

Together Step By Step





Building a motivated and effective workforce.

Together Step By Step

The key to the successful transformation of the Singapore real estate agency industry lies at the heart of CEA – its people. The Council places emphasis on developing the capabilities of staff and enabling them to maximise their potential.

The Council also recognises the importance of building a stimulating environment that empowers staff to be productive and progressive as they pursue work excellence. It puts in place structures and processes to enable staff to function effectively as well as to meet current and future demands of the industry.



CEA aims to build a stimulating work environment for its workforce.



CEA officers in a discussion.

Building Team CEA

Inculcating a culture of lifelong learning is a priority in CEA's pursuit of organisational excellence. The Council promotes personnel development programmes that enhance staff knowledge and understanding of the latest in the real estate agency industry.

Throughout the year, a full line-up of programmes and visits to various government agencies is put together for all staff to enhance their learning experience of the industry.

All new CEA officers attend a staff induction programme. The programme helps to familiarise the new staff on the mission, roles and operations of the respective government agencies within the Ministry of National Development (MND), and facilitates networking with fellow new colleagues within the MND family.

Continual training for staff is achieved through the adoption of learning roadmaps for all staff. At the start of each work year, staff will identify their learning needs jointly with their supervisors and select training programmes to form their individual



CEA leverages IT to empower its staff.

learning roadmap for the year. The learning roadmap provides training to staff in general development and information technology courses that are appropriate to their work experience and skills qualifications.

CEA staff also participate in seminars organised by other statutory boards, government agencies and private companies to enhance their professional development. An example is the monthly Resale Seminars organised by the Housing & Development Board (HDB) for the public to better understand the policies and processes related to HDB transactions. The Council also makes arrangements for staff to attend other courses to gain knowledge in areas related to their work such as investigation skills, media skills and ethical issues of real estate agency work practices.

In addition to professional career enhancement opportunities, the Council values the importance of a cohesive and passionate workforce.

Formed in early 2012, the Social & Recreational Committee helps to promote team spirit and staff well-being through various engaging activities. These include new staff welcome events, sports activities and social outings.



CEA Deputy Executive Director, Soh Kee Hean (right) receiving the NTUC Certificate of Appreciation from Chief Executive Officer of the Employment and Employability Institute, Ang Hin Kee at the MND's National Day Observance Ceremony 2011.

Motivating Excellence

CEA recognises that a motivated workforce is the key to a stimulating work environment, contributing to long-term peak performance. In the long run, a robust workforce performance management system will also ensure that CEA can attract, develop and retain talented and productive employees.

To this end, staff performance targets are set annually through discussions between supervisors and their officers on each individual officer's annual work plan, in alignment with the Council's objectives. These targets form the basis for the officers' action plans for the year, and will be reviewed periodically with their supervisors, with a final evaluation of the officers' performance being done at the end of the year. Through this process, compensation and rewards will be better linked to each individual's job

performance, thereby contributing to higher levels of confidence and self motivation at work.

Empowering People through IT

CEA also believes in leveraging IT to empower its people. CEA adopts IT to improve its work processes to achieve efficiency and effectiveness. Planned monthly and unscheduled ad-hoc IT meetings are held regularly with technical support staff and IT vendors to discuss development and implementation of new IT programmes at the office level to promote work productivity.

At the individual level, staff have access to a web-based portal to plan their professional development training programme, apply vacation and medical leave, and submit medical, transport and other staff claims.

With its key structures and operational processes already in place, the Council will continue to focus on achieving its strategic goals by creating a conducive work environment primed for achieving excellence for its staff.



Staff participating in the MND Family Day activities.