



GROWING TOGETHER

Our achievements today and how much more we can reach for in future stem from a conducive and dynamic work environment. Our officers are part of a supportive CEA family where we grow, develop, and realise our potential together. We will build on our fundamentals in order to succeed in our regulatory, industry development, and public education functions.



> GROWING TOGETHER

In FY2015, CEA continued our organisational development efforts by creating a dynamic workplace and building up our key asset – our people. Our approach focuses on implementing robust systems that ensure good governance, while promoting a culture of continuous learning, innovation, and excellence. This has enabled us to develop a motivated and professional team that fulfils CEA’s mission of advancing Singapore’s real estate agency industry.



CEA united: We believe in having fun and realising our potential together

ENHANCING EFFICIENCIES AND STRENGTHENING GOVERNANCE

To ensure professional standards across the organisation, CEA places high priority on strong corporate governance and internal control systems.

We took steps to make CEA’s systems and processes more efficient. For example, we implemented a system to track the processing of invoices to ensure payments to vendors are made in a timely manner. To manage our cash balances more effectively, we

participated in the Centralised Liquidity Management scheme administered by the Accountant-General’s Department.

In addition, we reviewed and streamlined our procurement processes for better efficiency and internal controls. To update our team’s knowledge and understanding of the latest changes in the procurement environment, we implemented a procurement competency framework for staff to gain the requisite knowledge through in-house staff briefings and training sessions conducted at the Civil Service College.

NURTURING TALENT

We implemented two new human resource programmes in FY2015 to support our efforts to build a conducive environment for our people to fulfil their professional and personal potential.

The first programme is the Extended Management Executive Scheme. Under this new scheme, an officer’s career progression will be based on work performance and potential to take on higher responsibilities rather than academic qualifications. Promising management



Team CEA that clinched the Minister’s Award in 2015



CEA’s service star Licensing Officer Gillian Anandarajah

support officers who are non-degree holders can look forward to better career advancement opportunities under this initiative.

The second is a new onboarding programme for new employees. Aimed at boosting employee engagement, this initiative introduces new officers to the CEA workplace, along with its mission, vision, culture, policies, and employment benefits. This enables new staff members to have a better understanding of the organisation’s goals, adapt quickly to the new working environment, and become productive team players within a short span of time.

As part of staff development and exposure, CEA seconded an officer each to the Ministry of National Development

(MND) and the Urban Redevelopment Authority, and also attached an officer to the Council for Private Education.

CELEBRATING STAFF ACHIEVEMENTS

Providing stellar service to customers and striving for greater excellence are key beliefs that our officers embrace. CEA is proud of the recognition that our officers have received for their efforts.

Team members from CEA’s Inspection & Compliance, Legal, and Investigation Divisions collaborated successfully to investigate the founder of a members-only property investment club. The team worked innovatively to expose the unlicensed entity’s illegal activities that involved the marketing and sale of foreign properties under the

guise of conducting property investment seminars. The team’s operations resulted in the first successful prosecution of an unlicensed property agency in Singapore selling overseas properties. For its effort, the team won the Minister’s award in 2015.

Licensing Officer Gillian Anandarajah received the 2015 Excellent Service Silver Award, an award scheme managed by the Public Service Division together with six other industry organisations and supported by SPRING Singapore. Having joined CEA just over a year ago, Gillian’s professionalism and exemplary service attitude, embodied in her helpful and calm disposition even when faced with challenging issues, earned her recognition as a service champion and role model.

Legal Counsel Gavin Ng receiving his scholarship from then-Minister of National Development Khaw Boon Wan (Photo: MND)



Recharging and bonding over a friendly game of badminton



Legal Counsel Gavin Ng received MND's Executive Development and Growth Exchange Postgraduate Scholarship Award for 2015. He will be pursuing a Masters of Law degree at the University of California, Los Angeles. He is the third CEA employee to receive this prestigious scholarship, which seeks to build key competencies and nurture talent within the MND family.

BUILDING A PEOPLE-CENTRIC CEA

We believe that a supportive and caring work culture plays a big role in building a sense of unity and community within the CEA family.

In the past year, we leveraged the Workplace Health Promotion Grant to support our corporate-wide healthy lifestyle programme. This programme offers a wide array of activities – including onsite health screening for staff,



Celebrating CEA's fifth anniversary with our very own cupcakes

health talks, and sports such as archery, badminton, and bowling – to encourage staff wellness and team building.

To mark CEA's 5th anniversary, we celebrated our milestones and what we have achieved together over a staff dinner in October.

In the spirit of Singapore's 50th birthday, CEA employees and their families, along with our Council members, visited "The Future of Us" exhibition in December 2015. A key

event to round up the SG50 celebrations, the immersive multi-sensory interactive exhibits gave attendees a glimpse into how Singaporeans can live, work, play, care, and learn in the future.

APPRECIATING OUR PARTNERS

Many of CEA's contributions to the industry are made possible because of the strong partnerships we have with many individuals and organisations.



CEA Executive Director Lee Kwong Weng visiting a senior at our outreach event



Bringing on the smiles at the Thye Hua Kwan Senior Activity Centre

In September, CEA's annual Appreciation Lunch recognised the many partners who have contributed to CEA's mission and the industry's professional development. Guests included industry and public agencies partners, members from the Disciplinary Panel, Licensing & Practice, Examination & Professional Development, and Audit Committees, workgroup members, and CEA alumni.

MAKING A POSITIVE DIFFERENCE

During the year, CEA officers came together to support several charitable causes. The philosophy behind our corporate social responsibility initiatives is simple: every effort can result in a positive outcome for our community. In February 2016, our volunteers organised an early Lunar New Year celebration for low-income seniors at the

Thye Hua Kwan Senior Activity Centre in Ang Mo Kio. The seniors were treated to a fun-filled afternoon with a sing-a-long session, games, and a tea reception. We also helped to deliver food items and other daily household essentials to the homes of the elderly beneficiaries.

In 2015, we were happy to continue supporting the beneficiaries under the President's Challenge 2015. We raised \$4,345, almost double the amount contributed in 2014.

LOOKING AHEAD

As we work towards delivering on our core responsibilities, building an organisation of excellence will always take priority. We will build on our fundamentals and strengthen our systems in order to succeed in our regulatory,

industry development, and public education functions.

In the pipeline, we have plans to launch a broader staff competency framework to groom staff with specialised skills and knowledge, such as procurement and finance to ensure good stewardship of funds. We will be exploring the use of data analytics for core functions, such as purchase aggregation, for effective management and governance on the use of resources.

Emphasis will also be placed on new human resource development initiatives to foster a strong and cohesive staff identity, and an enhanced staff development framework that provides opportunities for internal job rotation and secondment to suitable government agencies.