

Professional Development Reference Guide: Skills Map

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This reference guide was commissioned by Council for Estate Agencies (CEA) as part of Project ADEPT (Advancing and Enhancing Professionalism and Training) and developed in consultation with key industry stakeholders.

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Skills Map

Skills Map of Real Estate Salesperson (RES)

Job Role	Real Estate Salesperson (RES)		
Job Description	A real estate salesperson (RES) performs estate agency work and facilitates property transactions for clients which includes but is not limited to the marketing, negotiation and preparation of transaction documents for the purchase, sale and/or leasing for all types of properties, whether local or foreign, marketed in Singapore. The RES is therefore, amongst others conversant and compliant with CEA's regulatory framework and other relevant laws and policies relating to property transactions, and knowledgeable in the property segments he practises in. As the RES works in a fast-paced and dynamic operating environment, he needs to keep abreast of issues and trends concerning the wider real estate sector to update his knowledge for estate agency work. He is client-centric, looks after clients' best interests and provides professional advice on appropriate real estate solutions to them.		
Key Work Functions and Tasks	Key Work Functions	Key Tasks	Performance Expectations
	1. Comply with relevant laws, industry and regulatory requirements	a. Monitor and analyse the impact of market and industry developments to advise clients. b. Ensure compliance with all applicable legal and regulatory requirements in his work, including the Estate Agents Act 2010 (EAA), its subsidiary legislation, CEA's Code of Ethics and Professional Client Care (CEPCC), and Practice Guidelines, anti-money laundering checks. c. Keep abreast of legal and regulatory requirements to ensure ongoing compliance.	Abide by ALL relevant regulatory requirements. Adhere to estate agent's standards and ethical guidelines.
	2. Build client base	a. Cultivate relationships with existing and prospective clients. b. Adopt an appropriate branding to establish	

		market presence and reach out to clients. c. Conduct market appraisal and research to advise prospective clients on pricing and positioning strategy. d. Propose marketing plan and strategy to secure clients' agreement. e. Adopt technological solutions for the conduct of estate agency work.	
	3. Implement marketing strategies	a. Execute property advertising, including creation of marketing materials and online social media content. b. Attend to enquiries from interested parties. c. Advise clients on the likely timelines for the different stages of a transaction to lease/buy/sell a property. d. Stage a property to generate interest.	
	4. Secure deals in a competent and responsible manner	a. Leverage technological tools to advise client with data-driven insights and personalise property recommendations. b. Provide professional, accurate and reliable advice to clients relating to property price or rent, financing/payment of fees, signing of Option to Purchase (OTP)/Sales & Purchase (S&P) or Tenancy Agreement (TA) and other relevant procedures. c. Assist clients to lease, buy and sell properties. d. Schedule appointments and conduct viewings. e. Work with co-broking RES, if applicable.	

		f. Convey all offers promptly and help with price negotiation. g. Prepare transaction documents, explain terminologies and facilitate signing of agreements. Advise client to seek advice from appropriate professionals if in doubt about any documents. h. Manage disputes, conflicts that could arise among parties involved in property transactions and irregularities during the conduct of estate agency work.	
	5. Deliver professional service and protect clients' interests	a. Declare all actual or potential conflict of interests and seek client's consent to proceed with representation. b. Protect and prioritise client interests unaffected by any other interest. c. Maintain professional conduct and image. d. Uphold compliance with laws and regulations related to property transactions. e. Adhere to professional code of ethics and practices relating to client care and duty to clients. f. Manage ethical dilemmas in accordance with professional standards and code of ethics. g. Manage transactions competently and responsibly within agreed timeline. h. Provide value-added services to enhance client experience.	

		i. Communicate information clearly and effectively to clients. j. Advise clients to seek advice from relevant professionals on any matter or issue beyond their knowledge or expertise. k. Safeguard clients' confidential information.	
	6. Manage business obligations	a. Manage statutory and financial obligations as self-employed individuals. b. Maintain proper financial records. c. Ensure timely submissions of property transactions records and fulfil licensing requirements.	
Skills and Competencies	Professional Competencies (PC)		
	• Estate Agents Act and Regulatory Compliance Basic • Professional and Ethical Conduct Basic • Landlord and Tenant Regulatory Compliance Basic • Sales and Purchase Regulatory Compliance Basic • Real Estate Documentation Basic • Real Estate Financing Guidance Basic • Real Estate Market Analysis Basic • Sustainable Real Estate Guidance Basic		
	Area of Specialisation		
	• Residential Properties Guidance Basic - Advanced • Commercial Properties Guidance Basic - Advanced • Industrial Properties Guidance Basic - Advanced • Foreign Properties Guidance Basic - Advanced		
	Generic Competencies Plus (GC Plus)		
	• Business Management for Self Employed Basic • Business Negotiation Basic • Client Acquisition Management Basic • Client Experience Management Basic • Client Management Basic • Conflict Management Basic • Digital Marketing Basic • Marketing Strategy Development Basic		

	• Product Guidance	Basic
	• Sales Closure	Basic
	• Sales Management	Basic
	Generic Competencies Plus (GC Plus) – Critical Core Skills	
	• Adaptability	Basic
	• Collaboration	Basic
	• Communication	Basic
	• Creative Thinking	Basic
	• Customer Orientation	Basic
	• Decision Making	Basic
	• Digital Fluency	Basic
	• Influence	Basic
	• Learning Agility	Basic
	• Problem Solving	Basic
	• Self-Management	Basic
	• Sense Making	Basic
	• Transdisciplinary Thinking	Basic

The information contained in this document serves as a guide to facilitate a systematic approach to learning and professional development.

Skills Map of Team Leader/Manager (TL)

Job Role	Team Leader/Manager		
Job Description	Depending on the size and structure of each EA, EAs may appoint TLs to lead and manage teams of RESs. The TL provides oversight and guidance in managing his team, ensuring effective performance and collaboration in estate agency work. He is responsible for formulating strategies, supervising and setting team targets (quantitative and qualitative) to drive the team's performance. He has strong industry knowledge and experience and guides his team members in property transactions, professional and ethical conduct, as well as manage consumers' feedback and complaints. He possesses strong leadership skills, manages teams effectively and motivates his team members. He is responsible for the training and development, mentoring, supervision as well as recruitment and retention of team members.		
Key Work Functions and Tasks	Key Work Functions	Key Tasks	Performance Expectations
	1. Lead team performance	a. Formulate effective strategies to drive team's performance. b. Set clear goals and expectations and develop KPIs (quantitative and qualitative) to measure performance of teams. c. Communicate team objectives and individual responsibilities. d. Oversee training and development of team. e. Foster a positive team culture by offering open communication, teamwork, and a positive work environment.	Abide by ALL relevant regulatory requirements. Adhere to estate agents' standards and ethical guidelines. Possess role model exemplary qualities for team members.
	2. Manage performance	a. Develop service standards for the team to drive and measure service performance, including compliance with the relevant regulations. b. Provide assessment of team members' performance against established goals and expectations.	

		c. Provide constructive feedback on strengths and areas for improvement for team members. d. Set development goals by identifying training and development opportunities to enhance skills and knowledge of team members. e. Address performance issues promptly for corrective actions.	
	3. Mentor and supervise team members	a. Guide team members to set goals for mentoring programme. b. Develop mentoring/supervision plan with intended actions (e.g. shadow new team members for them to learn on the job, have regular check-ins, and provide advice on conducting estate agency work) and timelines. c. Develop checklists to track and assess tasks performed by team members. d. Guide team members to integrate into organisational culture, navigate complexities of the real estate agency industry, and build professional relationships and network. e. Share expertise on effective prospecting and handling of property transactions (e.g. budgeting, marketing strategy, client profiling and management, customising sales approach to cater to individual clients, ways of handling difficult clients and conflict resolution).	
	4. Serve as role model and provide	a. Provide advice on professional and ethical standards, including delivering client-	

	advice to team members	centric and value-added services to clients. b. Demonstrate innovative branding strategies to enhance professional image and value proposition. c. Implement innovative marketing strategies such as leveraging technology and data analytics to add value to clients. d. Champion strategic networking approach to cultivate strong industry relationships, share market insights, identify potential deals, expand team's client base and enhance professional reputation.	
Skills and Competencies	Professional Competencies (PC)		
	• Estate Agents Act and Regulatory Compliance	Intermediate	
	• Professional and Ethical Conduct	Intermediate	
	• Landlord and Tenant Regulatory Compliance	Intermediate	
	• Sales and Purchase Regulatory Compliance	Intermediate	
	• Real Estate Documentation	Intermediate	
	• Real Estate Financing Guidance	Intermediate	
	• Real Estate Market Analysis	Intermediate	
	• Sustainable Real Estate Guidance	Intermediate	
	Area of Specialisation		
	• Residential Properties Guidance	Basic - Advanced	
	• Commercial Properties Guidance	Basic - Advanced	
	• Industrial Properties Guidance	Basic - Advanced	
	• Foreign Properties Guidance	Basic - Advanced	
	Generic Competencies Plus (GC Plus)		
	• Business Performance Management	Basic	
	• Client Acquisition Management	Intermediate	
	• Client Experience Management	Intermediate	
	• Client Management	Intermediate	
	• Coaching and Mentoring	Basic	
	• Conflict Management	Intermediate	
	• Learning and Development	Basic	
	• People Management	Basic	
	• Sales Management	Intermediate	
	• Sales Target Management	Intermediate	

	• Service Leadership	Basic
	• Stakeholder Management	Basic
	Generic Competencies Plus (GC Plus) – Critical Core Skills	
	• Adaptability	Intermediate
	• Building Inclusivity	Intermediate
	• Collaboration	Intermediate
	• Communication	Intermediate
	• Creative Thinking	Intermediate
	• Customer Orientation	Intermediate
	• Decision Making	Intermediate
	• Developing People	Intermediate
	• Digital Fluency	Intermediate
	• Global Perspective	Intermediate
	• Influence	Intermediate
	• Learning Agility	Intermediate
	• Problem Solving	Intermediate
	• Self-Management	Intermediate
	• Sense Making	Intermediate
	• Transdisciplinary Thinking	Intermediate

**The table above highlights the distinct job functions of the specific role. TLs who perform property transaction-related activities can refer to the key work functions of RESs.*

The information contained in this document serves as a guide to facilitate a systematic approach to learning and professional development.

Skills Map of Key Executive Officer (KEO)

Job Role	Key Executive Officer (KEO)		
Job Description	The KEO is responsible for the proper administration and overall management of the business of the Estate Agent (EA), and the supervision of its RESs. As the principal officeholder, the KEO ensures that his EA operates in strict adherence to all statutory and regulatory requirements, while safeguarding business integrity and professionalism. He is a forward-thinking strategic leader with a strong business acumen, adept at working with senior stakeholders, and possesses strong interpersonal skills to forge relationships with internal and external parties. He is a positive role model and exemplifies the right attributes for his TLs and RESs.		
Key Work Functions and Tasks	Key Work Functions	Key Tasks	Performance Expectations
	1. Develop strategic plans to drive EA business growth and operations	a. Set overall direction for business. b. Formulate strategic goals.	Monitor compliance with ALL relevant regulatory requirements.
	2. Establish processes for proper administration and effective management of EA	a. Develop systems and formulate processes for effective management and records keeping of EA. b. Keep abreast of legal and regulatory compliance requirements and ensure EA's compliance with the same, including the Estate Agents Act (EAA), its subsidiary legislation, the Code of Ethics & Professional Client Care (CEPCC), the Code of Practice for Estate Agents (COPEA), and Practice Guidelines. c. Advise the EA on implications of new industry developments and legal/regulatory changes. d. Monitor management and compliance matters.	Abide by ALL relevant regulatory requirements. Uphold estate agent's standards and ethical guidelines. Demonstrate exemplary qualities.

		e. Conduct regular quality assurance audits and reviews. f. Ensure EA's compliance with investigation of claims and complaints in accordance with the COPEA. g. Mediate internal and external disputes.	
	3. Manage and supervise RES	a. Disseminate compliance and regulatory materials/updates to TLs and RESs in his EA. b. Ensure TLs and RESs comply with all applicable legal and regulatory requirements in their work c. Instil in TLs and RESs the EA's culture, and ensure that they understand the EA's operations and service standards and are aware of the EA management's goals. d. Work with TLs to manage performance and conduct of individual RESs. e. Promote culture of continuous learning and professional development. f. Devise a plan to ensure that RESs meet their CPD requirements.	
	4. Liaise with regulatory body	a. Serve as key liaison with CEA and be contactable by CEA and his EA at all reasonable times. b. Oversee compliance matters. c. Ensure timely submissions of property transactions, EA's fulfilment of licensing	

		requirements, and furnish documents for inspection by CEA when required. d. Build strong working relationships with regulators, industry bodies and other stakeholders.	
Skills and Competencies	Professional Competencies (PC)		
	• Estate Agents Act and Regulatory Compliance	Advanced	
	• Professional and Ethical Conduct	Advanced	
	• Landlord and Tenant Regulatory Compliance	Advanced	
	• Sales and Purchase Regulatory Compliance	Advanced	
	• Real Estate Documentation	Advanced	
	• Real Estate Financing Guidance	Advanced	
	• Real Estate Market Analysis	Advanced	
	• Sustainable Real Estate Guidance	Advanced	
	• Complaints and Dispute Resolution Management	Advanced	
	• Data Management	Advanced	
	Area of Specialisation		
	• Residential Properties Guidance	Basic - Advanced	
	• Commercial Properties Guidance	Basic - Advanced	
	• Industrial Properties Guidance	Basic - Advanced	
	• Foreign Properties Guidance	Basic - Advanced	
	Generic Competencies Plus (GC Plus)		
	• Business Performance Management	Intermediate	
	• Business Relationship Building	Intermediate	
	• Change Management	Advanced	
	• Conflict Management	Advanced	
	• Learning and Development	Advanced	
	• People Management	Advanced	
	• Productivity and Innovation Strategy	Intermediate	
	• Service Leadership	Advanced	
	• Stakeholder Management	Intermediate	
	• Strategy Planning	Advanced	
	Generic Competencies Plus (GC Plus) – Critical Core Skills		
	• Adaptability	Advanced	
	• Building Inclusivity	Advanced	
	• Collaboration	Advanced	
	• Communication	Advanced	
	• Creative Thinking	Advanced	
	• Customer Orientation	Advanced	

	• Decision Making	Advanced
	• Developing People	Advanced
	• Digital Fluency	Advanced
	• Global Perspective	Advanced
	• Influence	Advanced
	• Learning Agility	Advanced
	• Problem Solving	Advanced
	• Self-Management	Advanced
	• Sense Making	Advanced
	• Transdisciplinary Thinking	Advanced

**The table above highlights the distinct job functions of the specific role. KEOs who perform property transaction-related activities can refer to the key work functions of RESs.*

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