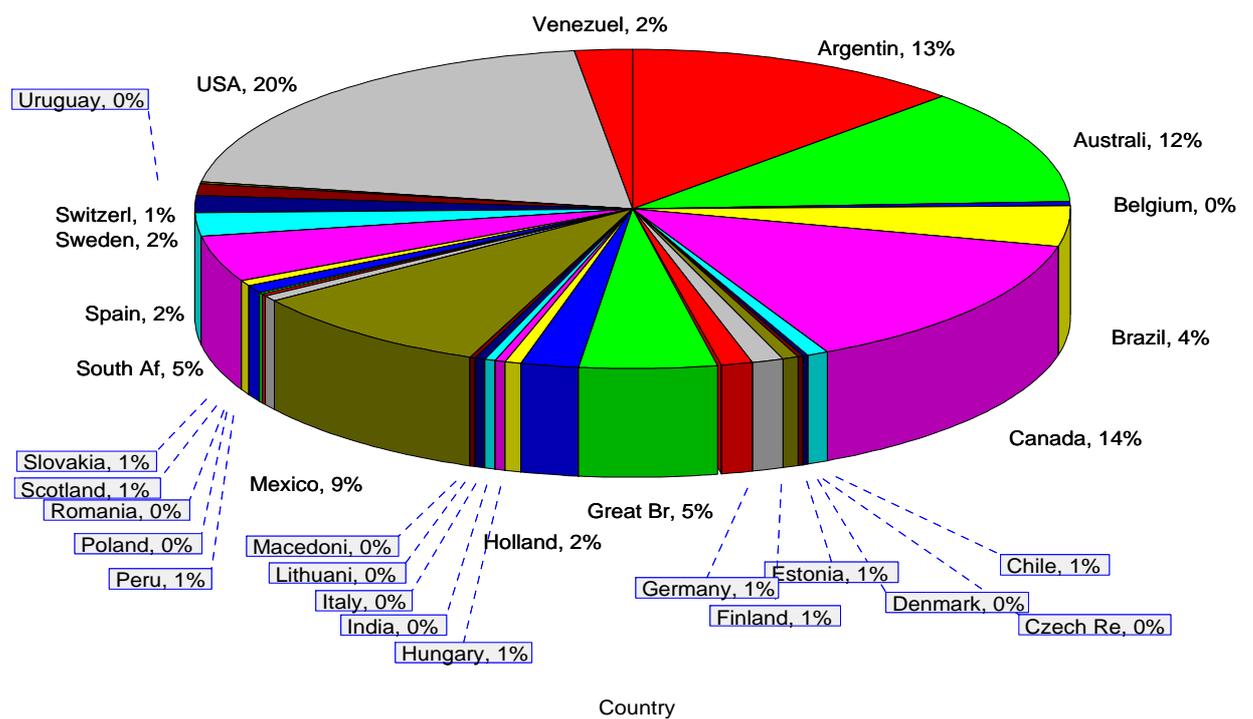


FIGURE 3.2. BREAKDOWN OF ATHLETES ACCORDING TO COUNTRY (SURVEY RESPONDENTS ONLY).

TABLES 4.1. RESPONSES TO Q5 (“OVERALL RATING OF MACCABIAH EXPERIENCE”), ACCORDING TO SPORTS FIELD

Breakdown Table of Descriptive Statistics (Maccabiah Feedback)			
Sport	Q5 Means	Q5 N	Q5 Std.Dev.
Sport	101.0000	1	
Basketba	4.4857	35	0.981338
Football	4.6140	57	0.796295
Tennis	4.5278	36	0.909823
Futsal	4.5385	26	0.904689
Field Ho	4.9091	11	0.301511
Judo	4.6000	5	0.894427
Softball	4.3043	23	1.222322
Ten Pin	4.3846	13	1.192928
Squash	4.8571	7	0.377964
Lawn Bow	4.5000	6	0.836660
Beach Vo		0	
Golf 50+	4.5556	9	0.726483
Gymnasti	4.7500	8	0.707107
Rugby	5.0000	7	0.000000
Table Te	4.6667	6	0.816497
Track &	4.5000	14	0.759555
Swimming	4.3333	21	1.110555
Netball	4.0000	6	0.632456
Golf	4.0000	8	1.195229
Triathlo	4.0000	7	1.414214
Cricket	4.2222	9	1.394433
Water Po	4.8000	5	0.447214
Baseball	4.7500	4	0.500000
Cycling	3.3333	3	1.154701
Fencing	4.6667	3	0.577350
Volleyba	4.8824	17	0.332106
Karate	3.8333	6	1.834848
Chess	3.5000	2	2.121320
Rhythmic	5.0000	1	
Taekwond	5.0000	1	
Rowing		0	
Wrestlin	5.0000	1	
All Grps	4.7737	358	5.185271

TABLE 4.2. RESPONSES TO Q5 (“OVERALL RATING OF MACCABIAH EXPERIENCE”), ACCORDING TO COUNTRY

Breakdown Table of Descriptive Sta			
Smallest N for any variable: 358			
Country	Q5 Means	Q5 N	Q5 Std.Dev.
Country	101.0000	1	0.000000
Argentina	4.8462	39	0.670368
Australia	4.4500	40	0.782829
Belgium		0	
Brazil	4.7857	14	0.578934
Canada	4.5192	52	0.779401
Chile	4.6667	3	0.577350
Czech Re	2.0000	1	0.000000
Denmark	5.0000	1	0.000000
Estonia	5.0000	1	0.000000
Finland	4.2000	5	1.303840
Germany	4.2000	5	1.788854
Great Br	4.3158	19	0.885226
Holland	4.7778	9	0.440959
Hungary	5.0000	2	0.000000
India	3.0000	2	2.828427
Italy	5.0000	1	0.000000
Lithuania	5.0000	2	0.000000
Macedonia	4.0000	1	0.000000
Mexico	4.3889	36	1.248491
Peru	5.0000	3	0.000000
Poland		0	
Romania		0	
Scotland	5.0000	4	0.000000
Slovakia	3.6667	3	1.527525
South Af	4.4375	16	0.892095
Spain	4.6364	11	0.504525
Sweden	4.6667	6	0.816497
Switzerl	2.5000	2	0.707107
Uruguay	3.0000	1	0.000000
USA	4.4366	71	1.051970
Venezuela	4.8571	7	0.377964
All Grps	4.7737	358	5.185271

Table 4.3. Averages of individual accommodation centers (based on athletes' responses).

Breakdown Table of Descriptive Statistics (Maccabiah Feedback Survey Athletes1.sta)															
Smallest N for any variable: 336															
Hotel	Q51 Means	Q51 N	Q51 Std.Dev.	Q52 Means	Q52 N	Q52 Std.Dev.	Q53 Means	Q53 N	Q53 Std.Dev.	Q54 Means	Q54 N	Q54 Std.Dev.	Q55 Means	Q55 N	Q55 Std.Dev.
Hotel	101.00	1	0.0	101.00	1	0.0	101.00	1	0.0	101.00	1	0.0	101.00	1	0.0
Blue Bay	3.42	33	1.2	3.50	36	1.3	3.15	33	1.3	3.73	33	1.0	3.19	32	1.1
Shefayim	4.12	16	1.0	3.86	21	1.1	3.94	16	1.0	4.12	16	0.9	3.50	16	1.4
Tal Hote	4.10	10	0.7	4.05	20	0.9	3.78	9	0.8	4.44	9	0.9	4.20	10	0.6
Grand Be	4.00	5	1.0	4.33	9	0.9	4.40	5	0.9	4.40	5	0.9	4.00	5	0.7
The Marg	3.27	11	1.2	3.27	11	1.0	4.27	11	0.9	4.55	11	0.7	3.27	11	1.3
Regency	3.67	18	1.1	3.76	21	1.4	3.24	17	1.3	3.71	17	1.1	3.78	18	1.3
Shalom H	2.70	40	1.2	2.91	34	1.3	3.05	40	1.2	3.66	41	1.1	2.56	41	1.1
Galil	1.89	18	1.3	1.57	14	1.0	2.44	18	1.4	4.18	17	1.1	2.00	17	1.3
No Accom	3.95	37	1.2	3.97	37	1.2	4.06	35	1.1	3.61	36	1.4	4.16	31	1.1
Hakfar H	2.00	25	1.4	2.04	23	1.4	2.08	24	1.2	2.68	25	1.5	1.83	24	1.3
Marina H	3.67	15	1.1	3.89	18	1.1	4.13	15	1.2	4.40	15	0.6	3.93	15	1.0
Dan Caes	3.42	12	1.4	3.90	10	1.4	3.92	12	1.2	4.00	12	0.7	4.00	12	0.7
Kfar Mac	4.33	12	0.9	4.40	10	1.0	4.55	11	0.7	4.73	11	0.5	4.42	12	0.9
Dan Pano	4.43	7	0.5	4.29	7	0.5	4.71	7	0.5	4.86	7	0.4	4.43	7	0.5
King Sol	4.00	7	1.5	4.25	8	0.9	4.43	7	1.1	4.00	7	1.0	3.86	7	1.5
Optima H	2.64	14	0.9	2.93	15	1.0	3.31	13	0.8	4.46	13	0.8	3.08	13	0.9
Ben Shem	1.00	1	0.0	1.00	2	0.0	1.00	1	0.0	2.00	1	0.0	1.00	1	0.0
Leonardo	4.67	6	0.5	4.50	8	0.8	4.50	6	0.8	4.83	6	0.4	4.00	6	0.6
Meir Shf	2.67	3	1.5	2.60	5	1.5	2.67	3	0.6	2.33	3	1.5	1.67	3	0.6
Hadassim	1.65	17	1.1	1.50	22	0.9	2.56	18	1.5	2.61	18	1.2	1.94	18	1.0
Beit Ber	3.71	7	0.8	3.75	4	1.3	4.57	7	0.5	4.57	7	0.8	3.86	7	0.9
Nave Had	4.17	12	0.8	3.63	8	1.5	3.67	12	1.4	3.92	12	1.2	4.00	12	0.6
Gan Vano	2.50	4	1.0	3.33	3	1.2	2.00	4	1.2	3.00	4	1.4	2.50	4	1.7
Mount Ca	3.50	6	1.0	3.80	5	1.1	4.83	6	0.4	5.00	6	0.0	3.50	6	1.4
Dan Carm	4.25	4	1.0	4.00	3	1.0	4.50	4	0.6	4.33	3	0.6	3.50	4	1.0
Park	2.67	3	1.5	2.00	5	1.2	2.67	3	1.5	3.67	3	1.2	1.67	3	1.2
All Grps	3.55	344	5.5	3.61	360	5.3	3.76	338	5.5	4.13	339	5.4	3.53	336	5.5

Table 6.1. AVERAGES OF GENERAL EVALUATIONS OBTAINED FOR THE VARIOUS DEPARTMENTS.

Department	Question	Average	No. of respondents
Headquarters	Q2	3.90	118
Logistics	Q5	3.76	117
Moked	Q18	3.92	117
Sports	Q26	3.88	102
Accommodation & Transport	Q34	3.95	103
Security, Safety & Medical Services	Q43	3.91	95
Junior Maccabiah	Q51	4.05	65
Information Technologies (IT)	Q58	4.15	94
Ceremonies & Events	Q72	4.06	86
Human Resources & Volunteers	Q80	4.27	77
Popular Maccabiah	Q96	3.85	40
Sponsorship	Q103	3.58	31
PR, Media & Spokesman	Q112	3.42	64
Marketing	Q120	3.74	31
Finance	Q127	4.18	44
One's Own Department Staff	Q135	4.48	114

LIST OF APPENDIXES

APPENDIX 2.1. FILLED "PROCESS DESCRIPTION" FORM AND "REQUIREMENTS FROM FEEDBACK SURVEY" BY THE ACCOMMODATION AND TRANSPORT DEPARTMENT

מסמך תהליכים

(המכביה ה-18 – פרויקט משוב – אגף אכסון ותחבורה)

להלן תהליכים שנבחרו על ידי האגף במסגרת פרויקט משוב מכביה 18 :

- א. איתור כפרי נוער לשם אכסון ספורטאי מכביית הנוער
- i. אחראי – יותם ארונוביץ', סגן מנהל אגף אכסון ותחבורה
 - ii. התהליך התבצע עבור מכביית הנוער
 - iii. ממשקים עם מכביית הנוער כל מטה מכביית הנוער ואגף בב"ר. מכביית הנוער לא יכולים לקדם שום דבר בכפרים עצמם לפני שנסגרו חוזים. אגף בב"ר צריך לבצע סקירות בטחון בכל אחד מהכפרים.
- ב. בניית החלק באינטרנט של אגף אכסון ותחבורה
- i. אחראי – יותם ארונוביץ', סגן מנהל אגף אכסון ותחבורה
 - ii. התבצע עבור האגף, כאשר הלקוחות הם כל משתמשי האתר (ספורטאים, ראשי משלחות וכו')
 - iii. ממשקים עם יחסי ציבור – שרי אהרוני. כמו כן ממשקים פנים אגפיים עם ראשי המחלקות לשם יצירת התוכן
- ג. קליטה בנתבי"ג של הספורטאים עם הגעתם לארץ
- i. אחראי – יניב ברקן, מנהל מחלקת קליטה ופיזור
 - ii. התבצע עבור כלל ספורטאי המכביה ומשתתפיה
 - iii. ממשקים עם בב"ר (חבש) לשם תיאום עמדות בטחוני. כמו כן, עבודה מרובה אל מול נתבי"ג. עבודה מול מחלקות אכסון לשם הקליטה בכפרי האכסון ועם מחלקת תחבורה לשם הפיזור.
- ד. פיזור מטקס הפתיחה
- i. אחראי – אסף גורן, מנהל אגף אכסון ותחבורה
 - ii. התבצע עבור כל ספורטאי ומשתתפי המכביה
 - iii. ממשקים עם טקסים ואירועים (אחראים על טקס הפתיחה בכללותו), עם בב"ר, מכביית הנוער ובעצם כל אגפי המכביה.
- ה. הוצאת טיול בזמן המכביה
- i. אחראי – זוהר בוצר, רכז טיולים
 - ii. התבצע עבור ספורטאי המכביה שמעוניינים ביציאה לטיול

iii. ממשקים עם בבי"ר – הנחיות בטחון, תרבות (מירי) – תיאום מול אירועים, תקשוב – שימוש באפליקציה

ו. תהליך האכסון מול בתי המלון על כל ההיבטים הנלווים שלו

i. אחראי – רענן פלץ, מנהל מחלקת אכסון

ii. קהל היעד הוא מגוון – הספורטאים, המלונות, צוות הכפר מטעם המכביה

iii. ממשקים עם בתי המלון, משאבי אנוש – לטובת הכשרות

מסמך דרישות

(המכביה ה-18 – פרויקט משוב – אגף אכסון ותחבורה)

להלן המידע אותו היינו, באגף אכסון ותחבורה, מעוניינים להפיק מהמשוב, בחלוקה לפי תחומי הפעילות שבאחריות האגף:

1. אכסון	
כשלים אפשריים	מידע רצוי
<u>רמת האכסון</u>	<u>תיאום ציפיות</u>
- שני בתי מלון באזור אכסון דומה עם פערי רמות גדולים	- עד כמה תאם כפר האכסון את ציפיות הספורטאי בטרם הגעתו לארץ
- אי עמידה של בתי מלון בסטנדרטים הנדרשים	- עד כמה משמעותית הייתה חווית האירוח ביחס לחוויה הכללית מהמכביה
- ספורטאים חוזרים – הבדל ברמת אירוח לעומת הפעם שעברה	<u>בעיות אכסון</u>
<u>צוות האגף</u>	- מהן הבעיות שעלו מבחינת אכסון
- מנהל כפר הוא בעל תפקיד חשוב מאוד ולכן בעיות פרסונליות איתו עשויות לשחק תפקיד מאוד נרחב בתפיסת הספורטאי את רמת האכסון	- מידת המיידיות בה נענו בעיות שצצו במהלך השהות
	- האם פתרונות שניתנו לבעיות היו אפקטיביים
	- רמת וכמות הטיפול בבלתי צפוי מראש או בבלתי מתוכנן
	<u>תפיסת האגף</u>
	- הערכות של צוות האגף בכפר, במיוחד מנהל הכפר ורכז התרבות

	<p>- נגישות ונראות אנשי צוות המכביה/הכפר במהלך השהות בכפר האכסון</p> <p><u>רמת השירות</u></p> <p>- שקיבלו ספורטאים מצוות המלון</p> <p>- שקיבל צוות המכביה מצוות המלון</p>
2. תחבורה	
כשלים אפשריים	מידע רצוי
<p><u>איסוף ספורטאים ממספר כפרי אכסון</u></p> <p>- עשוי לגרור איחורים</p> <p>- ליצור זמני המתנה גדולים</p> <p>- שהות ארוכה באוטובוס בדרך לתחרות</p> <p>- בעיות תנועה בתוך ערים לשם איסוף ממספר כפרי אכסון</p> <p><u>ריבוי אתרים וריבוי נהגים</u></p> <p>- חוסר התמצאות של נהגים במסלולים ויעדים</p> <p>- בעיית זמנים – איחורים של נהגים</p> <p>- חוסר אחידות בקרב הנהגים. כך למשל חלקם נחמדים ודוברי אנגלית וחלקם ממש לא</p> <p><u>מהות העסקה – פאושלויות</u></p> <p>- ירידה ברמת השירות הניתנת בשטח על מנת לחסוך בעלויות לחברה המבצעת</p>	<p><u>מידת שביעות הרצון בתחומים הבאים:</u></p> <p>- איכות האוטובוסים</p> <p>- אדיבות ויחס הנהגים</p> <p>- תדירות ההסעים והתאמתם לצרכי הספורטאי</p> <p>- אורך השהות באוטובוס</p> <p><u>בעיות שעלו במהלך השהות וקשורות לתחבורה:</u></p> <p>- אי הגעה לתחרויות</p> <p>- חוויות לא נעימות</p> <p><u>שיטת הצבעים</u></p> <p>- האם ברורה למשתתף שסיים את המכביה</p> <p>- האם עבדה/סייעה מבחינת תחבורה והתמצאות</p>
3. קליטה ופיזור	
כשלים אפשריים	מידע רצוי
<u>קליטה בנתב"ג</u>	<u>תהליך הקליטה בנתב"ג:</u>

<ul style="list-style-type: none"> - מידע על הגעת המשלחות : מידע לא מדויק סביב הגעת משלחת, חוסר במידע לגבי משלחות מסוימות - עומס גדול בשדה התעופה בעת נחיתת משלחות – עשוי לגרום לעיכוב בשלבי הקליטה השונים בנתב"ג - זמן ההמתנה לאיסוף לכפרים עשוי להיות גדול כיוון שיש למלא הסעות לפני שהן יוצאות - "פספוס" משלחת בקליטה - תכנון לא נכון של הסעים לכפרי האכסון (חסר מקום לציוד, נסיעה ארוכה מדי) <p style="text-align: center;"><u>קליטה מ-Pre-Camps</u></p> <ul style="list-style-type: none"> - לא תואם את לוי"ז המשלחת / לא תואם עם ראש המשלחת - פיזור ארוך מאוד כיוון שמפזרים מכל כפר לכמעט כל אתרי האכסון, לעתים במספרים קטנים - חוסר מקום לציוד <p style="text-align: center;"><u>פיזור</u></p> <ul style="list-style-type: none"> - איחור של משלחת לשדה התעופה - בלגאן אחרי טקס סיום - ציוד שנשכח - ספורטאים שלא עלו על ההסעה - אי ידיעה על איחור בטיסות יוצאות 	<ul style="list-style-type: none"> - עד כמה היה ברור לספורטאי איך הוא מתנהל, כלומר היכן עליו להיות בכל רגע, היכן ההסעות, מתי הן מגיעות וכו' - זמן המתנה בשדה התעופה (בחלוקה לשלבים – ביקורת דרכונים, מטען, הסעות) - קבלת הפנים – האם הייתה נעימה, מסבירת פנים, נגישה וכו' - שביעות רצון בנושא הגעת המטען (ללא קשר לחברת התעופה) - בעיות שעלו סביב נושא האכסון ואופן הטיפול בהן <p style="text-align: center;"><u>תהליך הקליטה מ-Pre-Camps :</u></p> <ul style="list-style-type: none"> - מידת הבהירות סביב התהליך – שעת האיסוף, יעד, לוח זמנים וכו' - התייחסות לבעיות שעלו בתהליך ואופן הטיפול בהן <p style="text-align: center;"><u>תהליך הפיזור :</u></p> <ul style="list-style-type: none"> - האם הפיזור לנתב"ג היה על פי התכניות המוקדמות אליהן היית מודע - יעילות תהליך הפיזור – זמני ההמתנה - למי שפוזר ישירות מטקס הסיום – איך זה התנהל? האם זה היה מסודר וברור
4. אירועי תרבות	
כשלים אפשריים	מידע רצוי
<u>שיווק ופרסום</u>	<u>כמות</u>
- ספורטאים לא מודעים לאירועי תרבות	- מספר הספורטאים שלקחו חלק

<p>שהתרחשו בזמן המכביה</p> <p>Buzz שלילי שנוצר סביב אירועי התרבות</p> <p><u>כמות</u></p> <p>- חוסר באירועים</p> <p>- אירועים צפופים מדי</p> <p>- רצון להגיע אך אין אפשרות – האירועים מלכתחילה לא יכולים להכיל את כל המשתתפים</p> <p><u>כללי</u></p> <p>- התנגשות עם אירועי ספורט או אימונים</p>	<p>באירועים</p> <p>- האם הספורטאי ידע בכלל שיש אירועי תרבות במכביה (דוגמת מסיבה, מיני ישראל, סינמה סיטי). האם היו לו ציפיות בנושא.</p> <p>- האם כמות אירועי התרבות הייתה נכונה בעיניו או שהיו יותר/פחות מדי אירועים</p> <p><u>איכות ותוכן</u></p> <p>- מידת התאימות של תוכן האירועים למכביה</p> <p>- מידת ההנאה של הספורטאים מהאירועים, כולל האירוע שהכי "עשה" להם את זה</p> <p>- עד כמה האירועים נתנו מושג על ישראל?</p> <p>עד כמה אפשרו להכיר אנשים</p> <p>- עד כמה חשפה אותך המכביה למפגש עם ישראלים</p> <p><u>אירועי תרבות בכפרי האכסון</u></p> <p>- האם בכפר האכסון שלך היה אירוע תרבות/חברתי כלשהו</p> <p>- מסיבות וערבי בריכה אל מול ערבים רגועים ומפגשים עם ישראלים</p>
5. טיולים	
כשלים אפשריים	מידע רצוי
<u>שיווק ופרסום</u>	<u>מסלולים</u>
<p>- כל ספורטאי זכאי ליום וחצי של טיול. ייתכן שהם לא מודעים לזה וכך מפספסים הזדמנות....</p> <p>- רכזי תרבות הם צומת קריטית בנושא זה. עבודה רעה מצידם עשויה לשבש את</p>	<p>- האם ההיצע "דיבר" אל התייר הממוצע</p> <p>- האם היו מספיק אפשרויות</p> <p><u>הטיול עצמו</u></p>

<p>כל המערך</p> <p><u>כמות</u></p> <p>- עצירה של הטיולים (בדומה למכביה 17) תותיר אנשים שלא יצאו לטיול</p> <p><u>כללי</u></p> <p>- אתרים שאינם פתוחים או שלא תואמו - אי שביעות רצון מהאוכל בטיול - איחור ביציאת טיול שמשבשת את לויז הטיול</p> <p>- הסיורים הקצרים הם קצרים מדי ומאפשרים טיול נטו של שעתיים או פחות</p>	<p>- האם אופן ההרשמה לטיול היה ברור</p> <p>- שביעות רצון מההדרכה בטיול</p> <p>- מידת העניין של האתרים בהם ביקרו</p> <p><u>כללי</u></p> <p>- התנגשות עם אירועי ספורט</p> <p>- לכמה טיולים יצאו? האם זה הספיק?</p>
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APPENDIX 2.2. QUESTIONNAIRE USED FOR THE PLENUM



משוב פלנום המכביה ה-18 - פברואר 2009

אורח יקר,

בשאלון שלפניך מופיעות מספר שאלות לגבי התרשמותך ממפגש הפלנום. השאלון הינו אנונימי, ולכן אין צורך לרשום את שמך. תשובותיך יסייעו לנו לשפר וליעל את מפגש הפלנום במכביות הבאות. אנו מודים לך על נכונותך למלא שאלון זה ומאחלים לך המשך שהייה נעימה בישראל.

ביטחון, בטיחות, רפואה (בב"ר)

נא הקף בעיגול את התשובה המביעה את הערכתך לפרמטרים הבאים (1 – לא מסכים בכלל; 5 – מסכים בהחלט).

5	4	3	2	1	1. התכנית שהוצגה עונה על כל הדרישות והצרכים
5	4	3	2	1	2. תכנית סמינר קב"טים מתאימה לצרכים
5	4	3	2	1	3. תכנית סמינר קב"טים חשובה
					4. תוכנית סידורי האבטחה:
5	4	3	2	1	א. מגבילה מדי
5	4	3	2	1	ב. מלחיצה מדי

5. מה היית מציע לשנות או לשפר בנושאי בב"ר? (אנא פרט)

מכביית הנוער

נא הקף בעיגול את התשובה המביעה את הערכתך לפרמטרים הבאים (1 – לא מסכים בכלל; 5 – מסכים בהחלט).

6. התאפשר לי לפגוש בעלי התפקידים במטה מכביית הנוער הרלוונטיים לתחומי
- 5 4 3 2 1
7. הוצגה בפני תכנית מכביית הנוער, הלו"ז והאירועים, באופן מספק
- 5 4 3 2 1
8. קיבלתי מענה מספק לשאלות ובקשות שהעליתי במהלך הפלנום
- 5 4 3 2 1
9. באילו תחומים לא קיבלת מענה מספק?

- אירועים
- פעילות חינוכית
- תחבורה
- אחר, פרט: _____
- אירוח

10. הצעות לשיפור בתחומים/נושאים שלדעתך לא היו מספקים

תקשוב

5 4 3 2 1

11. האם מצאת **שימושים נוספים** לאתר האינטרנט של המכביה? (1 - לא מצאתי כל שימוש נוסף; 5 - מצאתי שימושים רבים).

במידה ומצאת, פרט:

12. הצעות לשיפור, תוספות או שינויים באתר האינטרנט בנושא הפלנום/ כל נושא:

מטה – פלנום

13. הרשמתך לפלנום נעשתה דרך טופס באתר האינטרנט.

אנא דרג **רמת הקלות** במילוי הטופס (1 – קשה ביותר, 5 – קל ביותר)

5 4 3 2 1

נא הקף בעיגול את התשובה המביעה בצורה הטובה ביותר את שביעות רצונך מהפרמטרים הבאים (1 – נמוכה; 5 – גבוהה).

14. שביעות רצונך **מהחומר הכתוב** שקיבלת

15. שביעות רצונך **מהמפגש עם נותני החסות והספקים**

16. **ארגון הזמן** בפלנום תוכנן כראוי

17. אנא סמן עם אילו מאגפי המכביה נפגשת באופן אישי:

אגף אירוח ותחבורה

אגף יח"צ

אגף תקשוב

אגף בבי"ר

אגף מכבית הנוער

18. פרט התחומים בהם חשת כי קיבלת מידע לא מספק:

19. הצעות לשיפור בארגון הפלנום:

תודה על היענותך למילוי השאלון.

תודה מיוחדת:

המכביה ה-18 מודה לפרופ' חיים שור ולסטודנטיות קרן פרס ורינת בידני מהמחלקה להנדסת תעשייה וניהול באוניברסיטת בן גוריון על ניסוח ועריכת השאלון.

APPENDIX 2.3. IT REQUIREMENTS FOR THE MACCABIAH 18TH FEEDBACK SURVEY

דרישות איפיון למערכת המשוב למכביה ה-18

א. כללי

משוב המכביה יכלול 3 שאלונים שונים: שאלון לספורטאים, שאלון לראשי המשלחות ושאלון לצוות המכביה.

ב. התהליך

1. כל משתתף יקבל במייל בקשה להשתתפות בשאלון המשוב עם לינק לאתר המכביה.
2. לאחר מילוי MAC ID באתר, המשיבים יופנו בצורה אוטומטית למשוב (השאלון) הרלוונטי עבורם.
3. תינתן אופציית בחירה של שפת מילוי השאלון או לחילופין הגדרה מראש של מדינות והשפה שלהן (ארגנטינה – ימלאו אוטומטית שאלון בשפה הספרדית).
4. ביחס לשאלון הספורטאים בלבד, "יוגרלו" שלוש אפשרויות למילוי השאלון: מילוי שאלון מלא; מילוי החצי הראשון של השאלון; מילוי החצי האחרון של השאלון. בחירת האפשרות (מבין השלוש) תתבצע באופן אקראי באמצעות הגרלת מספרים מקריים בתחום (0,1). ביחס למשיב שקבל למלא רק מחצית השאלון, תופיע בסיום מילוי השאלות ההודעה הבאה: "כדי לחסוך בזמןך, קבלת למלא רק מחצית השאלון. האם אתה מוכן למלא את השאלון בשלמותו?" משיב שיענה ב"כן", יופנה למלא את החצי השני של השאלון (זה שלא מילא). משיב שיענה ב"לא" – יקבל "הודעת תודה" ויסיים בכך את מילוי השאלון. משיב שענה על שני החצאים (בזה אחר זה) – יופיע כרשומה אחת בגיליון התוצאות (לא כשני משיבים נפרדים!).
5. לאחר מילוי השאלון יקבל ממלא השאלון נוסח הכרת תודה על סיום מוצלח ושליחת השאלון למאגר הנתונים.
6. מדור תקשוב ידאג לשלוח (בהפרש של שבוע) לפחות שתי בקשות נוספות למילוי השאלון לאנשים שלא נענו לבקשה להשתתף במשאל המשוב.

ג. חזות השאלון

1. עיצוב וצביעת השאלון בצורה מושכת ובצבעים מעניינים.
2. בשאלות דירוג – סולם התשובות יוצג בשורה אופקית (בהמשך לשאלה).
3. בשאלות עם תשובות בחירה (שאינן דירוג); על המשיב לבחור אחת או יותר מהאפשרויות המוצגות) - התשובות יוצגו זאת מתחת לזאת.
4. אפשרות לתוספת של עוד תת סעיף בשאלון.
5. ישנם 5 סוגי שאלות:
 - א. שאלת דירוג (בחירה על פני סולם בן 5 דרגות או פחות)
 - ב. שאלה עם אופציה לבחירת אחת או יותר תשובות (מאלו המוצגות); כל תשובה שנבחרה/לא נבחרה תיוצג בבלט הנתונים על ידי 0/1, בהתאמה.
 - ג. שאלת כן/לא
 - ד. שאלה פתוחה
 - ה. שאלה מורכבת: כן/לא + מלל

ד. קבלת הנתונים

1. כל נתוני המשוב בצורתם הבסיסית יוצגו בקובץ Excel :

מספר משיב	פרטים אישיים				שאלות המשוב				
	מס' (MacID)	מדינה	מין	גיל	1	1a	2	3	4
1									
2									
3									

2. הנתונים המתקבלים מכל אחת מהקבוצות (סוג שאלון) יוצגו בגיליון אקסל נפרד.
3. תהיה אפשרות להמרת תשובות נומינליות (תשובות מלל, למשל, שם מדינת מוצא) לערכים נומריים.
4. בנוסף, יתקבל דוח התפלגות של כל האוכלוסייה על פי הנתונים הכלליים שהוקלדו על ידי המשיבים (מדינה, גיל, מין וכיוצא באלו).

APPENDIX 4.1. AVERAGES FOR ALL ITEMS IN THE ATHLETES' QUESTIONNAIRE

#	#	AVERAGES	Number of Responses
Q1	1. Have you been to Israel before (not connected to the Maccabiah)?		
Q1a	1a. Never	0.27	312
Q1b	1b. Once	0.21	312
Q1c	1c. Twice or more	0.50	312
	2. Have you previously participated in a Maccabiah in Israel?		
Q2a	2a. Never	0.67	312
Q2b	2b. Once	0.17	312
Q2c	2c. Twice or more	0.13	312
Q3	3. Have you ever participated in regional Maccabi games? (PAN American, European, JCC Maccabi, Maccabi games)		
	3a. Yes	0.44	210
	3b. No	0.59	267
Q5	5. Participation in the Maccabiah was an unforgettable experience for me	4.52	216
Q6	6. The general program of the Maccabiah matched my expectations	4.12	241
Q7	7. My social experience in the framework of Maccabiah participation	4.10	241
Q8	8. The Maccabiah strengthened my Jewish identity	3.57	214
Q9	9. I formed connections with Jewish athletes from other countries	3.84	213

Q10	10.I got to know Israelis	3.05	236
Q11	11.I got to know the country	3.39	238
Q12	12.My personal sports achievements improved	3.59	237
Q14	14.Satisfaction with the sports events I participated in	3.88	214
Q15	15.Level of sports challenge I faced	4.16	238
Q16	16.Location of the facilities in relation to the accommodation center	3.45	214
Q17	17.Quality of the facilities	3.50	212
Q18	18.Quality of equipment	3.94	229
Q19	19.Quantity of equipment	3.79	224
Q20	20.Training conditions I was given	3.19	236
Q21	21.Level of the judges/referees	3.37	213
Q22	22.The schedule was reasonably spaced	3.59	239
	23.Mark one or more problems in sports events you participated in		
Q23a	23a	0.15	312
Q23b	23b	0.12	312
Q23c	23c	0.09	312
Q23d	23d	0.27	312
Q23e	23e	0.14	312
Q25	25.Satisfaction with the events I participated in (sports events excluded)	3.92	209
Q26	26.Forming of associations amongst participants during the events (1-very little)	3.50	234

Q27	27.Intensity of the experience	4.32	214
Q28	28.Content of the ceremony	3.93	214
Q29	29.Organization of the ceremony	3.90	240
Q30	30.Care for the needs of the athletes during the ceremony (food, water, directional instructions, general guidance)	3.96	237
Q31	31.Intensity of the experience	4.28	188
Q32	32.Content of the ceremony	4.36	188
Q33	33.Organization of the ceremony	4.28	216
Q34	34.Care for the needs of the athletes during the ceremony (food, water, directional instructions, general guidance)	4.15	216
Q35	35.Welcome evening	3.69	164
Q36	36.Jerusalem day	3.56	137
Q37	37.Mini Israel	3.16	111
Q38	38.Party in "Ha-Oman 17" Tel Aviv (open)	3.76	115
Q39	39.Party in Ramat Hasharon (junior)	3.73	44
Q40	40.JMacc closing event in Ra'anana	3.82	44
Q41	41.Maccabi Night Show (evening activity at the accommodation centers)	3.07	60
Q42	42.Jo'ara Day	2.93	43
Q43	43.Forming associations with Israelis	3.20	15
Q44	44.I enjoyed the experience	4.23	22
Q45	45.Professionalism of the tour guides	3.77	130

Q46	46.Tours contents	3.75	130
Q47	47.General organization	3.59	169
Q48	48.Selection of tours/destinations offered	3.67	174
Q51	51.General satisfaction with the place where you have stayed	3.23	207
Q52	52.My stay at the accommodation center matched my expectations	3.27	221
Q53	53.General attitude towards guests of hotel staff	3.36	203
Q54	54.Availability and accessibility of Maccabiah/accommodation-center staff	3.81	203
Q55	55.Level of food	3.25	201
Q56	56.Level of hygiene	3.60	223
Q57	57.Room I stayed in	3.41	221
Q58	58.Equipment and facilities for personal use	2.84	218
	59. Undesirable incidents at your accommodation center		
Q59a	59a	0.21	311
Q59b	59b	0.14	311
Q59c	59c	0.21	311
Q59d	59d	0.19	311
Q59e	59e	0.12	311
Q59f	59f	0.24	311
Q61	61.Absorption process by Maccabiah representatives	3.91	188
Q62	62.Guidance given at the airport	4.02	211

Q63	63.Assignment to buses bound to accommodation centers	4.02	206
Q64	64.Efficiency (speed of dispersal, means of transport, orderliness)	3.66	178
Q65	65.No unreasonable delays in the process	3.76	200
Q66	66.Rate your general satisfaction with the transportation provided	3.60	285
Q67	67.Courtesy of drivers	3.87	201
Q68	68.Frequency of rides and suitability to your needs	3.28	198
Q69	69.Arrival to competitions on time	3.93	223
Q70	70.The color system helped with transportation and getting around	3.75	215
Q71	71.Room in the bus: On arrival to Israel/to-from games/to-from tours	4.09	218
Q73	73.Security and safety (adequate instructions/information provided during your stay in the accommodation center, like escape routes, means of protection, expected behavior during emergency)	3.74	200
Q74	74.Medical services/health (availability, level of service, response time)	3.95	207
Q76	76.At your accommodation center	3.97	203
Q77	77.Tour guides	3.75	163
Q78	78.Security Personnel	4.14	230
Q79	79.Sports coordinators	4.08	236
Q80	80.Educational staff	3.88	200
Q81	81.Availability of Moked	3.85	141
Q82	82.Reliability of Moked	3.77	140

Q83	83.Courtesy of Moked	4.13	167
Q84	84.Professionalism of Moked staff	4.00	166
Q85	85.Provision of needed information by Moked staff	3.91	164
Q86	86.Receiving updated results from sports events	3.53	188
Q87	87.General appreciation of the website (design, user friendly, updated information)	3.52	191
Q88	88.Accuracy of personal details as they appear in the website	3.69	207
Q91	91.(Juniors only) I expanded my knowledge of Israel, Judaism, and Zionism during the Maccabiah	3.41	63
Q92	92.Would you consider coming to Israel for a 6 months or 1 year program?		

APPENDIX 5.1. AVERAGES FOR ALL ITEMS IN DELEGATION OFFICIALS' QUESTIONNAIRE (AVERAGE FOR "YES" GIVEN AS PROPORTION FROM ALL RESPONSES)

Question	Average	No. of respondents
Q1a	0.14	59
Q1b	0.15	59
Q1c	0.71	59
Q2a	0.37	59
Q2b	0.20	59
Q2c	0.42	59
Q3 ("Yes")	0.71	56
Q5 ("Yes")	0.76	59
Q6	3.60	55
Q7 ("Yes")	0.66	56
Q8 ("Yes")	0.89	56
Q9	3.56	54
Q10	3.60	52
Q11	3.79	52
Q13	4.18	57
Q14	3.98	58
Q15	3.91	57
Q16	3.96	57
Q17	4.15	54
Q18	4.14	57
Q19	3.66	56
Q20	3.95	56
Q21	3.79	48
Q22	3.83	47

Q23a	0.39	59
Q23b	0.46	59
Q23c	0.34	59
Q23d	0.24	59
Q23e	0.39	59
Q23f	0.31	59
Q23g	0.37	59
Q23h	0.19	59
Q26	4.53	58
Q27	3.79	58
Q28	4.21	57
Q29	3.88	56
q30	3.20	55
Q31	3.43	56
Q32	3.58	55
Q33	3.02	56
Q34	3.64	56
Q35	3.39	54
Q36a	0.31	59
Q36b	0.41	59
Q36c	0.19	59
Q36d	0.39	59
Q37a	0.24	59
Q37b	0.20	59
Q37c	0.25	59
Q37d	0.10	59
Q37e	0.08	59
Q39	3.81	54
Q40	2.96	55
Q41	3.84	56
Q42	4.11	55
Q43	3.55	56

Q44	3.85	53
Q45	3.65	55
Q46	3.22	55
Q47a	0.19	59
Q47b	0.12	59
Q47c	0.20	59
Q47d	0.10	59
Q47e	0.12	59
Q47f	0.27	59
Q49	4.15	55
Q50	3.69	54
Q51	3.75	56
Q52	3.84	57
Q53	3.39	57
Q54	3.61	57
Q55	3.67	55
Q56	4.42	53
Q57	4.53	53
Q58	4.40	53
Q59	4.06	52
Q60	3.88	41
Q61	3.50	28
Q62	3.50	18
Q63	3.80	25
Q64	3.66	38
Q65	3.63	38
Q66	3.57	37
Q67	3.22	36
Q68	3.39	33
Q69	3.38	34
Q71	3.82	56
Q72	3.24	55

Q73	3.56	54
Q74	3.82	55
Q75a	0.37	59
Q75b	0.34	59
Q75c	0.44	59
Q75d	0.08	59
Q77	4.05	42
Q78	3.54	52
Q79	3.68	47
Q81 ("Yes")	0.69	36
Q82	2.94	36
Q83	2.97	37
Q84	2.89	37
Q85	3.30	27
Q86	3.72	29
Q87	3.32	28
Q88	4.14	51
Q89	3.63	49
Q90	3.65	46
Q91	4.04	51
Q92	3.62	39
Q93	4.16	51
Q94	4.49	49
Q95	4.44	48
Q96	4.67	48
Q97	4.58	48
Q98	4.52	46
Q99	3.63	51
Q100	3.75	51
Q101 ("Yes")	0.86	49

APPENDIX 6.1. AVERAGES FOR ALL ITEMS IN MACCABIAH STAFF QUESTIONNAIRE (AVERAGE FOR “YES” GIVEN AS PROPORTION FROM ALL RESPONSES)

Question	Average	No. of respondents
Q1a	0.74	137
Q1b	0.10	137
Q1c	0.12	137
Q2	3.90	118
Q3	3.56	115
Q4	3.23	43
Q5	3.76	117
Q6	3.96	114
Q7	4.00	113
Q8	3.77	111
Q9	3.84	107
Q10	3.58	107
Q11	4.04	113
Q12	4.06	106
Q13	4.05	74
Q14	3.84	93
Q15	4.30	112
Q16	3.98	112
Q17	3.87	112
Q18	3.92	117
Q19	4.18	116
Q20	3.87	115
Q21	3.89	100
Q22	3.77	111
Q23	3.68	114
Q24	4.06	114

Q26	3.88	102
Q27	3.92	98
Q28	3.95	98
Q29	3.75	92
Q30	3.97	95
Q31	3.71	94
Q32a	0.12	137
Q32b	0.09	137
Q34	3.95	103
Q35	4.07	94
Q36	4.02	93
Q37	3.75	92
Q38	3.91	91
Q39	3.83	92
Q40a	0.35	137
Q40b	0.17	137
Q40c	0.15	137
Q40d	0.06	137
Q40e	0.04	137
Q40f	0.08	137
Q40g	0.03	137
Q40h	0.22	137
Q40i	0.07	137
Q43	3.91	95
Q44	4.06	85
Q45	4.01	85
Q46	3.99	77
Q47	4.00	79
Q48	3.87	79
Q49a	0.07	137
Q49b	0.11	137
Q49c	0.09	137

Q49d	0.07	137
Q49e	0.07	137
Q49f	0.06	137
Q51	4.05	65
Q52	4.25	69
Q53	4.09	67
Q54	3.87	63
Q55	4.10	61
Q56	3.83	63
Q58	4.15	94
Q59	4.14	93
Q60	4.13	94
Q61	4.04	90
Q62	4.14	92
Q63	3.93	86
Q64	4.26	88
Q65	3.96	89
Q66	3.99	88
Q67	3.91	86
Q68	4.00	83
Q69	4.09	82
Q70a	0.16	137
Q70b	0.15	137
Q70c	0.16	137
Q70d	0.04	137
Q72	4.06	86
Q73	3.97	68
Q74	4.02	65
Q75	3.80	65
Q76	3.91	65
Q77	3.90	62
Q78a	0.15	137

Q78b	0.02	137
Q78c	0.16	137
Q80	4.27	77
Q81	4.41	74
Q82	4.28	74
Q83	4.08	72
Q84	4.14	72
Q85	4.14	71
Q86	4.08	87
Q87	3.30	90
Q88	3.44	86
Q89	3.88	69
Q90	3.71	80
Q91	3.89	74
Q92	3.54	72
Q93	3.66	65
Q94	3.92	71
Q96	3.85	40
Q97	4.11	36
Q98	4.26	34
Q99	4.24	33
Q100	4.19	32
Q101	4.15	34
Q103	3.58	31
Q104	3.76	25
Q105	3.58	24
Q106	3.58	24
Q107	3.17	24
Q108	3.42	24
Q109	3.50	26
Q110 ("Yes")	0.32	28

Q112	3.42	64
Q113	3.85	48
Q114	3.89	46
Q115	3.79	39
Q116	3.69	42
Q117	3.75	40
Q118	3.73	40
Q120	3.74	31
Q121	3.92	26
Q122	3.96	25
Q123	3.79	24
Q124	3.92	25
Q125	3.80	25
Q127	4.18	44
Q128	4.07	45
Q129	4.12	43
Q130	3.83	41
Q131	4.38	40
Q132	4.12	41
Q133a	0.05	137
Q133b	0.02	137
Q135	4.48	114
Q136	4.16	110
Q137 ("Yes")	0.52	108
Q141	4.51	128
Q142 ("Yes")	0.94	124