# Test Project

## *56 – Hotel Reception*

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# Introduction to Test Project

The following is a list of sections or information that must be included in all Test Project proposals that are submitted to WorldSkills.

- Contents including list of all documents, drawings and photographs that make up the Test Project
- Introduction/overview
- Short description of project and tasks
- Instructions to the Competitor
- Other

# Introduction

## Overview

The Test Project simulates four busy working days in a boutique lifestyle hotel, giving a realistic and dynamic assessment of Competitors' skills and adaptability in the hospitality industry.

Upon arrival each morning, Competitors are assigned to a back-office desk where they immediately immerse themselves in daily hotel operations — checking emails, reading handovers, and other routine tasks that kickstart a typical day at the front desk.

Each day, every Competitor draws a new random number that determines their position in that day's timetable. Every Competitor completes every module, but the order and pace at which situations reach them varies from day to day and is unknown to them in advance — mirroring the real-life unpredictability of hotel work, where staff must be ready to handle any situation at a moment's notice.

Between modules, Competitors carry out "busy work" at their back-office desks — responding to emails, drafting documents, or performing research. Not all of this work is assessed; a selection is, unbeknownst to Competitors. This document covers only the tasks that are evaluated.

The Test Project is a series of interconnected and standalone modules, each evaluating a different facet of hotel reception work — from direct guest interactions at the desk, to back-office and administrative tasks, to moments of teamwork and staff-facing situations.

This structure aims to identify and reward Competitors who demonstrate not only technical proficiency but also the adaptability, efficiency, mental agility, and composure essential to hotel reception, with realistic swings in mental demand — high-pressure moments followed by calmer ones. **We assess Competitors in the context of real work, not a competition setting.**

## Storyline

Competitors are working at Mama Place Melbourne Batman's Hill ; a fictional hotel created for WorldSkills Competition 2026 (Skill 56 — Hotel Reception). It is inspired by the Mama Shelter lifestyle hotel concept and by Batman's Hill on Collins, a real hotel located in Melbourne, Australia.

In the Test Project, we recreated the opening of a hotel. Competitors join as newly hired front-desk staff and follow the property through a realistic operational arc across the four competition days: finishing preparations and meeting the team before the doors open (C1), the soft opening as the very first guests arrive (C2), a stabilizing period as early teething problems surface and get resolved (C3), and a full day of daily running once

the hotel is up to speed (C4). Competitors live through the same shift in pressure and pace a new hire would experience in their first days on a real, newly opened property.

This Test Project is the second, confidential part of the story that began with the Hotel Information Pack (HIP), released to Competitors 6 months before the competition. The HIP is the public-facing account of Mama Place's rebrand that Competitors were expected to study in advance; the Test Project is where that story is lived out, day by day, at the desk.

**All content and situations within this document — including ownership, renovation plans, room categories, rates, services, procedures, pricing, and named individuals — is entirely fictional and created exclusively for competition purposes.**

# Design Rationale

Close to 3,000 hotels open or reopen worldwide every year. Working through an opening is therefore a real possibility in a receptionist's career and it carries its own distinct challenge, putting adaptability and problem-solving at the front of the required skillset, two competencies that sit at the core of our WSOS. That made it a natural background for this Test Project.

Choosing a brand like Mama Shelter over a traditional hospitality context was by design. Lifestyle is an ever-growing segment, and one with a strong, codified brand identity — which makes for a more demanding assessment context than a traditional hotel would. Competitors have to absorb a heavier brand guideline than in classic hospitality, while being stripped of the usual safety net of traditional codes — uniforms, formal scripts — forcing them to be themselves.

# How to Read This TP

### Live adaptability.

Details in this document may vary during the actual competition. The Hotel Reception TP is very much like a series of theatre performances, involving numerous moving elements that make it near impossible to anticipate and foresee everything. While the core structure remains unchanged, elements may be modified as the competition unfolds — character names, reservation details, timings, dialogue, etc. — as we continuously adapt to real-time conditions: infrastructure variations, the human element of guest interactions, and above all, the unpredictable reactions of the competitors. Experts are asked to assess fairly the actual performance they observe using the marking scheme provided, evaluating what they witness rather than adhering to the written scenarios outlined here. In hotel reception — as in theatre — no two performances will ever be identical.

### Precedent.

Choices made for this Test Project cannot be read as a precedent for how this skill competition will be run. Every Test Project stands on its own and is expected to differ from the last; the one constant is that it must remain grounded in real-life work.

### Diffusion.

The Test Project will never be presented to the competitors. Instead, they experience it organically, as they would during a normal working day, allowing them to feel as though they are performing their regular duties in an authentic hospitality setting — and to showcase their best professional selves in their natural element. As such, we never give direct instructions to competitors; they simply live through the experience, responding naturally to the situations presented to them.


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# Description of project and tasks

## Overview

This test project comprises 21 modules across 4 competition days.

- C1 — 7 modules, running from 08:30 to 17:00, with breaks.
- C2 — 5 modules, running from 08:30 to 17:00, with breaks.
- C3 — 5 modules, running from 08:30 to 17:00, with breaks.
- C4 — 4 modules, running from 08:30 to 17:00, with breaks.

In between modules, each day is filled with further authentic, unassessed work inherent to the Hotel Reception role — administrative tasks, guest interactions, and other in-role duties not itemized here — so that competitors remain engaged for the full scheduled day. Combined, assessed and unassessed work average 5–6 hours per day. The total workload over the four competition days is doable in under 22 hours.

The modules below are listed in running order.

## C1/1 — Recruitment Interview 1 - HR Manager

| | |
|---|---|
| **Day** | C1 |
| **Zones** | Back Office 1 |
| **Duration** | 5 min |
| **Velocity** | 1 per round |
| **Rotation** | Starts 08:55 · Finishes 11:10 · Draw order: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21 |

### Description

First of three short individual interviews as part of the hotel's final recruitment process before opening. One-on-one, five-minute seated interview with the Hotel's HR Manager, in the HR office. No documents or props are required — competitors are interviewed as themselves, in the context of the competition scenario, applying for their role at the hotel. The interview is factual and direct, like a police interview — the HR Manager asks a fixed set of questions, in order, and expects precise answers rather than a conversation:

- "What salary are you expecting for this position?"
- "How many rooms does the hotel have?"
- "How many room categories do we have?"
- "How many conference spaces do we have, and can you name one?"
- "How many Mama Place hotels are there worldwide?"
- "What's the name of our General Manager?"

Competitors are expected to have researched these facts in advance. There is no fixed script beyond these questions — the HR Manager asks each one plainly and moves to the next, without prompting or follow-up.


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### Roles

- HR manager (Actor 2)

### Marking Form

#### E1 — C1/1 : Interview HR Manager (C1) — 4.2 pts

- E1.M1 - States a salary expectation within the realistic market range (WSOS 2)
- E1.M2 - States the correct number of rooms (WSOS 2)
- E1.M3 - States the correct number of room categories (WSOS 2)
- E1.M4 - States the correct number of conference/event spaces and names one (WSOS 2)
- E1.M5 - States the correct number of Mama Place hotels worldwide (WSOS 2)
- E1.M6 - Names the General Manager correctly (WSOS 2)

## C1/2 — Recruitment Interview 2 - Front Office Manager

| | |
|---|---|
| **Day** | C1 |
| **Zones** | Back Office 2 |
| **Duration** | 5 min |
| **Velocity** | 1 per round |
| **Rotation** | Starts 09:00 · Finishes 11:15 · Draw order: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21 |

### Description

Second of three short individual interviews conducted on Day 1 as part of the hotel's final recruitment process before opening. One-on-one, five-minute seated interview with the Front Office Manager, in their office. The interview follows a fixed sequence — the Front Office Manager waits for the competitor to greet them first, then asks a fixed set of questions, in order:

- "What's the hotel's phone number?"
- "The phone rings — answer it."
- "Does Mama have a loyalty programme? What's it called?"
- "Name one benefit of the Favourite level."
- "Who does Mama love?"
- "Are you someone who takes initiative? Give me an example." (closing question, not assessed)

No documents or props are required — competitors are interviewed as themselves, in the context of the competition scenario, applying for their role at the hotel.

### Roles

- Front Office Manager (Actor 3)


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### Marking Form

#### E2 — C1/2 : Interview FOM (C1) — 4.6 pts

- ☐ E2.M1 - Greets the Front Office Manager first (WSOS 2)
- ☐ E2.M2 - States the hotel's phone number correctly (WSOS 2)
- ☐ E2.M3 - Answers a simulated incoming call correctly (WSOS 2)
- ☐ E2.M4 - Names the loyalty programme correctly (WSOS 6)
- ☐ E2.M5 - States a correct benefit of the Favourite level (WSOS 6)
- ☐ E2.M6 - Answers 'who does Mama love?' correctly (WSOS 2)

## C1/3 — Recruitment Interview 3 - General Manager

| | |
|---|---|
| **Day** | C1 |
| **Zones** | Back Office 3 |
| **Duration** | 5 min |
| **Velocity** | 1 per round |
| **Rotation** | Starts 09:05 · Finishes 11:20 · Draw order: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21 |

### Description

Third and final of three short individual interviews conducted on Day 1 as part of the hotel's final recruitment process before opening. One-on-one, five-minute seated interview with the General Manager, in their office - the closing stage of the hiring process. The General Manager asks the competitor :

- ☐ why they should get the job
- ☐ what they would bring to the team

before telling them that the interview is over.

No documents or props are required.

### Roles

- ☐ THE GM (Actor 1)

### Marking Form

#### E3 — C1/3 : Interview GM (C1) — 2.4 pts

- ☐ E3.M1 - Wait to be told to take a seat or asks before seating (WSOS 2)
- ☐ E3.M2 - Mentions Mama Place (or the hotel by name) at least twice during the interview (WSOS 2)
- ☐ E3.M3 - Number of concrete personal qualities mentioned (WSOS 2)
- ☐ E3.M4 - Thanks the interviewer before leaving (WSOS 2)

# C1/6 — Front Desk setup

| | |
|---|---|
| **Day** | C1 |
| **Zones** | Front Desk 1 (x3), Front Desk 2 (x3), Front Desk 3 (x2) |
| **Duration** | 90 min |
| **Velocity** | 7 per round |
| **Rotation** | Starts 12:45 · Finishes 16:15 · Draw order: 1, 2, 3, 4, 5, 6, 7, 9, 10, 11, 12, 13, 14, 15, 17, 18, 19, 20, 21, 8, 16 |

## Description

After a GM briefing asking them to urgently prepare the stage for the day after opening of the hotel, each group sets up its assigned lobby and Front Desk — furniture, decoration, signage, and small equipment. They are groups of 7 competitors. The module lasts 90 minutes and is observed throughout by 3 marking teams working in relay: the first team scores the 0–30 min window (Kick off), the second the 30–60 min window (Mid-setup), the third the 60–90 min window (Finalisation) — each team marks only its own form, during its own window.

## Marking Form

### E4 — C1/6 : Kick off (0–30 min) (C1) — 1.6 pts

- ☐ E4.J1 - Adaptability to the team (WSOS 1)
- ☐ E4.M1 - Tidies up as they go (WSOS 1)

### E5 — C1/6 : Mid-setup (30–60 min) (C1) — 2.6 pts

- ☐ E5.J1 - Health & Safety awareness (WSOS 1)
- ☐ E5.M1 - Provides assistance to another competitor (WSOS 1)
- ☐ E5.M2 - Attention to detail (WSOS 1)

### E6 — C1/6 : Finalisation (60–90 min) (C1) — 0.9 pts

- ☐ E6.J1 - Attention to detail during finalisation (WSOS 1)

# C1/7 — Setup Cutoff — Readiness Debrief

| | |
|---|---|
| **Day** | C1 |
| **Zones** | Front Desk 1 (x3), Front Desk 2 (x3), Front Desk 3 (x2) |
| **Duration** | 5 min |
| **Velocity** | 1 per round |
| **Rotation** | Starts 14:15 · Finishes 16:50 · Draw order: 1, 2, 3, 4, 5, 6, 7, 9, 10, 11, 12, 13, 14, 15, 17, 18, 19, 21, 20, 8, 16 |


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## Description

The Front Office Manager ends the Front Desk setup window, announcing that time is up and whatever isn't finished will be handled by the night team. The FOM then takes each competitor aside privately, one at a time, and asks three questions in sequence: whether the station is ready, to explain the answer, and how the setup went working with the team. Private aside happens out of earshot of the other competitors. FOM asks the three questions in fixed order for every competitor and does not react to, coach, or reveal an opinion on the content of the answer.

## Roles

- Front Office Manager (Actor 3)

## Marking Form

### E7 — C1/7 : Setup readiness debrief (C1) — 2.3 pts

- E7.J1 - Answer matches what the marking team observed during the first 30 minutes of setup (WSOS 1)
- E7.M1 - No naming-and-blaming when discussing the team (WSOS 2)
- E7.M2 - Provides evidence to support their assessment (WSOS 2)

# C1/5 — Back office PM — email batch

| | |
|---|---|
| **Day** | C1 |
| **Zones** | Laptop |
| **Duration** | 60 min |
| **Velocity** | All competitors at once |

## Description

A batch of guest emails becomes available in the back-office inbox during the afternoon. The batch includes several routine guest emails plus two specifically targeted ones:

**Email 1 — Subject: Room availability + your co-working space**

"Hi there,
I'm a freelance UX consultant currently working my way through Australia and I'd love to base myself at Mama Place for a few days. Could you check availability for the night of 24 September, checking out the 25th? Just me, one person — any quiet room is fine.
I saw you have a co-working space on-site, which is honestly the deciding factor for me. Could you tell me a bit more — what are the opening hours, is there a cost to use it, and what's actually there (desks, monitors, decent Wi-Fi)? I do full video calls most days so I need somewhere I can actually work properly, not just a lobby corner.
Thanks so much,
Priya"

**Email 2 — Subject: Upgrading our room**

"Hello,
My wife and I have a reservation with you for the weekend of 10–12 October — currently a Mama room, 2 nights. It's actually our 5th wedding anniversary that weekend, and I wanted to ask whether it's possible to upgrade to something a bit more special for the occasion. Money isn't really the issue, I just want her to walk in and feel like it's a proper celebration.

Happy to pay whatever the difference is — just let me know what you'd recommend.
Thanks,
Marcus"

### Roles

- Digital Nomad (Actor 11)
- Anniversary guest (—)

### Marking Form

#### D3 — C1/5 : Digital nomad enquiry reply (Any day) — 3.8 pts

- D3.M1 - Co-working hours stated (WSOS 2)
- D3.M2 - Co-working price options stated (WSOS 2)
- D3.M3 - Co-working facilities stated accurately (WSOS 2)
- D3.M4 - Reservation entered in PMS (WSOS 2)
- D3.M5 - CC guarantee link sent (WSOS 5)

#### D4 — C1/5 : Room upgrade enquiry reply (Any day) — 4.75 pts

- D4.J1 - Upgrade framed around the occasion (WSOS 6)
- D4.M1 - Occasion mentioned (WSOS 6)
- D4.M2 - Reservation modified in PMS (WSOS 6)
- D4.M3 - Housekeeping note added (WSOS 6)
- D4.M4 - Confirmation of the change sent to guest (WSOS 5)

## C1/4 — AI-Assisted Productivity — Prompt Toolkit

| | |
|---|---|
| **Day** | C1 |
| **Zones** | Laptop |
| **Duration** | 60 min |
| **Velocity** | All competitors at once |

### Description

GM addresses the team on working smart with today's tools: a modern receptionist is expected to use AI to work faster. Her point to the team: a good prompt starts with knowing your own job well enough to explain it clearly, step by step — if you can't explain the task, you can't prompt an AI to do it for you. AI is a tool for people who already understand the work, not a substitute for understanding it. Each competitor writes 5 prompts for AI-assisted daily tasks (reply to a good online review, reply to a bad online review, reply to a reservation enquiry with a quote, proofread/adapt an email to brand voice, plus one of their own choosing) using DeepSeek, the only AI tool available on property. Assessment focuses on whether each prompt shows real understanding of the underlying front-office procedure, not just AI usage — every marking aspect checks for a specific instruction the competitor had to know to include (e.g. thanking the guest, giving the quote an expiry, naming a brand tone requirement), not for how polished the resulting AI text sounds. The bad-review-reply prompt is run live in DeepSeek and the output is assessed.

### Marking Form

#### D1 — C1/4 : Prompt Set (C1) — 5.8 pts

- ☐ D1.M1 - 5 prompts submitted (WSOS 5)
- ☐ D1.M2 - Good-review-reply prompt (n1) references a specific detail from the review (WSOS 7)
- ☐ D1.M3 - Bad-review-reply prompt (n2) specifies tone (WSOS 7)
- ☐ D1.M4 - Bad-review-reply prompt (n2) specifies moving the conversation offline (WSOS 7)
- ☐ D1.M5 - Reservation-enquiry-quote prompt (n3) specifies thanking the guest (WSOS 3)
- ☐ D1.M6 - Reservation-enquiry-quote prompt (n3) specifies a quote deadline (WSOS 3)
- ☐ D1.M7 - Proofread/brand-adapt prompt (n4) mentions brand requirements (WSOS 2)
- ☐ D1.M8 - Proofread/brand-adapt prompt (n4) specifies greeting style (WSOS 2)

#### D2 — C1/4 : Live DeepSeek Output — Bad Review Reply (C1) — 1.6 pts

- ☐ D2.J1 - Output Real-World Usability (WSOS 7)
- ☐ D2.M1 - Output signs off in an on-brand Mama voice (WSOS 7)

## C2/1 — Check-in of a Mama Place loyalty member

| | |
|---|---|
| **Day** | C2 |
| **Zones** | Front Desk 1 (x3) |
| **Duration** | 30 min |
| **Velocity** | 2 per round |
| **Rotation** | Starts 09:30 · Finishes 16:30 · Draw order: 15, 8, 10, 11, 9, 12, 3, 4, 17, 21, 1, 2, 13, 18, 6, 16, 5, 20, 14, 7, 19 |

### Description

The hotel's opening day, and this is the first guests arriving. Front Desk 1 runs 2x competitors at once; one real, scripted guest cycles through all three in turn while the other two handle ordinary, unscored check-ins in parallel, so the desk never looks idle.

The real guest is a Mama Place loyalty member at the Regular tier (late check-out, reward points, and bar priority — no upgrade included). They check in normally — ID checked against the reservation, key/access issued — then ask what their loyalty tier actually entitles them to. Once told, they push for an upgrade anyway, calmly but persistently, even after a first refusal; the competitor has to hold the line on what the tier is genuinely owed without the guest walking away feeling brushed off. Before leaving the desk the guest also asks two specific questions: what time the rooftop bar opens, and what's worth seeing or doing within walking distance of the hotel — and expects their welcome goodies handed over in person. Unprompted, the competitor is also expected to flag that the hotel's fitness area isn't open yet — surfacing it proactively, not waiting to be asked.

### Roles

- ☐ Guest Mama Family Member (Actor 4)
- ☐ Guest 1 (Actor 5)
- ☐ Guest 2 (Actor 6)


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- Guest 3 (Actor 7)
- Guest 4 (Actor 8)
- Guest 5 (Actor 9)
- Receptionist 2 (Actor 18)

### Marking Form

#### A1 — C2/1 : Check-in of a Mama Place loyalty member (C2) — 5.75 pts

- A1.J1 - Resourcefulness under the unentitled upgrade request (WSOS 6)
- A1.J2 - Opening-day warmth in the welcome (WSOS 2)
- A1.M1 - ID verification (WSOS 4)
- A1.M2 - Goodies handed over correctly (WSOS 4)
- A1.M3 - States a correct loyalty-tier benefit (WSOS 6)
- A1.M4 - Proactive recognition of loyalty status (WSOS 6)
- A1.M5 - Proactive disclosure that the fitness area isn't open yet (WSOS 2)
- A1.M6 - Accuracy of room/hotel and local-area information given (WSOS 2)

## C2/3 — Inquiring Neighbour

| | |
|---|---|
| **Day** | C2 |
| **Zones** | Front Desk 2 (x3) |
| **Duration** | 30 min |
| **Velocity** | 2 per round |
| **Rotation** | Starts 09:30 · Finishes 16:30 · Draw order: 12, 16, 2, 19, 3, 4, 1, 5, 9, 13, 20, 7, 8, 10, 14, 17, 18, 21, 6, 11, 15 |

### Description

The GM and HR manager are onboarding a new receptionist at the middle desk. The GM steps over to one of the two front desks to chat informally with that competitor, mentioning this is his 3rd hotel opening and probably the toughest one yet. At the other desk, a neighbour arrives with two topics: they've noticed the hotel just opened and have never heard of the brand, and want to know more about it; and they've noticed the rooftop and are worried about noise disturbance to the neighbourhood at night. The neighbour then leaves. A lure guest arrives at the desk with the GM, who then returns to the centre. A second lure guest arrives at the desk the neighbour just left. Once the first lure guest's business is finished, the neighbour returns — to the competitor who hasn't met them yet — and raises the same two topics. Once the second lure guest's business is finished, the GM moves to that desk to occupy the competitor there until the neighbour's second conversation is over.

### Roles

- THE GM (Actor 1)
- Neighboor (Actor 10)
- Guest 6 (Actor 13)


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- ☐ Guest 7 (Actor 14)
- ☐ Receptionist (Actor 16)
- ☐ HR manager (Actor 2)

### Marking Form

#### B1 — C2/3 : Inquiring neighbour (C2) — 1.4 pts

- ☐ B1.J1 - Storytelling / brand & hotel discussion (WSOS 2)
- ☐ B1.J2 - Noise reassurance (WSOS 2)

## C2/2 — Family tourism questions & Digital Nomad Check-In

| | |
|---|---|
| **Day** | C2 |
| **Zones** | Front Desk 3 (x2) |
| **Duration** | 15 min |
| **Velocity** | 1 per round |
| **Rotation** | Starts 09:30 · Finishes 16:15 · Draw order: 2, 3, 4, 1, 6, 7, 8, 11, 12, 15, 16, 19, 20, 5, 9, 10, 13, 14, 17, 18, 21 |

### Description

Two-part solo module. (1) A US family, already checked in, fires off a rapid string of tourism questions with kids in mind — koalas and other wildlife, a nature-focused excursion outside of Melbourne — for the next day's outing; they have their own car. (2) A "digital nomad" guest, who already exchanged email with the hotel in C1 about a room and the co-working space, arrives to check in. The email thread confirmed the room but never locked in the co-working specifics, so the receptionist needs to reconfirm what's wanted. During check-in the guest also asks to book dinner in the restaurant, for a client meeting.

### Roles

- ☐ Family guest (Actor 15)
- ☐ Digital Nomad (Actor 11)

### Marking Form

#### C1 — C2/2 : Family tourism questions (C2) — 3.9 pts

- ☐ C1.J1 - Relevance and tailoring of recommendations (WSOS 9)
- ☐ C1.J2 - Answers from existing knowledge before turning to research (WSOS 9)
- ☐ C1.M1 - At least 3 relevant recommendations given (WSOS 9)
- ☐ C1.M2 - Asks at least 2 clarifying questions before recommending (WSOS 9)
- ☐ C1.M3 - Proactively offers to send the information by WhatsApp or email (WSOS 2)

#### C2 — C2/2 : Digital Nomad Check-In with co-working & dinner (C2) — 2.2 pts

- ☐ C2.M1 - Recognises the guest from the prior email exchange (WSOS 2)
- ☐ C2.M2 - Reconfirms the co-working booking (WSOS 4)

- C2.M3 - Room key handed over (WSOS 4)
- C2.M4 - Asks if there's anything else the guest needs (WSOS 2)

**F1 — C2/2 : Follow-up — Digital Nomad co-working & dinner booking (Any day) — 1.15 pts**

- F1.M1 - Co-working charged correctly (WSOS 4)
- F1.M2 - Restaurant messaged for the dinner booking (WSOS 2)

**F2 — C2/2 : Follow-up — Family itinerary sent (Any day) — 0.85 pts**

- F2.J1 - Quality and feasibility of the recommendations sent (WSOS 9)

# C2/4 — SPEED — Informing guests about broken AC

| | |
|---|---|
| **Day** | C2 |
| **Zones** | Laptop |
| **Duration** | 30 min |
| **Velocity** | All competitors at once |

## Description

The Front Office Manager sends every competitor the following email at the start of the round:

**Subject: URGENT — Air conditioning down, Floor 3**

"Team,
The air conditioning on Floor 3 has just gone down. I don't have a time yet for when it'll be fixed — could be an hour, could be longer.
This is the top priority right now, above anything else on your list. Every guest on Floor 3 needs to know before you move on to anything else.
Thanks,
[Front Office Manager]"

No repair time frame is ever given — competitors have to work with that uncertainty rather than promise one. The Front Office Manager sends this and then acts purely as a backup: they don't deliver the news in person and don't chase anyone, but if a competitor hasn't acknowledged or acted on the email, they check in to confirm it was actually received.

Working solo, in the back office, each competitor searches the PMS themselves to find the guests in-house on Floor 3 — no list is handed to them — then contacts every one of them to warn them of the outage. Competitors may do this by WhatsApp or by email, their choice; whichever channel they pick, the message needs to read as belonging there (a WhatsApp message shouldn't read like a formal letter, and an email shouldn't read like a text).

A few minutes in, one guest's WhatsApp thread gets a scripted auto-reply — not a live actor, it fires automatically once the competitor's outage message reaches them: "This is a major inconvenience — what are you going to do for me?" The competitor then has to handle the discount/compensation request that follows.

**Plot twist**, later that afternoon: maintenance sends every competitor a follow-up email.

**Subject: Floor 3 AC — fixed**

"Team, Good news — the air conditioning on Floor 3 is back up and running. The technician finished the repair this afternoon. Thanks, Maintenance"

Nothing in the email tells competitors to pass this on — the best ones circle back to every guest they contacted in the first round on their own, without being prompted.

### Roles

- Front Office Manager (Actor 3)

### Marking Form

#### D5 — C2/4 : AC outage — guest email round (Any day) — 2.8 pts

- D5.M1 - Contacts all Floor 3 guests within 2 hours (WSOS 2)
- D5.M2 - Message matches the channel used (WSOS 2)
- D5.M3 - Message is personalised with the guest's name (WSOS 2)
- D5.M4 - Message contains an apology (WSOS 2)

#### D6 — C2/4 : AC outage — guest reply (Any day) — 0.7 pts

- D6.M1 - Replies to the WhatsApp within 30 minutes (WSOS 2)

#### D7 — C2/4 : AC outage — fix notification (Any day) — 0.7 pts

- D7.M1 - Every first-round guest is informed the fix is done (WSOS 2)

## C2/5 — Back office — reservation charges & payments check

| | |
|---|---|
| **Day** | C2 |
| **Zones** | Laptop |
| **Duration** | 30 min |
| **Velocity** | All competitors at once |

### Description

Back-office task, Laptop zone: the Front Office Manager emails every competitor a list of 20 reservations to check, with a note that the channel-manager interface went down for a few hours overnight and reservations should be checked carefully as a result. The competitor is asked to correct anything found and email back a summary of what was wrong. 15 of the 20 reservations have no issue. 2 are booked on the NRC (non-refundable, non-cancellable) rate with no prepayment taken. 1 has late check-out selected at booking with the fee not posted to the folio. 1 has an early check-in add-on selected at booking with the fee not posted. 1 has parking booked with the fee not posted. Graded from the reply email sent to the Front Office Manager, not from observing each reservation being checked individually.

### Roles

- Front Office Manager (Actor 3)


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### Marking Form

#### D8 — C2/5 : Reservation charges & payments check (Any day) — 5 pts

- ☐ D8.M1 - Flags NRC reservation #1 with no prepayment taken (WSOS 5)
- ☐ D8.M2 - Flags NRC reservation #2 with no prepayment taken (WSOS 5)
- ☐ D8.M3 - Flags unposted late check-out fee (WSOS 5)
- ☐ D8.M4 - Flags unposted early check-in fee (WSOS 5)
- ☐ D8.M5 - Flags unposted parking fee (WSOS 5)

# C3/1 — Walk-In Check-In, Interrupted by Health & safety incident

| | |
|---|---|
| **Day** | C3 |
| **Zones** | Front Desk 2 (x3) |
| **Duration** | 15 min |
| **Velocity** | 1 per round |
| **Rotation** | Starts 09:30 · Finishes 16:15 · Draw order: 4, 9, 10, 11, 1, 3, 2, 12, 14, 15, 16, 17, 18, 19, 13, 20, 21, 5, 6, 7, 8 |

### Description

The competitor works their own desk. A guest with no reservation walks up and needs to be checked in entirely from scratch: availability checked, a booking created on the spot, ID captured, payment/credit authorization taken, key handed over.

Partway through, a calm, gentle interruption: another in-house guest — travelling with young kids — steps up because a bedroom door closer (groom) — the door between the corridor and the guest room was too strong and slammed shut on their arm. No drama, no raised voice — they're a little shaken and mainly worried the same door could catch one of their kids. The competitor has to manage both guests without dropping either: acknowledge the interruption, decide how and when to attend to it, respond with genuine apology and empathy, make sure the guest is okay, then return to and complete the walk-in.

The desk phone is out of order, so any escalation of the incident has to be written up/logged rather than phoned in — that follow-up is checked afterward, independent of what happens live.

At the next desk over, a receptionist and a guest keep up some background bustle — audible, but nothing the competitor needs to engage with.

Four things are assessed: (a) the walk-in itself, mainly reservations/check-in procedure; (b) how the interruption is managed without dropping either guest; (c) the health & safety incident itself — apology, empathy, making sure the guest is okay; (d) the follow-up afterward.

### Roles

- ☐ Walk-in guest (Actor 12)
- ☐ Family guest (Actor 15)
- ☐ Receptionist (Actor 16)

- ☐ Guest 3 (Actor 7)

### Marking Form

#### B2 — C3/1 : Walk-In Check-In, Interrupted (C3) — 4.45 pts

- ☐ B2.J1 - Quality of the hotel presentation (WSOS 2)
- ☐ B2.M1 - Offers a choice of at least two room types (WSOS 4)
- ☐ B2.M2 - Offers a rate including breakfast first (upsell) (WSOS 6)
- ☐ B2.M3 - Uses the guest's name at least twice once known (WSOS 2)
- ☐ B2.M4 - Tries to enroll the guest in the loyalty programme (WSOS 6)
- ☐ B2.M5 - Apologizes to the walk-in guest when interrupted (WSOS 2)
- ☐ B2.M6 - Asks for and takes payment or guarantee (WSOS 4)

#### B3 — C3/1 : Health & Safety Incident — Bedroom Door Closer (C3) — 2.7 pts

- ☐ B3.J1 - Health & safety incident handled with empathy (WSOS 1)
- ☐ B3.M1 - Offers immediate medical assistance (WSOS 1)
- ☐ B3.M2 - Asks at least 3 clarifying questions (WSOS 1)

#### F3 — C3/1 : Follow-up — Door closer (groom) health & safety incident escalated (Any day) — 1.8 pts

- ☐ F3.M1 - Health & safety incident escalated in writing (WSOS 1)
- ☐ F3.M2 - Note made on the guest's reservation (WSOS 1)

## C3/2 — Complaint Handling — Mama Place loyalty member

| | |
|---|---|
| **Day** | C3 |
| **Zones** | Front Desk 3 (x2) |
| **Duration** | 15 min |
| **Velocity** | 1 per round |
| **Rotation** | Starts 09:30 · Finishes 16:15 · Draw order: 5, 6, 1, 2, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 3, 4 |

### Description

A regular MAMA-status guest, already checked in, approaches Front Desk 3 visibly furious: rooftop-bar noise kept them up most of the night, and they want an immediate room change to somewhere quieter. They open with the complaint rather than waiting to be asked, insist the room change happen now, mention that they know the GM personally from one of his previous postings — this is his third hotel opening — not from any stay here, since the hotel only just opened, and state they'll raise the matter with whoever needs to know if it isn't resolved. Separately, at the same desk, an unrelated in-house guest — no connection to the MAMA guest or their complaint — mentions, unprompted, that they tried a restaurant the previous night (which could even be the hotel's own) and how it went. They then ask the receptionist what their own favourite restaurant nearby is — explicitly not the hotel's — before asking for a recommendation: they want to try something genuinely local, fresh, locally grown Australian food. Whichever restaurant the candidate ends up recommending, the guest


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accepts it happily and goes along with it — the scenario is designed to test what the candidate does next: offering to book a table, explaining how to get there, and checking the guest is happy with the plan.

### Roles

- ☐ Guest Mama Family Member (Actor 4)
- ☐ Guest 7 (Actor 14)

### Marking Form

#### C3 — C3/2 : Complaint handling — MAMA guest, rooftop noise (C3) — 3.2 pts

- ☐ C3.J1 - Handling the escalation threat and the GM name-drop (WSOS 7)
- ☐ C3.M1 - Acknowledges the complaint before moving to logistics (WSOS 7)
- ☐ C3.M2 - Takes concrete action on the room-change request (WSOS 7)
- ☐ C3.M3 - Checks satisfaction before the guest leaves the desk (WSOS 7)

#### C4 — C3/2 : Local-area recommendation (C3) — 5.95 pts

- ☐ C4.J1 - Reply to "what's your favourite restaurant around here?" (WSOS 9)
- ☐ C4.J2 - Reply to the ask for genuinely local, fresh, Australian food (WSOS 9)
- ☐ C4.M1 - Collects feedback on the guest's own dining experience (WSOS 9)
- ☐ C4.M2 - Checks dietary needs/preferences before recommending (WSOS 9)
- ☐ C4.M3 - Offers to make a reservation for the guest (WSOS 9)
- ☐ C4.M4 - Offers transport/directions guidance (WSOS 9)
- ☐ C4.M5 - Confirms guest satisfaction with the recommendation (WSOS 9)

#### F4 — C3/2 : Follow-up : complaint escalation (Any day) — 0.8 pts

- ☐ F4.M1 - Logs / escalates the complaint internally (WSOS 7)

## C3/3 — Press Visit & Digital Nomad Check-Out

| | |
|---|---|
| **Day** | C3 |
| **Zones** | Front Desk 1 (x3) |
| **Duration** | 15 min |
| **Velocity** | 1 per round |
| **Rotation** | Starts 09:30 · Finishes 16:15 · Draw order: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21 |

### Description

A journalist arrives in person at the front desk to ask about a rumor that hotel staff were let go on opening day — the hotel phone lines are down, so this can't happen as a call. He doesn't ask for the GM or management by name; he introduces himself as a journalist wanting to ask “just a few questions,” friendly at first, then pushes harder: confirms the opening date, asks the GM's name, asks why Mama Place chose Australia, notes the rooftop but presses on the still-closed fitness area, floats a rumor the company ran out of money, escalates to a rumor that 25hours is suing over a lost deal, and finally tries for an off-the-record quote (“I'll keep your name

out of it"). Per the HIP, the standing policy on any press enquiry is strictly no comment — the competitor takes the journalist's contact details and confirms someone will follow up.

While this is happening, three guests queue for check-out roughly 30 seconds apart, watching and listening: the Digital Nomad (continuity from previous day), a guest catching a taxi, and a guest heading to the restaurant. Once the journalist leaves, the Front Office Manager arrives and takes over the taxi guest and the restaurant-bound guest, resolving both check-outs before the Digital Nomad's is finished. The Digital Nomad's own check-out is a clean, no-issue folio — the assessed interaction is the standard procedure itself: offering to email the folio, recapping the invoice aloud without stating the amount, collecting the room key, checking satisfaction, and offering the Favourite loyalty programme (the Digital Nomad declines — standing actor guidance is to defer this to departure, "I'll see on departure if it went well"). Natural small talk during the check-out leads the Digital Nomad to mention they're heading to the airport next, flying to Singapore — an opening for the competitor to mention the group's Mama Place property there.

### Roles

- Digital Nomad (Actor 11)
- Front Office Manager (Actor 3)
- Guest 1 (Actor 5)
- Guest 2 (Actor 6)
- Journalist (Actor 17)

### Marking Form

#### A2 — C3/3 : Public Relation Management (C3) — 2.1 pts

- A2.J1 - Stays courteous under mounting pressure, never tells the journalist to leave (WSOS 2)
- A2.M1 - Does not comment on anything raised by the journalist (WSOS 2)
- A2.M2 - Takes the journalist's contact details (WSOS 2)

#### A3 — C3/3 : Digital Nomad Check out (C3) — 3.9 pts

- A3.J1 - Small talk during check-out (WSOS 2)
- A3.M1 - Offers to send the folio by mail (WSOS 8)
- A3.M2 - Recaps the elements of the invoice out loud, without mentioning the amount (WSOS 8)
- A3.M3 - Gets the room key back (WSOS 8)
- A3.M4 - Checks satisfaction (WSOS 8)
- A3.M5 - Offers the Favourite loyalty programme (WSOS 6)
- A3.M6 - Picks up on the Digital Nomad's onward travel and mentions the group's Singapore property (WSOS 6)

#### F5 — C3/3 : Follow-up — Management alerted about the press visit (Any day) — 0.7 pts

- F5.M1 - Management actually alerted about the press visit, not just promised (WSOS 2)

## C3/4 — Back office C3 — Shiji reservation-transfer

| | |
|---|---|
| **Day** | C3 |

| | |
|---|---|
| **Zones** | Laptop |
| **Duration** | 30 min |
| **Velocity** | All competitors at once |

### Description

During the day-3 back-office session, each competitor gets an email from the Front Office Manager telling them to start manually transferring reservations from PadawanPMS into Shiji ahead of the C+1 go-live. The FOM has already divided the work: an attached list assigns each competitor number a specific arrival day, and the competitor transfers every reservation arriving on that day. They have until the end of the day to finish.

Email sent to each competitor:

**Subject: Shiji transfer — your day starts now**

Team,
As of today we start moving reservations out of PadawanPMS and into Shiji ahead of go-live. I've split the work by arrival day so we're not duplicating effort — see the attached list for which day is yours.
Transfer every reservation arriving on your assigned day. This has to be done by the end of the day — no exceptions, Shiji goes live regardless of where we are.
Shout if you hit something in Shiji you don't recognise, otherwise just get through the list.
— FOM

### Marking Form

#### D9 — C3/4 : Shiji reservation-transfer (Any day) — 1 pts

- ☐ D9.M1 - All assigned reservations transferred into Shiji (WSOS 3)
- ☐ D9.M2 - Reservation data entered accurately (WSOS 3)

## C3/5 — Dealing with emails efficiently

| | |
|---|---|
| **Day** | C3 |
| **Zones** | Laptop |
| **Duration** | 60 min |
| **Velocity** | All competitors at once |

### Description

A batch of ambient/background emails becomes available during the C3 back-office session competitor have to deal with during the day. Assessment here focus on speed and efficiency.

### Marking Form

#### D10 — C3/5 : Dealing with emails efficiently (Any day) — 1.4 pts

- ☐ D10.M1 - Volume of emails answered (WSOS 2)
- ☐ D10.M2 - Reasonable turnaround (WSOS 2)


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# C4/2 — Handover in & family reservation

| | |
|---|---|
| **Day** | C4 |
| **Zones** | Front Desk 3 (x2) |
| **Duration** | 15 min |
| **Velocity** | 1 per round |
| **Rotation** | Starts 09:00 · Finishes 15:45 · Draw order: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21 |

## Description

The competitor arrives at the desk to find the Front Office Manager already there, waiting for them. The FOM is visibly pressed for time, heading to a meeting, and says so directly: "I need to go, I have a meeting." From that point on, the FOM delivers a continuous, ten-point handover — a run of operational instructions covering the shift ahead and leaves as soon as the tenth is delivered.

Two of the ten instructions carry specific, identifiable content: one is a back-office item — a guest who checked out yesterday has asked for their invoice to be emailed to them; the other is a message to relay, not act on directly — the FOM asks that a colleague receptionist be told, "the next time you see them," that they're expected at HR. The colleague receptionist referenced in this instruction is another actor the competitor will meet in the next module. The remaining eight instructions are routine handover content (not itemized here).

Once the FOM has left, and separately from the ten instructions, a guest situation arises: the Family guest, already checked in, approaches the desk. This is not a complaint — the family had a bedroom door catch one of their arms the day before (M14), they're leaving tomorrow, and they mention, in passing, that they'll be back in Melbourne in 10 days and want to book again, for 2 nights. During the conversation the guest asks about the fitness centre, and reacts to the price of the larger room she'll want for the return stay by remarking that it's expensive. This guest's arrival is not one of the FOM's instructions and is not flagged in advance — it is a live situation the candidate encounters mid-shift, on top of everything just handed over.

## Roles

- Front Office Manager (Actor 3)
- Family guest (Actor 15)

## Marking Form

### C5 — C4/2 : Handover in & family reservation (C4) — 5.8 pts

- C5.J1 - Handles price resistance on the return booking (WSOS 6)
- C5.M1 - Takes notes during the handover (WSOS 1)
- C5.M2 - Tries to recap the handover back to the FOM (WSOS 1)
- C5.M3 - Asks the guest how their arm is today (WSOS 2)
- C5.M4 - Checks the guest's satisfaction (WSOS 2)
- C5.M5 - Proactively proposes a bigger room for the return stay (WSOS 6)
- C5.M6 - Correctly states the fitness centre isn't open yet (WSOS 2)


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### F6 — C4/2 : Follow-up — Checked-out guest's invoice emailed (C4) — 0.9 pts

- ☐ F6.M1 - Sends the checked-out guest's invoice by email (WSOS 1)

# C4/1 — Business Guest Check-Out with Company Invoice & Split Folios

| | |
|---|---|
| **Day** | C4 |
| **Zones** | Front Desk 1 (x3) |
| **Duration** | 30 min |
| **Velocity** | 2 per round |
| **Rotation** | Starts 09:15 · Finishes 16:15 · Draw order: 5, 10, 11, 12, 2, 13, 3, 4, 14, 15, 16, 17, 18, 19, 20, 21, 1, 6, 7, 8, 9 |

## Description

Front Desk 1 runs 2 competitors at once, in a continuous rotation across the full 30-minute window. One real, scripted guest cycles through all competitors in turn while the other two desks stay visibly busy with unscored departures, so the desk never looks idle.

The real, assessed guest is a business guest checking out at the end of a two-room stay: one room was theirs, the other was a colleague's. They want to settle both rooms — but only the room charge, nothing else — on a single invoice made out to their company, showing the company name, address and VAT number. Separately, they ask for the restaurant bill from last night to be issued as its own folio, kept apart from the room invoice. Finally, they ask for the bill to be sent to them by email rather than printed.

Before leaving, the guest also asks reception to store two bags in the luggage room — they're spending a few more hours in the city before their flight and don't want to carry them. The two bags are tagged and placed in that desk's luggage storage.

A MAMA-tier loyalty guest also checks out during the round, at whichever desk isn't hosting the assessed scenario — she has one small, low-stakes gripe to mention on her way out (a broken coffee machine, a long breakfast queue, a wifi drop) but isn't part of the scored content. The remaining desk(s) handle ordinary, unscored check-outs with no special requests.

## Roles

- ☐ Guest 1 (Actor 5)
- ☐ Guest 3 (Actor 7)
- ☐ Guest Mama Family Member (Actor 4)
- ☐ Guest 7 (Actor 14)
- ☐ THE GM (Actor 1)
- ☐ HR manager (Actor 2)

## Marking Form

### A4 — C4/1 : Business Guest Check-Out with Company Invoice & Split Folios (C4) — 1.7 pts

- ☐ A4.J1 - Efficiency and speed of the check-out procedure (WSOS 8)


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- A4.J2 - Goodbye of the guest (WSOS 2)
- A4.M1 - Correctness of the bill: two folios correctly split (WSOS 8)
- A4.M2 - Correctness of the address on the company invoice (address & VAT number) (WSOS 8)

# C4/3 — Handover out & reservation from neighboor

| | |
|---|---|
| **Day** | C4 |
| **Zones** | Front Desk 2 (x3) |
| **Duration** | 15 min |
| **Velocity** | 1 per round |
| **Rotation** | Starts 09:30 · Finishes 16:15 · Draw order: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21 |

## Description

The competitor is moved to the next desk. The neighbour guest — continuity from previous day — arrives to book an air-conditioned room for their parents, visiting the following week. Once that's settled, the incoming receptionist arrives to take over and asks the candidate directly: "What do I need to know?" The candidate is expected to give a thorough handover of what just happened and received in the previous module (handover in) — starting with the item that's for this receptionist specifically: that they're expected at HR.

## Roles

- Neighboor (Actor 10)
- Receptionist (Actor 16)

## Marking Form

### B4 — C4/3 : Handover out & reservation from neighboor (C4) — 4.2 pts

- B4.J1 - Mama Place brand-voice attitude during the reservation (WSOS 2)
- B4.J2 - Accuracy of the previous situation handover-in recall (WSOS 1)
- B4.M1 - Takes the neighbour guest's reservation (WSOS 3)
- B4.M2 - Explains the cancellation policy (WSOS 3)
- B4.M3 - Leads the handover with the HR message (WSOS 1)
- B4.M4 - Confirms the handover is clear (WSOS 2)

# C4/4 — Grand Final — Luggage Rush

| | |
|---|---|
| **Day** | C4 |
| **Zones** | Front Desk 1 (x3), Front Desk 2 (x3), Front Desk 3 (x2) |
| **Duration** | 30 min |
| **Velocity** | All competitors at once |


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| | |
|---|---|
| **Rotation** | Starts 16:30 · Finishes 17:00 · All competitors together |

### Description

Closing scene of the operational week, run as a single simultaneous round across all competitors. The bag pool for this round is seeded during the morning, where the checkout guest at each desk leaves two bags in luggage storage — two new bags per competitor, accumulating across the day. Ahead of this module, all bags from every desk's storage are gathered, mixed together, and spread out in a room adjacent to the front desks, so that a given competitor's own two bags are not placed near each other.

All competitors are positioned at their desks at the same time. At the same moment, one actor arrives at each desk holding a bag claim ticket and asks for their bag. The actor's bag is somewhere in the mixed pile in the adjacent room. Once a bag is delivered, the actor asks for a second bag, corresponding to a second ticket.

Fallback if physical baggage isn't feasible: look-alike bags delivered from the shop.

### Marking Form

**E8 — C4/4 : Grand Final — Luggage Rush (C4) — 0.4 pts**

- ☐ E8.M1 - Order of finish to get the first bag (WSOS 8)
- ☐ E8.M2 - Order of finish to get the second bag (WSOS 8)

# Instructions to the Competitor

## During the competition

- ☐ Competitors must assume the role of a full-time receptionist at Mama Place Melbourne Batman's Hill in Australia (not their home country or usual place of work).
- ☐ Concierge and guest relations services are provided by the Front Desk Agent (Receptionist).
- ☐ There is always a manager on duty, although they might not always be immediately available.
- ☐ Housekeeping services are available from 7:30 a.m. to 6:00 p.m.

## General Rules:

- ☐ English is the only language allowed in the workshop during competition hours.
- ☐ You are not permitted to communicate with the outside world during competition hours. This includes logging into personal emails, social media, chat services, etc.
- ☐ You are not allowed to bring or use mobile phones, smart watches, or any other means of external communication.
- ☐ You may not bring any personal materials into the workshop area.
- ☐ You must remain in your assigned workshop area unless instructed otherwise or accompanied by a volunteer, expert or member of the SMT (Skill Management Team).
- ☐ Bathroom breaks must be accompanied.
- ☐ You may not communicate with your Expert during competition time, except during morning communications and at the end of the day.


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## IT and Software:

- You may not connect to or make any changes to IT systems outside of competition hours.
- You will be provided with a dedicated competition email address. Use this for all competition-related communications only.
- While internet access is available, you may not connect to any pre-existing personal or professional online accounts.
- If you wish to use online tools (e.g., Canva, ChatGPT), you must create new accounts using your competition email address. Use only free plans for these services.
- Specific restrictions on tools or internet use for particular tasks will be communicated clearly.

## Competition Structure:

- Actors will consistently play the same guests unless specifically instructed otherwise.
- Specific instructions will be provided at the beginning of each module, including: what is allowed or not (internet, PMS, etc.), the time of day and any other relevant information.
- During modules, you may use the phone to call any staff member. Note that all staff members are voiced by the same actor. Always begin calls with: "Hello, please connect me with [name/department]" or "Please call [place/person]."
- Your competition number will be drawn from a hat during the familiarization period. You will draw one number for each day of the competition.

## Compliance:

- Experts and volunteers will monitor computer usage throughout the competition.
- Random spot checks will be conducted.
- Any breaches of these rules will be addressed according to the Issue and Dispute Resolution procedure, including the application of the Code of Ethics and Conduct Penalty System.

# Other

### How the competition runs.

- The Test Project runs in modules. Once a module has started and has been witnessed by the public, it is no longer confidential — so every Competitor must go through that module on the same day.
- A module runs in rounds. The minimum is one round, if every Competitor takes part at the same time. Otherwise, a module runs in several rounds, one group of Competitors at a time.
- This is a module's velocity: the number of Competitors it engages within a single round. A velocity of 1 means Competitors go through the module one at a time; a velocity of 2 means two at a time, and so on.

### Building the day's timetable.

- All of a day's rounds are placed on a timetable, and each place on that timetable is assigned a draw number.

- The allocation of draw numbers is not random — it is constrained by the time available to run every module that day. As a result, the schedule may not be evenly spread: draw number 1 might run three modules back-to-back while draw number 10 sits through a long pause. Competitors are kept occupied in the back office with busy work all day so that any gap in the schedule has no impact on their preparedness or state of mind.
- To keep this fair, Competitors draw their draw number from a hat, once per day of the competition, so their place in the timetable is randomly assigned to them even though the timetable itself is not.
- The timetable is kept secret from Experts and Competitors. It is released to the public only for that day, once the competition has started.

### Running multiple Competitors at once on the Front Desk.

- To optimize rotation, the Test Project plans to have multiple Competitors at the Front Desk at the same time, reflecting real-life situations where the front desk of a large hotel has several receptionists working simultaneously.
- This lets us raise the velocity of Front Desk modules — traditionally capped at 1 up to 2 or 3, reducing turnaround time between rounds.
- Experts are not asked to listen to all Competitors in a round at once. We use a hot-seat rotation system: one scripted guest rotates through the Competitors in turn within a round, delivering the same assessed scenario to each in sequence, while the Competitors not currently being assessed are kept occupied by ordinary, unscored guest interactions.
- The organized chaos created by multiple staff and guests moving at once hides the one rotating scripted guest. Experts use their headsets to listen in only to the correct Competitor at the right time.


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