

TECHNICAL REFERENCE

Estate agents – Management best practices



Published by

Enterprise
Singapore

TR 51 : 2016
(ICS 03.080; 03.100)

TECHNICAL REFERENCE

Estate agents – Management best practices

All rights reserved. Unless otherwise specified, no part of this Singapore Standard may be reproduced or utilised in any form or by any means, electronic or mechanical, including photocopying and microfilming, without permission in writing from Enterprise Singapore. Request for permission can be sent to: standards@enterprisesg.gov.sg.

ISBN 978-981-4726-50-4

First published, 2016

NOTE

1. *Singapore Standards (SSs) and Technical References (TRs) are reviewed periodically to keep abreast of technical changes, technological developments and industry practices. The changes are documented through the issue of either amendments or revisions.*
2. *An SS or TR is voluntary in nature except when it is made mandatory by a regulatory authority. It can also be cited in contracts making its application a business necessity. Users are advised to assess and determine whether the SS or TR is suitable for their intended use or purpose. If required, they should refer to the relevant professionals or experts for advice on the use of the document. Enterprise Singapore shall not be liable for any damages whether directly or indirectly suffered by anyone or any organisation as a result of the use of any SS or TR.*
3. *Compliance with a SS or TR does not exempt users from any legal obligations.*

Contents

	Page
Foreword _____	4
0 Introduction _____	5
1 Scope _____	5
2 Definitions _____	5
3 Management and culture _____	7
3.1 Top management commitment _____	7
3.2 Organisational culture and values _____	7
3.3 Organisational structure _____	7
3.4 Corporate planning _____	7
3.5 Corporate social responsibility _____	7
4 Salesperson development _____	8
4.1 Recruitment _____	8
4.2 Retention _____	8
4.3 Remuneration _____	8
4.4 Recognition _____	8
4.5 Welfare _____	9
4.6 Disciplinary system _____	9
4.7 Training and development _____	9
5 Operations management framework _____	9
5.1 Complaints management _____	9
5.2 Advertisement control _____	10
5.3 Information and communication management _____	10
6 Service delivery and customer satisfaction _____	10
6.1 Service culture _____	10
6.2 Service delivery _____	10
6.3 Customer feedback _____	10
6.4 Service lapse recovery and support _____	11
6.5 Improvements through productivity or innovation _____	11

Foreword

This Technical Reference was prepared by the Working Group on Estate Agents under the direction of the Management Systems Standards Committee (MSSC). The MSSC endorsed the Technical Reference on 5 July 2016.

In Singapore, the use of this Technical Reference does not give exemption to Estate Agents from adherence to the relevant Authorities' Act and Regulations currently enforced.

This Technical Reference is a provisional standard made available for application over a period of two years. The aim is to use the experience gained to update the Technical Reference so that it can be adopted as a Singapore Standard. Users of the Technical Reference are invited to provide feedback on its technical content, clarity and ease of use. Feedback can be submitted using the form provided in the Technical Reference. At the end of the two years, the Technical Reference will be reviewed, taking into account any feedback or other considerations, to further its development into a Singapore Standard if found suitable.

Estate Agents, licensed by CEA, are encouraged to use this Technical Reference for the conduct of estate agency work in Singapore.

In preparing this Technical Reference, the Working Group had incorporated inputs from the Council for Estate Agencies, Housing & Development Board, Urban Redevelopment Authority, Consumers Association of Singapore, industry associations as well as industry experts from the estate agencies.

Attention is drawn to the possibility that some of the elements of this Technical Reference may be the subject of patent rights. Enterprise Singapore shall not be held responsible for identifying any or all of such patent rights.

Technical Reference for estate agents – Management best practices

0 Introduction

This Technical Reference specifies the desired business management framework and processes to run an estate agent (hereinafter referred to as EA) professionally and efficiently. The objective of this Technical Reference is to improve the quality of services rendered to customers by an EA. This Technical Reference requires EAs to meet various criteria that measure the EA's performance in the following areas: management and culture, salesperson development, operations management framework, and service delivery and customer satisfaction.

The provision of estate agency service by an EA is carried out by its registered salespersons, who form the majority of the workforce of the company. Under the Estate Agents Act, an EA has to appoint a Key Executive Officer (KEO) to be responsible for the work done by the salespersons of the EA. The work of the KEO and salespersons are supported by the EA's management team and administration staff. As this Technical Reference aims to improve the quality of services provided by an EA, its focus will be on the implementation and effectiveness of the systems and processes put in place by the EA to recruit, train, develop, motivate and manage its salespersons.

It is important that sufficient time is accorded by an EA to familiarise itself with the contents and requirements of this Technical Reference, and to conduct a self-evaluation of its readiness to meet these requirements.

1 Scope

This Technical Reference specifies the requirements for an EA's management framework and processes. It includes the training and development of its salespersons, operations management framework, service delivery and customer satisfaction.