



**OCCUPATIONAL FRAMEWORK**

**SECTION L: REAL ESTATE ACTIVITIES**

**DIVISION 68: REAL ESTATE ACTIVITIES**

First Printing 2023

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Ministry of Human Resources

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## ABSTRACT

The main objective of this research is to develop an Occupational Framework (OF) for the Real Estate Activities, which includes groups (L681) Real Estate Activities with Own Or Leased Property and (L682) Real Estate Activities On A Fee Or Contract Basis. The study utilises an Occupational Analysis approach to identify the work scope and competencies required in the sector. It involves a qualitative research phase comprising Document review, Focus Group Discussions (FGD) followed by a quantitative study with a minimum targeted number of respondents 150, and 165 respondents (L681: 67 respondents and L682: 98 respondents) participated in this study through an online survey. The study highlights the definition and scope of the sector, the current analysis of the local sector, and Government bodies and development plans supporting the growth of the sector. The findings of the OF include Occupational Structures (OS), Occupational Responsibilities (OR) for each job title, an Occupational Description (OD) for jobs in high demand or critical job areas, a list of skills related to Industry Revolution (IR) or technology, and a compilation of emerging skills. The study identified a total of 5 job areas and 23 job titles, with all the job titles being relevant to IR and 7 job titles classified as critical job titles in the industry. The research provides valuable insights into the competency requirements of the workforce in this sector and offers a roadmap for the development of skills training programs and certification standards that will support the growth of this important sector. The findings will serve as the basis for the development of the National Occupational Skills Standard (NOSS) document, which will not only serve as a reference of skills standards for certification but also as a guide to develop the skills training curriculum. The Real Estate Activities sector is a significant contributor to the economy and requires a skilled workforce to meet the demands of the industry.

## ABSTRAK

Objektif utama kajian ini adalah untuk membangunkan Kerangka Pekerjaan (OF) untuk Aktiviti Hartanah, yang merangkumi kumpulan (L681) Aktiviti Hartanah dengan Hartanah Sendiri atau Disewa dan (L682) Aktiviti Hartanah berasaskan Fi atau Kontrak. Kajian ini menggunakan pendekatan Analisis Pekerjaan untuk mengenal pasti skop kerja dan kompetensi yang diperlukan dalam sektor ini. Ia melibatkan fasa penyelidikan kualitatif yang terdiri daripada Analisa Dokumen, Perbincangan Kumpulan Berfokus (FGD) diikuti dengan kajian kuantitatif yang melibatkan jumlah sasaran minimum responden 150, dan 165 responden (L681: 67 responden dan L682: 98 responden) telah mengambil bahagian dalam kajian ini melalui tinjauan dalam talian. Kajian ini menyoroti definisi dan skop sektor, analisis semasa sektor tempatan, dan badan-badan kerajaan serta pelan pembangunan yang menyokong pertumbuhan sektor tersebut. Penemuan Kerangka Pekerjaan (*Occupational Framework*) termasuk Struktur Pekerjaan (OS), Tanggungjawab Pekerjaan (OR) untuk setiap jawatan, Deskripsi Pekerjaan (OD) untuk jawatan yang mempunyai permintaan tinggi atau bidang kerja yang kritikal, senarai kemahiran yang berkaitan dengan Revolusi Industri (IR) atau teknologi, dan kompilasi kemahiran yang sedang berkembang. Kajian ini mengenal pasti 5 bidang pekerjaan dan 23 tajuk pekerjaan, dengan kesemua tajuk pekerjaan adalah berkaitan dengan IR dan 7 tajuk pekerjaan diklasifikasikan sebagai kerja kritikal dalam industri. Penyelidikan ini memberikan maklumat penting tentang keperluan kompetensi tenaga kerja dalam sektor ini dan menawarkan panduan untuk pembangunan program latihan kemahiran dan piawaian pensijilan yang akan menyokong pertumbuhan sektor penting ini. Penemuan ini akan menjadi asas untuk pembangunan dokumen Standard Kemahiran Pekerjaan Kebangsaan (NOSS), yang tidak hanya berfungsi sebagai rujukan piawaian kemahiran untuk pensijilan tetapi juga sebagai panduan untuk membangunkan kurikulum latihan kemahiran. Sektor Aktiviti Hartanah adalah penyumbang penting kepada ekonomi dan memerlukan tenaga kerja yang berkebolehan untuk memenuhi keperluan industri.

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**ABBREVIATION**

AI	Artificial Intelligence
AR	Augmented Reality
BOVAEP	Board of Valuers, Appraisers, Estate Agents and Property Managers
BPH	<i>Bahagian Pengurusan Hartanah</i>
BTD	Build-To-Order
CEA	Council for Estate Agencies
CEO	Chief Executive Officer
CFO	Chief Financial Officer
COO	Chief Operating Officer
DOSM	Department of Statistics Malaysia
DSD	Department of Skills Development
RE	Registered Estate Agents
FGD	Focus Group Discussion
GDP	Gross Domestic Product
HEP	Higher Education Providers
INSPEN	National Institute of Valuation
IoT	Internet of Things
IR	Industry Revolution
ISIC	International Standard Industrial Classification
JPK	<i>Jabatan Pembangunan Kemahiran</i>
JPPH	<i>Jabatan Penilaian dan Perkhidmatan Harta</i>
MASCO	Malaysia Standard Classification of Occupations
MIEA	Malaysian Institute of Estate Agents

MIPEAC	Malaysian Institute of Professional Estate Agents and Consultants
MIPFM	Malaysian Institute of Property and Facility Managers
MOF	Ministry of Finance Malaysia
MOSQF	Malaysian Occupational Skills Qualification Framework
MQA	Malaysian Qualifications Agency
MQF	Malaysian Qualifications Framework
MSC	Malaysian Skills Certificate
MSCS	Malaysian Skills Certification System
MSIC	Malaysian Industry Classification Standard
NCS	National Competency Standards
NJT	No Job Title
NLC	National Land Code
NOSS	National Occupational Skills Standard
OA	Occupational Analysis
OD	Occupational Description
OF	Occupational Framework
OR	Occupational Responsibilities
OS	Occupational Structure
PEHAM	<i>Persatuan Perunding Hartanah Muslim Malaysia</i>
PENILAISAMA	<i>Persatuan Penilai Sektor Awam Malaysia</i>
PEPS	Association of Valuers, Property Managers, Estate Agents & Property Consultants in the Private Sector Malaysia
PM	Property Managers
PPP	Public-Private Partnership
REDHA	Real Estate & Housing Developers' Association

REITs	Real Estate Investment Trusts
RISM	Royal Institution of Surveyors Malaysia
SME	Subject Matters Expert
STA	Strata Titles Act
TVET	Technical and Vocational Education and Training
RV	Registered Valuers
VR	Virtual Reality

## GLOSSARY

Accreditation	A formal recognition that a master degree, bachelor degree, diploma or executive diploma programme has attained the quality standards set by BOVAEP and MQA.
Competency in Demand	Refers to the ability in performing the tasks efficiently according to the industry requirements.
Critical Job	Jobs in demand but hard to fill and are always short of supply due to the nature of the jobs which require certain skills set.
Emerging Skills	Skills predicted to be imperative to the industry in the near future, based on the recent development, trend or study.
Job	Job is defined as a set of tasks and duties performed by a person.
Malaysian Industry Classification Standard (MSIC) 2008	The industrial classification of productive economic activities in Malaysia is registered by the Department of Statistics Malaysia (DoSM).
Malaysian Skills Certification (MSCS) System	Policies, standard mechanisms and procedures involved in awarding a certificate by Department of Skills Development.
MASCO	National benchmark for the classification of occupations in the employment structure of the country. MASCO has been developed in accordance with International Standard Classification of Occupations (ISCO) with changes and modifications to meet the needs of the country.
Occupation	A set of jobs whose main tasks and obligations are characterised by a high degree of similarity. In other words, persons who perform similar main tasks are considered doing the same type of work and are classified in the same occupational group, regardless of the level

of authority, responsibility or work experience.

Occupational Analysis	Process considers industry requirements as well as studies of relevant occupational structures.
Occupational Description (OD)	A broad, general, and written statement of a specific job, based on the findings of the job analysis.
Occupational Framework (OF)	The comprehensive job structure includes work fields and job titles according to level for an industry in Malaysia based on the classification of economic activities in the Malaysian Industry Classification Standard (MSIC) 2008.
Occupational Responsibilities (OR)	A duty or obligation to satisfactorily perform or complete a task (assigned by someone or created by one's own promise or circumstances) that one must fulfil, and which has a consequent penalty failure.
Occupational Structure (OS)	Occupational Structure refers to the aggregate distribution of occupations in society, defined by skill level, economic function, or social rank.
Property Management	The management and control of any land, building and any interest in the land or building, excluding the management of property-based businesses, on behalf of the owner for a fee.
Probationary Estate Agent	A person who is registered under the Valuers, Appraisers, Estate Agents and Property Managers Act 1981 (Act 242) as a probationary estate agent and whose name has been placed in the Register of Probationers
Probationary Property Manager	A person who is registered under the Valuers, Appraisers, Estate Agents and Property Managers Act 1981 (Act 242) as a probationary property manager and whose name has been placed in the Register of Probationers.

Probationary Valuer	A person who is registered under the Valuers, Appraisers, Estate Agents and Property Managers Act 1981 (Act 242) as a probationary valuer and whose name has been placed in the Register of Probationers.
Property Manager	A person, a firm or a company who, on behalf of the owner of any land, building and any interest therein, manages and controls such land, building and interest.
Register	The Register of Valuers, Appraisers, Estate Agents and Property Managers.
Registered Appraiser	A person whose name has been entered under Part II of the Register and to whom an authority to practice has been issued by the Board under section 16.
Registered Estate Agents	A person whose name has been entered under Part III of the Register and to whom an authority to practice has been issued by the Board under section 16.
Registered Property Manager	A person whose name has been entered under Part IV of the Register and to whom an authority to practise has been issued by the Board under section 16. Currently only a registered valuer can practice as a Property Manager.
Registered Valuers	A person whose name has been entered under Part I of the Register and to whom an authority to practice has been issued by the Board under section 16.

# **CHAPTER I**

## **INTRODUCTION**

### **1.1 Introduction**

This chapter presents the overview of the real estate activities based on Malaysia Standard Industrial Classification 2008 (MSIC 2008) under Section L Division 68. This division includes real estate activities with own or leased property and real estate activities on a fee or contract basis. This chapter comprises of research background, followed by problem statement, objective, scope and significance of study. Finally, the structure of each chapter is presented.

### **1.2 Research Background**

Based on the MSIC 2008 classification, the scope of the Real Estate Activities classifies under Section L (Real Estate Activities). In this section, there is one Division involve: 68 – Real Estate Activities. Under Division 68, there are two (2) major groups of activities including 681 – Real Estate Activities with Own or Leased Property and L682 – Real Estate Activities on a Fee or Contract Basis. These two (2) major groups (L681 and L682) can be further divided into five (5) areas: L681: Own Property and Leased Property; L682: Estate Agency Practice, Property Valuation Practice, and Property Management Practice. The summary of MSIC Section L is shown as in Table 1.1 below.

Table 1.1: Description of L68 Real Estate Activities

Group	Description
L681: Real estate activities with own or lease property	This group includes buying, selling, renting and operating of self-owned or leased real estate; provision of homes and furnished or unfurnished flats or apartments for more permanent use, typically on a monthly or annual basis; development of building projects for own operation, i.e. for renting of space in these buildings; subdividing real estate into lots, without land improvement and operation of residential mobile home sites.
L682: Real estate activities on a fee or contract basis	This group includes the provision of real estate activities on a fee or contract basis including real estate related services.

The real estate sector is an essential component of the Malaysian economy, with significant contributions to the country's Gross Domestic Product (GDP), job creation, investment attraction, and infrastructure development (Department of Statistics Malaysia, 2021). According to the Department of Statistics Malaysia, the real estate sector contributed 5.4% to the country's GDP in 2020, highlighting its crucial role in Malaysia's economic growth (Department of Statistics Malaysia, 2021). The sector's contribution to the GDP can be attributed to the increased demand for properties, such as residential and commercial properties, as well as the development of new properties (Department of Statistics Malaysia, 2021).

Moreover, the real estate sector also plays a significant role in job creation. The sector employs approximately 1.5 million people in various roles such as property agents, property managers, and construction workers (Department of Statistics Malaysia, 2021). With the growth of the real estate sector, job opportunities are expected to increase, leading to a reduction in unemployment rates and a boost in economic growth (Department of Statistics Malaysia, 2021).

In addition to job creation, the real estate sector also attracts foreign investments. The Malaysian government has implemented various measures to attract foreign investment in the sector, such as the Malaysia My Second Home (MM2H) program. The program allows foreign nationals to live in Malaysia and purchase properties, which has led to increased investment in the sector. Foreign investment not only boosts the sector but also contributes to the country's economic growth and development (Malaysia My Second Home, 2021). In a nutshell, the real estate sector is a vital component of the Malaysian economy. The sector's contributions to the GDP, job creation, investment attraction, and infrastructure development highlight its importance in the country's economic growth and development (Department of Statistics Malaysia, 2021).

Due to the substantial in demand and growing job market for Real Estate Activities in Malaysia, developing Occupational Framework (OF) for this sector, specifically for L68 section, provides the sector with a broad framework of the occupational scope and critical job areas and job titles within this sector. The framework captures the consensus opinion of a representative group of employers, subject matter panels, and expert workers on the key job functions and competencies that an individual would need to demonstrate in order to be successful in a given occupation, as well as the underlying knowledge and skills deemed critical to the development of those competencies. Individual employers who use the frameworks retain the right to modify them to meet their specific needs, so the OF should be regarded as a starting point. In addition, this OF will be the reference in developing the National Occupational Skills Standard (NOSS) and it will also enrich the Malaysia Standard Classification of Occupations (MASCO 2020).

### **1.3 Problem Statement**

An Occupational Framework (OF) is a comprehensive document on a specific Occupational Structure (OS) that describes tier-based job areas and job titles within an industry in Malaysia. Division 68 of MSIC 2008 Part C is focusing on real estate-related activities, which are further broken down into two main categories: Group 681 - Real Estate Activities with Own or Leased Property, and Group 682 - Real Estate Activities on a Fee or Contract Basis.

According to an Aon Hewitt poll from 2015, Malaysia had South East Asia's second-highest involuntary turnover rate of 6.0% and third-highest voluntary turnover rate of 9.5%. Also, there has been a decline in the average income in the construction sector, which will have an indirect impact on real estate operations (Sheikh Ilmi et al., 2019). According to the Institute of Labour Market Information and Analysis, the average turnover rate in 2017 was 20%, with involuntary turnover still accounting for 6% of all turnover (ILMIA, 2018). Moreover, roughly 8% of the 645 total workers in the industry of land and quantity surveying professional services were outsourced workers (ILMIA, 2018).

According to Malaysia's statistics office, the young generation will make up more than a quarter of the global workforce by 2020 and more than three quarters by 2025. But among the Asia Pacific nations, Malaysia has the second-highest turnover rate, with the real estate sector among those that are negatively impacted (Hosen, 2022). In 2020, Malaysia is projected to have roughly 300,000 new graduates, which might provide the real estate business with qualified new hires. Yet, the COVID-19 pandemic has increased the demand for workers in other businesses like IT, software, and manufacturing, diverting new talent from the real estate sector (Foo & Adam, 2021; Arumugam, 2020). Additionally, compared to the previous period, talent acquisition in the real estate market has become more challenging due to aggressive poaching strategies, fierce competition among local property developers, economic collapse of the real estate market, and widespread hiring freeze and salary decrease (Supriya, 2020).

The 25,000 agents and negotiators in the real estate industry are facing enormous difficulties, and the Malaysian Institute of Estate Agents (MIEA) is calling with the government to take action to assist both during and after the Covid-19 movement control order (MCO). Since many of the agents and negotiators work as commission agents and do not receive a base wage, they suffer morally and financially, much like the rest of Malaysians (Lim, 2020). Thus, it's important to decrease staff turnover in the real estate industry before things get worse (Foo & Adam, 2021).

Thus, the creation of this OF is essential since it will be used as the primary reference for NOSS development for L68. This is necessary due to the present trend in labour demand and supply, which necessitates the identification of crucial employment, necessary abilities, and jobs relevant to the growth of technology and the industrial revolution. All of these

variables could have an impact on the occupational landscape, necessitating a review and updating of the current NOSS based on the new occupational structures that will be created in this OF.

#### **1.4 Objective of Study**

The objectives of current study are as below:

- a) To establish occupational structure (OS) for the Real Estate Activities based on MSIC 2008 by examining job areas, job titles and relevant competency level;
- b) To establish occupational responsibilities (OR) that outline the main work activities and tasks for each job titles;
- c) To establish occupational descriptions (OD) for each job title in demand based on the proposed OS;
- d) To identify the critical jobs titles in the Real Estate Activities; and
- e) To propose job titles related to the current national technology and industrial revolution for the Real Estate Activities.

#### **1.5 Scope of Study**

The scope of study is covered the identification of occupational groups, job titles, competencies levels for each job title, critical jobs, occupational responsibilities, and occupational descriptions based on the economic activities listed in the MSIC 2008 document, in particular the Section L, Division 68 of MSIC 2008 (Real Estate Activities).

This study also takes into account the nation's current technological and industrial revolution to discover new capabilities that will be influenced by the country's industrial revolution's future course. Current study also conducted Focus Group Discussion (FGD) consist of two sessions. The first FGD consists of nine (9) industry expert panels. While the second FGD consists of eight (8) industry expert panels representing two (2) areas namely: L681 and L682. In addition, a survey was conducted among workforces at the managerial level engaged in real estate activities in Kuala Lumpur, Selangor, Pulau Pinang, and Johor.

This is because real estate activities in these four states are more dynamic compared to other states in Malaysia.

## **1.6 Significance of Study**

Developing an Occupational Framework (OF) for the L68 division is important for the development and sustainability for Malaysia real estate industry activities. This is also essential due to the increasing demand and expanding job market in this field. The OF provides a comprehensive framework that encompasses the occupational scope, critical job areas, and job titles within this sector. The OF is developed based on the collective wisdom of a representative group of employers, subject matter panels, and expert workers regarding the key job functions and competencies required for success in a particular occupation, as well as the underlying knowledge and skills deemed critical to the development of those competencies.

The flexibility of the OF can be customized to cater to the specific requirements of each employer that chooses to implement it. Employers have the option to utilize the OF as a tool to organize their operations, and employees can use it as a reference point to gain insight into their prospects for career growth.

The development of the OF will also serve as a reference in creating the National Occupational Skills Standard (NOSS). The input used in the OF can serve as a guideline and reference for any educational level, including higher education, technical, and vocational education, to design and develop curriculums that meet the current needs of the relevant industry.

## **1.7 Structure of Chapters**

This chapter concludes with a brief overview of the overall study which includes:

a) Chapter I Introduction

Provides the rationale of the study by giving the research background, problem statement, research objectives, research scope, significance of study and

overview of the major contents within this OF.

b) Chapter II Literature Review

Demonstrate the Malaysian Skills Certification System (MSCS) ecosystem before elaborating on Occupational Framework, the elements and the importance of the framework as well as the description of MSIC 2008 and Malaysian Occupational Skills Qualification Framework (MOSQF). An overview of the current industry and market situation are discussed followed by the sector comparison with selected countries. The elements of technology and industrial revolution are briefly introduced. It also then, examines the prevailing stakeholders including the government agencies and regulatory bodies, government legislation, industry associations and professional bodies to the Employment Activities sector.

c) Chapter III Methodology

Discuss the research approach and design deployed for sampling, data collection, research instruments and justification towards achieving the objectives of the study.

d) Chapter IV Findings

Analyses the results obtained from the research methodology deployed in Chapter III that are consistent with the research objectives outlined in Chapter I.

e) Chapter V Discussion, Recommendations and Conclusion

Concludes the overall research findings and provides recommendations that include the input from the industry panels. The chapter hence wraps up the study on the Occupational Framework for the Employment Activities sector.

## **CHAPTER II**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter studies the current state of the Real Estate Activities and other relevant matters around this occupation sector that are important to be included in this document. It began by discussing in brief on National Skills Development Act 2006 (Act 652) which provides for the implementation of Malaysian Skills Certification System (MSCS) ecosystem in which Occupational Framework (OF) is part of the whole system. This chapter discusses the stakeholders involved, related legislation, key government initiatives and policies for the industry, industry and market analysis, occupational comparison between Malaysia and selected countries, relation of industry revolution with occupation.

#### **2.2 National Skills Development Act 2006 (Act 652)**

The National Skills Development Act (Act 652) is officially gazetted on 29th June 2006 to function as an Act to promote, through skills training, the development and improvement of a person's abilities, which are needed for vocation; and to provide for other matters connected therewith. In another word, the Act functions as a national legislation to initiate, develop, and implement the standard for skills and training development in Malaysia. Conversely, this Act serves as an impetus for the implementation of MSCS, in which Department of Skills Development (DSD) is the sole agency mandated to initiate, manage, and monitor all processes and procedures implemented under MSCS. Under the MSCS, there are six processes in place to serve a common goal in contributing to the development of trained labour skills in Malaysia. The system includes the skills needs as driven and required

by the industries, development of four public documents which are: 1. Occupational Framework (OF), 2. National Occupational Skills Standard (NOSS), 3. Written Instructional Materials (WIM), 4. Questions and Assessments, and followed by, 5. Implementation of the training at industries and training institutes and finally, 6. Reviewing the industry needs. Please refer to the following Figure 2.1, for the complete cycle of the MSCS discussed.

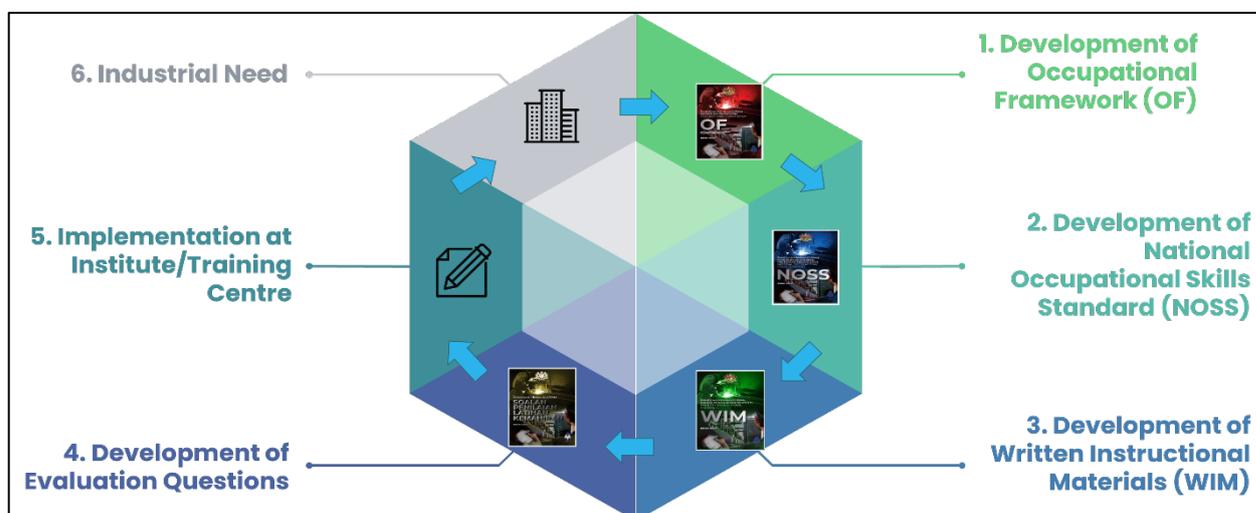


Figure 2.1: Cycle of Malaysian Skills Certification Ecosystem

Source: Department of Skills Development

As part of the MSCS, OF is one of the core processes that is contributing to the national agenda under the Act 652. This leads to the significance of development in many key various sectors, including for employment activities.

### 2.2.1 Development of Occupational Framework (OF)

The Occupational Framework (OF) is a document that describes an occupational framework for a particular sector in Malaysia, lists both the potential job titles within each occupation area as well as the occupational areas themselves. It was created for the first time in 2016 and includes a variety of industries where there is supply and demand from small, medium, and big firms. Prior to this, OF was known as Occupational Analysis (OA) based on the DSD's Third Industrial Master Plan for Malaysia from 2005 to 2016 (IMP3). Studies of pertinent occupational structures and industry needs are taken into account during the OA process. However, a more thorough document with specified parts is needed, which has an impact on the OF,

as a result of the Department of Statistics' (DOSM) change on industrial code entities.

### 2.2.2 Development of National Occupational Skills Standard (NOSS)

The National Occupational Skills Standard (NOSS) is a document that outlines the competency units required of a skilled worker in Malaysia for a certain field and job level, as well as the path to acquiring these skills, as outlined in Part IV of the National Skills Development Act of 2006. (Act 652). NOSS was designed with a few characteristics, including a foundation in job requirements, career structure in an area of work, and contributions from industry panels and skilled employees. Specialist employees and industry participants chosen by DSD are responsible for establishing the competences required in their respective occupations. NOSS is seen as a beneficial tool for increasing the quality of work. Accredited centre of the DSD that offers a skills training course will use NOSS to build their training syllabus, teaching and learning materials, and assessment materials to be taught to trainees. This signifies that all Malaysian Skills Certificate (MSC) holders passed the theory and practise assessment at a DSD-accredited centre and are competent in all NOSS competency units.

Currently, there are three (3) National Occupational Skills Standards (NOSS) developed by the Department of Skills Development (DSD) that are associated with the MSIC 2008 Section L, Division 68 Real Estate Activities as in the following table:

Table 2.1: NOSS relevant to MSIC 2008, Section L, Division 68, Real Estate Activities

<b>MSIC Group</b>	<b>MSIC Group Corresponding NOSS/ Level</b>		
<b>L68 Real Estate Activities</b>	FB-052-4:2013	Real Estate (Valuation) Management (30-12-2013)	L4
	FB-052-3:2013	Real Estate (Valuation) Administration-Technical (30-12-2013)	L3
	FB-052-2:2013	Real Estate (Valuation) Administration (13-06-2013)	L2

*Source:* Standard Registry (version 12 September 2022)

### **2.2.3 Development of Written Instructional Materials (WIM)**

Written Instructional Materials or WIM is developed to serve as the main learning material in the teaching & learning process. It is also to ensure learning outcome in each Competency Unit – CU has been achieved as well as to assist lecturer to build self-confidence and prepared to conduct teaching session. For enhancing the implementation of skills training, the Department of Skills Development (DSD) has transformed the existing job standards into a new, more flexible, dynamic, and responsive format known as NOSS to meet the industry's and technology's needs and demands. The most recent version of NOSS employs the Developing Standard and Curriculum (DESCUM) methodology. This strategy has produced a NOSS package that includes Standard Practice, Standard Content (Competency Profile Chart and Competency Profile) and Curriculum of Competency Unit (CoCU). Therefore, the development of the WIM must adapt to the changes in NOSS development to ensure that the training content provided to accredited centres trainees is in line with the industry's needs and requirements. This is essential because WIM is a major component of accredited centres' skill training implementation.

### **2.2.4 Development of Evaluation Question**

Assessment in the context of the Malaysian Skills Certification System (MSC) is a process of evaluating the level of knowledge, skills, and safety attitudes/practices of a candidate who is undergoing skills training programs implemented at certified centres. Assessment is carried out using various appropriate methods to assess the skills of a candidate as required. The development of evaluation questions should be guided to give the right direction of question development in developing skills training questions, to ensure that the developed questions are valid, reliable, and sufficient, and to align skills training questions for certification purposes. This is important to meet NOSS requirements. To ensure the validity of the developed questions, several elements should be considered. This includes the concept of the question, the type of question, whether it is objective or subjective and the Examination Specification Schedule.

### **2.2.5 Implementation of Institute / Training Centre**

The National Dual Training System or *Sistem Latihan Dual Nasional* (SLDN) offered training in two learning situations, namely the real workplace (company) that covers 70% to 80% of practical training (performance); and training centre that covers 20% to 30% of theoretical learning (knowledge). The main objective of SLDN is to produce knowledgeable workers who possess three elements of competency, namely as technical skills, social and humanities skills, and metacognitive and learning skills. SLDN is an industry-driven training method that is conducted through a collaboration between companies and training institutions. The implementation of SLDN can be done through collaboration between Skills Training Centres or Pusat Latihan Kemahiran (PLK) and In-house training by companies.

Meanwhile, The Accredited Program Training System or *Sistem Latihan Program Bertauliah* (SLaPB) is another approach involves 100% learning at the training center, including practical training in the workshop within the center. It is more focused on the teacher, where the teaching process and topics are determined by the teacher. The duration of learning is based on the scope and certification level. The assessment concept is continuous and includes a final examination. All trainees are assessed at the same time.

### **2.2.6 Industrial Needs**

The skills standards benefit all stakeholders. The success of the skills standard's development project and its usefulness to the community depend on the full participation and commitment of all stakeholders. These benefits can be used as a benchmark to assess the effectiveness of joint efforts. It will benefit to employers in terms of determining the level of skilled labour, assessing employee performance, improving quality of productivity, saving costs and time to retrain employees. It also can provide employees with clear job scope information, assisting in career development, becoming a benchmark for job performance, helping them to make the right decision to follow appropriate training for career development and allowing workers to take flexible training based on relevant competency units. To ensure the

effectiveness, Industry Lead Body or ILB is an organization appointed by the Ministry of Human Resources to drive a particular industry sector and carry out functions according to the needs of the Department of Skills Development (DSD).

The role and responsibilities of ILB is to conduct job analysis according to the designated industry sector. It also develops new National Occupational Skills Standards (NOSS) and review existing NOSS for the relevant industry sector and obtain approval from the National Skills Development Council for the developed NOSS. Instead of that, it also responsible to develop the curriculum for the National Dual Training System (SLDN), promote and obtain company participation in the SLDN and Recognition of Prior Learning or *Pengiktirafan Pencapaian Terdahulu* (PPT) programs, and conduct studies to identify supply vs demand, emerging technologies, as well as job creation and job enrichment opportunities.

### **2.3 Malaysia Standard Industrial Classification 2008 (MSIC 2008)**

The MSIC 2008 is a classification of all economic activities in Malaysia. It adapts the International Standard Industrial Classification of All Economic Activities (ISIC) Revision 4 released in December 2006, with the required adjustments to fit the national standard. The MSIC 2008 supersedes the MSIC 2000 that referred to ISIC Revision 3, published by the United Nations Statistics Division. In addition, the primary goal of MSIC is to create a set of activities by categories. It can be used together, and report statistics based on relevant economic activities. Then the industries are constructed by grouping units with universal primary activity based on predefined similarity criteria.

### 2.3.1 MSIC Overview

The MSIC 2008 is structured by different levels reflecting each respective industry. The categories stated are illustrated as per Table 2.1 below.

Table 2.1: Categories Based on MSIC 2008

Category	Codes
Section	A
Division	01
Group	011
Class	0111
Item	01111

In general, a "Section" denotes by a single alphabetical letter represent the industry. It will be followed by "Division" with a two-digit code in which a Section may have more than one division. Further, more detailed categories are reflected by the "Group" with a three-digit code and broken down into "Class" (four-digit) and "Item" (five-digit). Overall, in Malaysia, the whole structure of the classification based on MSIC 2008 portrays in Table 2.2 below.

Table 2.2: Summary Framework of MSIC 2008 in Malaysia

Category	Total
Sections	21
Divisions	88
Groups	238
Classes	423
Items	1,174

### 2.3.2 Scope of Occupational Framework Based on MSIC 2008

Based on the MSIC 2008 classification, the scope of the Real Estate Activities classifies under Section L (Real Estate Activities). In this section, there is one Division involve: 68 – Real Estate Activities. Under Division 68, there are two (2) major groups of activities that can be further divided into collectively five (5) classes and four (4) classes. Table 2.3 below, presents the summary of scope based on the hierarchy of section, division, and groups.

Table 2.3: Summary of Scope Based on MSIC Section, Division and Group

Category	Code	Description
Section	L	Real Estate Activities
Division	68	Real Estate Activities
Group	681	Real Estate Activities with Own or Leased Property
	682	Real Estate Activities on A Fee or Contract Basis

Source: MSIC 2008

Meanwhile, Table 2.4 describes the scope further based on the respective section, division, group, class, and item.

Table 2.4: Description of Scope Based on MSIC Section, Division, Group, Class and Item

Category	Code	Description
<b>SECTION</b>	<b>L</b>	<b>Real Estate Activities</b>
<b>DIVISION</b>	<b>68</b>	<b>Real Estate Activities</b>
<b>GROUP</b>	<b>681</b>	<b>Real estate activities with own or leased property</b>
<i>Class</i>	6810	Real estate activities with own or leased property
<i>Item</i>	68101	Buying, selling, renting and operating of self-owned or leased real estate – residential buildings
	68102	Buying, selling, renting and operating of self-owned or leased real estate – non-residential buildings <sup>(2)</sup>
	68103	Buying, selling, renting and operating of self-owned or leased real estate – land
	68104	Development of building projects for own operation, i.e., for renting of space in these buildings <sup>(3)</sup>
	68109	Real estate activities with own or leased property n.e.c. <sup>(4)</sup>  Includes: (a) offices, shop houses, industrial units, exhibition halls, space in theatres, self-storage facilities, malls and shopping centres

Category	Code	Description
		<ul style="list-style-type: none"> <li>(b) providing of homes and flats, apartments or condominiums for more permanent use (monthly or annual)</li> <li>(c) provision of space for animal boarding only</li> <li>(d) operation of government owned</li> <li>(e) subdividing real estate into lots, without land improvement</li> <li>(f) operation of residential mobile home sites</li> </ul> <p>Excludes:</p> <ul style="list-style-type: none"> <li>(a) development of building projects for sale, see 41009</li> <li>(b) subdividing and improving of land, see 42906</li> <li>(c) operation of hotel, suite hotels and similar accommodation, see 55101</li> <li>(d) operation of campgrounds, trailer parks and similar accommodation, see 55200</li> <li>(e) operation of workers hotels, rooming houses and similar accommodation, see 55900</li> </ul>
<b>GROUP</b>	682	<b>Real estate activities on a fee or contract basis</b>
<i>Class</i>	6820	Real estate activities on a fee or contract basis
<i>Item</i>	68201	Activities of real estate agents and brokers <sup>1</sup> for buying, selling and renting of real estate
	68202	Management of real estate on a fee or contract basis
	68203	Appraisal services for real estate (2)
	68209	Real estate activities on a fee or contract basis n.e.c. (3)
		<p>Includes:</p> <ul style="list-style-type: none"> <li>(a) real estate escrow agents</li> <li>(b) operation of occupied buildings</li> </ul>

<sup>1</sup> “Brokers” are not considered legal under the purview of Valuers, Appraisers, Estate Agents and Property Managers Act 1981 (Act 242) & Rules.

Category	Code	Description
		<p>Excludes:</p> <ul style="list-style-type: none"> <li>(a) legal activities, see 69100</li> <li>(b) facilities support services, see 81100</li> <li>(c) management of facilities, such as military bases, prisons and other facilities (except computer facilities management), see 81100</li> </ul>

*Source:* MSIC 2008

## 2.4 Malaysian Occupational Skills Qualification Framework (MOSQF)

MOSQF describes and breakdowns an occupational skill into eight (8) competency levels. Each competency level corresponds to different level of complexity, knowledge and autonomy required to demonstrate the competence commensurate to that level's knowledge, experience and versatility in application as depicted in the Table 2.5 below.

Table 2.5: Malaysian Occupational Skills Qualification Framework (MOSQF)

Level	Level Descriptors
8	Achievement at this level reflects the ability to develop original understanding and extend a sub-area of knowledge or professional practice. It reflects the ability to address problematic situations that involve many complexes, interacting factors through initiating, designing and undertaking research, development or strategic activities. It involves the exercise of broad autonomy, judgement and leadership in sharing responsibility for the development of a field of work or knowledge, or for creating substantial professional or organisational change. It also reflects a critical understanding of relevant theoretical and methodological perspectives and how they affect the field of knowledge or work.
7	Achievement at this level reflects the ability to reformulate and use relevant understanding, methodologies and approaches to address problematic situations that involve many interacting factors. It includes taking responsibility for planning and developing courses of action that initiate or underpin substantial

Level	Level Descriptors
	change or development, as well as exercising broad autonomy and judgment. It also reflects an understanding of theoretical and relevant methodological perspectives, and how they affect their sub-area of study or work.
6	Achievement at this level reflects the ability to refine and use relevant understanding, methods and skills to address complex problems that have limited definition. It includes taking responsibility for planning and developing courses of action that are able to underpin substantial change or development, as well as exercising broad autonomy and judgment. It also reflects an understanding of different perspectives, approaches or schools of thought and the theories that underpin them.
5	Achievement at this level reflects the ability to identify and use relevant understanding, methods and skills to address broadly-defined, complex problems. It includes taking responsibility for planning and developing courses of action as well as exercising autonomy and judgment within broad parameters. It also reflects the understanding of different perspectives, approaches or schools of thought and the reasoning behind them.
4	Achievement at this level reflects the ability to identify and use relevant understanding, methods and skills to address problems that are well defined but complex and non-routine. It includes taking responsibility for overall courses of action as well as exercising autonomy and judgment within fairly broad parameters. It also reflects the understanding of different perspectives or approaches within a sub-area of study or work.
3	Achievement at this level reflects the ability to identify and use relevant understanding, methods and skills to complete tasks and address problems that are well defined with a measure of complexity. It includes taking responsibility for initiating and completing tasks and procedures as well as exercising autonomy and judgments within limited parameters. It also reflects awareness of different perspectives or approaches within a sub-area of study or work.

Level	Level Descriptors
2	Achievement at this level reflects the ability to select and use relevant knowledge, ideas, skills and procedures to complete well-defined tasks and address straightforward problems. It includes taking responsibility for completing tasks and procedures and exercising autonomy and judgment subject to overall direction or guidance.
1	Achievement at this level reflects the ability to use relevant knowledge, skills and procedures to complete routine and predictable tasks that include responsibility for completing tasks and procedures subject to direction or guidance.

*Source:* Department of Skills Development

## 2.5 Royal Institution of Chartered Surveyor (RICS) Pathway

RICS' pathways and competencies define the knowledge, skills, experience and competence required to become a chartered surveyor. The competencies are presented in a generic way so they can be applied to different areas of practice and geographical locations. It is important to interpret them within the context area of practice or specialism and location. The contextualisation of the competencies for the area of practice as well as examples of the likely skills, knowledge and experience required to demonstrate the competencies are set out in the individual pathway guides.

Table 2.6: RICS Requirements and Competencies Guide for Valuation

<b>1) Valuation</b>		
This competency is about the preparation and provision of properly researched valuation advice, made in accordance with the appropriate valuation standards, to enable clients to make informed decisions.		
<b>LEVEL 1</b>	<b>LEVEL 2</b>	<b>LEVEL 3</b>
<p>a) Demonstrate knowledge and understanding of the purposes for which valuations are undertaken, the relevant valuation methods and techniques, the appropriate standards and guidance, and any relevant statutory or mandatory requirements for valuation work in area of practice.</p> <p>b) Examples of knowledge comprised within this level are:</p>	<p>a) Demonstrate practical competence in undertaking both capital and rental valuations and detailed involvement with the preparation and presentation of reports for clients and senior managers.</p> <p>b) Demonstrate your ability to use valuation methods and techniques appropriate to your area of practice. Show how the relevant valuation standards, guidance and law have been applied to valuation experience and area of practice.</p>	<p>a) Be responsible for the preparation of formal valuation reports under proper supervision and provide reasoned advice.</p> <p>b) Produce reasoned valuation advice in a range of forms on a range of property types, valuation purposes and valuation methods.</p> <p>c) Demonstrate a thorough knowledge of the appropriate valuation standards and</p>

## 1) Valuation

This competency is about the preparation and provision of properly researched valuation advice, made in accordance with the appropriate valuation standards, to enable clients to make informed decisions.

LEVEL 1	LEVEL 2	LEVEL 3
<ul style="list-style-type: none"> <li>• The main drivers that have an impact on value.</li> <li>• The principles and application of the latest relevant valuation standards.</li> <li>• The relevant RICS best practice guidance notes and Professional Statements.</li> <li>• The principles of professional practice, liability and indemnity insurance.</li> <li>• The underlying principles of property law, planning and other relevant regulations or controls and their impact on property/ asset values.</li> <li>• The different purposes for which valuations may be required (including, bank lending, taxation, performance management, etc.).</li> <li>• The principles of the various methodologies needed to provide both capital and rental valuation advice.</li> </ul>	<p>c) Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Understanding client requirements and the preparation of Terms of Engagement.</li> <li>• Inspection and information gathering relevant to the valuation work being undertaken.</li> <li>• Analysis and interpretation of comparable evidence.</li> <li>• Application of a range of valuation methods or techniques.</li> <li>• Valuing either a range of property types or for a range of purposes.</li> <li>• Preparing valuation reports and advice to meet stakeholder needs and comply with the latest relevant valuation standards and law in your area of practice.</li> </ul>	<p>guidance and how they are applied when providing advice to clients and others.</p> <p>d) Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• The properties/assets considered may relate to a particular area of practice but the candidate's experience should cover a range of purposes (in a properly supervised manner), such as loan security, financial statements, internal management, purchase or sale reports, tax – local and national, stock exchange and litigation, but not necessarily all of these</li> <li>• The types of property/assets should ideally be varied both in terms of physical attributes, usage and also interest (i.e. freehold and leasehold). In respect of machinery and business assets they should also be varied according to industry sector.</li> </ul>

## 1) Valuation

This competency is about the preparation and provision of properly researched valuation advice, made in accordance with the appropriate valuation standards, to enable clients to make informed decisions.

LEVEL 1	LEVEL 2	LEVEL 3
<ul style="list-style-type: none"> <li>• The importance of independence and objectivity.</li> <li>• The underlying principles of machinery and business assets law, planning and other relevant regulations or controls and their impact on property/asset values in relation to residential valuation the following skills will also be necessary for Level 1.</li> <li>• The role and function of Automated Valuation Models (AVMs).</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate competence to conduct a valuation task from beginning to end with appropriate supervision.</li> <li>d) To achieve Level 2 candidates will not necessarily be carrying out valuations as part of their full-time day to day activities.</li> <li>e) In relation to residential valuation the following skills will also be necessary for Level 2:               <ul style="list-style-type: none"> <li>• Undertaking residential valuations (primarily for loan security purposes)</li> <li>• Experience of using or commenting upon the results of an AVM.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Valuation advice should demonstrate knowledge of standards in other areas of business, e.g. accounting standards.</li> <li>• The candidate's advice to clients and senior managers should include knowledge of the main drivers which impact on property/asset values and include an understanding of the wider influences such as government policy, the economic climate, technological change and other investment medium.</li> <li>• The candidate should demonstrate knowledge as to how their valuation advice inter-relates with their stakeholders' other professional advisers</li> <li>• Candidates are not required to have carried out a valuation following the latest relevant RICS valuation standards but must be able to demonstrate equivalent level of professionalism in their area of practice</li> </ul>

### 1) Valuation

This competency is about the preparation and provision of properly researched valuation advice, made in accordance with the appropriate valuation standards, to enable clients to make informed decisions.

LEVEL 1	LEVEL 2	LEVEL 3
		<p>with reference to the Red Book requirements</p> <ul style="list-style-type: none"> <li>• Advising on the different levels of service that may be required, e.g. desktop advice versus a full inspection lead valuation and the benefits/limitations of each level.</li> </ul> <p>e) <i>Note: The machinery and business assets may relate to a particular area of practice but the candidate's experience should cover a range of purposes (in a properly supervised manner), such as loan security, financial statements, internal management, auctions, purchase or sale reports, taxation – local and national, insurance, insolvency, stock exchange and litigation, but not necessarily all of these.</i></p>

Table 2.7: RICS Requirements and Competencies Guide for Leasing

<b>2) Leasing</b>		
This competency is specifically in relation to the market for leasehold property/assets and includes assignments. Candidates should be able to demonstrate an understanding and experience (if appropriate) of working for both lessee and lessor. The candidate should have a knowledge of the whole transactional market for property/assets.		
<b>LEVEL 1</b>	<b>LEVEL 2</b>	<b>LEVEL 3</b>
<p>a) Demonstrate knowledge and understanding of how various types of property/assets are let (or a similar interest is acquired for a client) and the different types of interests that may be placed on the market. Demonstrate an understanding of the economics of the market for such interests and the appropriate legal frameworks.</p> <p>b) Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• The market for leasing and letting, and how values and lease terms may be affected by market trends and pressures</li> <li>• The legislative framework associated with lease terms and show how this is reflected in the market place</li> <li>• What factors affect value for property/assets in the letting and</li> </ul>	<p>a) Apply your knowledge and skills to the leasing/letting of all types of property/assets and demonstrate practical experience of the associated decision-making process, marketing, reporting and completion of the transaction. Demonstrate knowledge and understanding of other forms of property/assets transaction, and of the reasons supporting the decision to proceed along the chosen leasing or letting route.</p> <p>b) Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Experience of leasing/letting for both lessee and lessor</li> <li>• Experience of transaction from initial inspections through to completion of documentation</li> </ul>	<p>a) Provide evidence of reasoned advice and report to clients on all types of leasing or letting transactions. Demonstrate the ability to see complex cases through from start to finish with appropriate assistance. Be able to provide clients with a holistic view of the entire transactional market, and advise them clearly and appropriately, not only on the letting or leasing market, but also on other areas.</p> <p>b) Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Experience of complex letting/leasing cases and advising clients on best course of action in cases which deviate from market norm.</li> <li>• Commenting clearly in client advice on why decisions were made in relation to the chosen route of leasing/letting.</li> </ul>

## 2) Leasing

This competency is specifically in relation to the market for leasehold property/assets and includes assignments. Candidates should be able to demonstrate an understanding and experience (if appropriate) of working for both lessee and lessor. The candidate should have a knowledge of the whole transactional market for property/assets.

LEVEL 1	LEVEL 2	LEVEL 3
<p>management market. In relation to residential property valuation the following skills will also be necessary for Level 1</p> <ul style="list-style-type: none"> <li>• Residential landlord and tenant law</li> <li>• The social factors affecting the landlord and tenant relationship</li> <li>• Residential building pathology</li> <li>• The quality of location, design and specification of residential property</li> </ul> <p>c) In relation to machinery and business assets valuation the following skills will also be necessary for Level 1:</p> <p>d) The factors that affect the suitability for lease finance.</p>	<ul style="list-style-type: none"> <li>• Negotiation with both prospective parties and the property/ asset owner</li> <li>• Decision making and recommendation of courses of action including valuation advice.</li> <li>• In relation to residential property valuation the following skills will also be necessary for Level 2</li> <li>• Managing the landlord/tenant relationship during or at the end of the lease.</li> </ul> <p>c) In relation to machinery and business assets valuation the following skills will also be necessary for Level 2:</p> <p>d) Reasons for decisions made regarding those factors that influence the assets appropriate for lease finance.</p>	<ul style="list-style-type: none"> <li>• Reporting to clients with recommendations including valuation advice.</li> <li>• Reporting to clients with recommendations on strategy in relation to all options for the property/assets.</li> <li>• Advising on externalities to the market which may affect leasing/ letting.</li> <li>• Advising opposing surveyors during negotiation in relation to challenging leasing situations.</li> <li>• Providing reasoned advice regarding the suitability or otherwise of the property/assets for leasing/letting.</li> </ul>

Table 2.8: RICS Requirements and Competencies Guide for Property Management

<b>3) Property Management</b>		
<p>This competency covers all aspects of day-to-day functions associated with property management, covering all matters arising between the client and agent in the management of the property. It includes issues relating to works, health and safety, landlord and tenant relationships, and service charges. In general, any matter associated with the smooth running of a property. Property managers have a growing number of statutory requirements that they must comply with. Candidates must demonstrate appreciation and experience of dealing with these issues.</p>		
<b>LEVEL 1</b>	<b>LEVEL 2</b>	<b>LEVEL 3</b>
<p>a) Demonstrate knowledge and understanding of property management and the relationship between owner and occupier.</p> <p>b) Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• The key factors determining the landlord and tenant relationship in relation to the running of a property.</li> <li>• Key lease terms and their implications to property management.</li> <li>• How disputes and problematical issues can be resolved, and be able to prioritise key tasks.</li> </ul>	<p>a) Apply the principles of property management to provide solutions to issues affecting both owners and occupiers of real estate.</p> <p>b) Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Managing property from both a landlord and tenant perspective, and understand the key factors from each viewpoint.</li> <li>• Applying legal requirements associated with multi-let property and/or managed property</li> <li>• Applying property management accounting principles and RICS Guidance from the landlord and tenant perspective in decision making and analysis.</li> </ul>	<p>a) Provide evidence of reasoned advice including the preparation and presentation of reports in relation to property management.</p> <p>b) Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Advising on all aspects of property management including works, emergency reactive maintenance, planned programmes, budgets, etc.</li> <li>• Applying negotiation, communication, and business skills in relation to contentious issues in advising both landlord and tenant and dealing with disputes and Leasehold.</li> <li>• Valuation Tribunal adjudication.</li> <li>• Advising stakeholders on issues such as applications for licence to assign or</li> </ul>

### 3) Property Management

This competency covers all aspects of day-to-day functions associated with property management, covering all matters arising between the client and agent in the management of the property. It includes issues relating to works, health and safety, landlord and tenant relationships, and service charges. In general, any matter associated with the smooth running of a property. Property managers have a growing number of statutory requirements that they must comply with. Candidates must demonstrate appreciation and experience of dealing with these issues.

LEVEL 1	LEVEL 2	LEVEL 3
<p>c) In relation to residential property valuation the following knowledge will also be necessary for Level 1:</p> <ul style="list-style-type: none"> <li>• How the role/responsibilities of a managing agent differ depending on the property interest being managed (e.g. block management, shorthold, long leasehold, etc).</li> <li>• Understanding the statutory and other requirements of residential property managers.</li> <li>• Residential landlord and tenant law.</li> <li>• The operation of the letting and management market.</li> <li>• The social factors affecting the client and agent relationship.</li> </ul>	<ul style="list-style-type: none"> <li>• Deciding on appropriate courses of action in relation to breaches of lease by landlord and tenant.</li> </ul> <p>c) In relation to residential property valuation the following skills will also be necessary for Level 2:</p> <ul style="list-style-type: none"> <li>• Preparing documentation required for the management of residential property.</li> <li>• Managing the process of negotiation and consultation between the client and agent.</li> <li>• Managing the client/agent relationship.</li> <li>• Complying with all relevant statutory requirements.</li> <li>• Processing costs.</li> </ul>	<p>for works, together with the associated legal frameworks.</p> <p>c) In relation to residential property valuation the following skills will also be necessary for Level 3:</p> <ul style="list-style-type: none"> <li>• Advising stakeholders on all relevant statutory requirements or other responsibilities, in the case of larger portfolios of residential property.</li> <li>• Advising stakeholders on disputes and Leasehold Valuation Tribunal adjudications.</li> </ul>

## 2.6 Industry and Market Analysis

The real estate industry is a critical sector in Malaysia's economy, contributing significantly to the country's Gross Domestic Product (GDP) and providing employment opportunities to many Malaysians. In this sub-section, we will discuss the different real estate activities and development in the Malaysian context.

### a) Property Development

In Malaysia, property development is a vital activity in the real estate industry. The country has experienced rapid urbanization, resulting in an increased demand for housing and commercial space. According to a report by the National Property Information Centre (NAPIC), Malaysia recorded a total of 76,915 new property launches in 2020, indicating continued growth in the property development sector (The Edge Markets, 2021). In addition, the Malaysian government has implemented various policies and initiatives to promote property development, such as the National Housing Policy, which aims to provide affordable housing to Malaysians. Additionally, the government has provided incentives such as tax exemptions and streamlined approval processes to encourage property developers to invest in the country (Malaysia Digital Economy Corporation, 2021).

### b) Property Management

Property management is another critical activity in the real estate industry in Malaysia. Property management services in Malaysia include property maintenance, tenant relations, and marketing. The industry has seen an increase in the adoption of technology to improve property management services, such as online property management systems and mobile applications (The Malaysian Reserve, 2021). According to a report by the Department of Statistics Malaysia, the value of property management services in the country increased from RM9.7 billion in 2015 to RM12.3 billion in 2019, indicating growth in the property management sector (Department of Statistics Malaysia, 2021).

### c) Property Investment

Property investment is a significant activity in the Malaysian real estate industry,

with a well-developed investment property market. The country has a wide range of properties available for investment, including commercial properties, residential properties, and industrial properties. The Malaysian government has implemented various policies to encourage property investment, such as allowing foreign ownership of certain types of properties (Malaysia My Second Home, 2021). According to a report by the Malaysian Investment Development Authority, the total approved investment in the real estate sector in 2020 was RM12.1 billion, indicating continued growth in the property investment sector (Malaysian Investment Development Authority, 2021).

d) Property Valuation

Property valuation is a critical activity in the real estate industry, as it determines the market value of properties. The valuation of properties in Malaysia is regulated by the Board of Valuers, Appraisers, and Estate Agents and Property Managers. The board sets guidelines for property valuation and ensures that property valuers meet professional standards (Board of Valuers, Appraisers and Estate Agents Malaysia, 2021). According to a report by the Department of Statistics Malaysia, the value of property valuation services in the country increased from RM500 million in 2015 to RM690 million in 2019, indicating growth in the property valuation sector (Department of Statistics Malaysia, 2021).

In a nut shell, real estate activities and development have played a significant role in Malaysia's economic growth and development. The Malaysian government has implemented various policies and initiatives to promote and support the real estate industry, resulting in growth in various activities such as property development, property management, property investment, and property valuation. With continued government support and investment, the real estate industry is expected to continue to grow and contribute to Malaysia's economic development (Department of Statistics Malaysia, 2021 & Malaysian Investment Development Authority, 2021).

e) Real Estate Activities Employment

It was reported that about 2,151 Registered Estate Agents (REA) in Malaysia, 1,008 Registered Valuers (RV) in Malaysia, and 2,776 Registered Property Managers (RPM) in Malaysia (LPEPH, 2021). There are also: 954 Estate Agents Companies in Malaysia, 89 Valuers Companies in Malaysia, and 275 Property Management Companies in Malaysia (LPEPH, 2021).

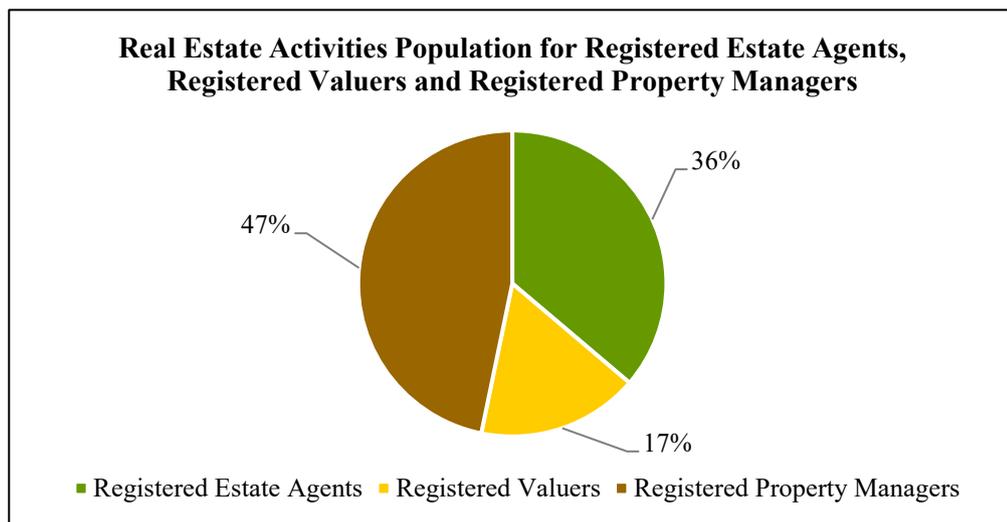


Figure 2.2: Real Estate Activities Population for Registered Estate Agents, Registered Valuers and Registered Property Managers

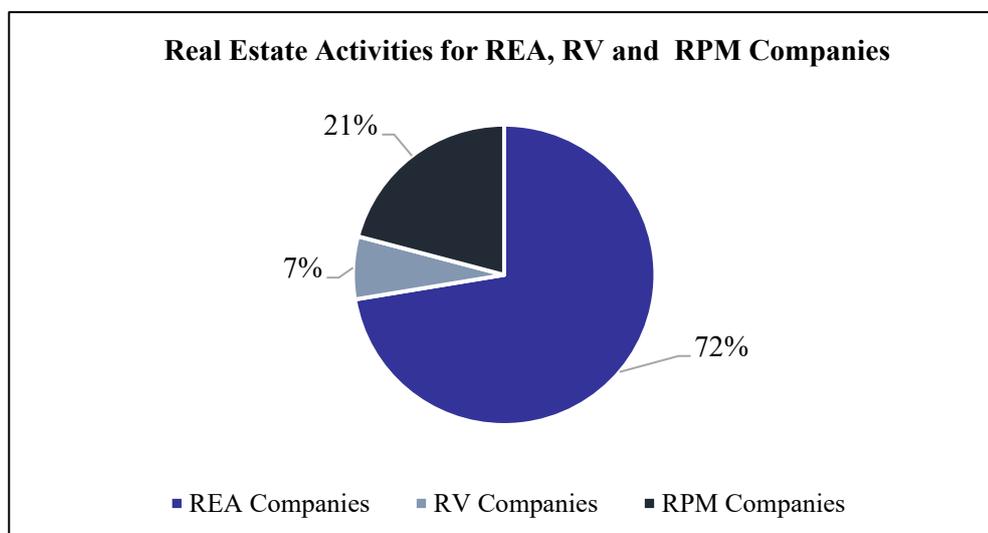


Figure 2.3: Real Estate Activities Population for Agents, Valuers and Property Management Companies

### 2.5.1 Value Chain Analysis

Value chain analysis is a strategic tool used to analyse the different activities involved in delivering a product or service to the end customer (Porter, 1985). In the real estate industry, value chain analysis helps to identify the key activities involved in delivering real estate services and the relationships between them. This analysis can help companies to identify areas of strength and weakness and make improvements in their processes. The primary activities involved in the real estate (L68) value chain include property development, property management, property investment, property valuation and marketing and sales as following:



Figure 2.4: Value Chain for Real Estate Activities (PwC Malaysia, 2021)

As shown in Figure 2.4, the value chain for real estate activities (L68) includes property development which involves the creation of new properties, while property management involves the ongoing maintenance and operation of properties. Property investment involves the purchase of properties for financial gain, and property valuation involves determining the worth of properties. Marketing and sales involve promoting and selling properties to potential buyers. All of these aspects are interconnected and vital to the success of the overall property industry.



Figure 2.5: Value Chain for Property Development (PwC Malaysia, 2021)

Property development value chain includes land acquisition which involves purchasing or leasing property for development. Feasibility studies determine the viability of a project, while design work creates plans and specifications. Construction activities involve the physical building of the project, and marketing and sales promote and sell the completed project. These processes are interconnected and vital to the success of a property development project as shown in Figure 2.5.



Figure 2.6: Value Chain for Property Management (PwC Malaysia, 2021)

The value chain for property management involves the leasing which comprises renting out properties to tenants, while maintenance involves ensuring the upkeep and repair of the properties. Tenant relations involve managing communication and addressing concerns from tenants. Marketing and sales promote the properties to potential tenants. All of these aspects are interconnected and

important to the success of the property management industry as depicted in Figure 2.6.



Figure 2.7: Value Chain for Property Investment (PwC Malaysia, 2021)

Property investment value chain as depicted in Figure 2.7 comprises acquiring properties involves purchasing or leasing properties, while holding properties involves managing and maintaining them. Marketing and selling properties involve promoting and selling them to potential buyers or tenants. These processes are interconnected and necessary for a successful real estate investment strategy, as they help to maximize profits and generate returns.



Figure 2.8: Value chain for property valuation (PwC Malaysia, 2021)

The property valuation value chain as shown in Figure 2.8 encompasses determining the market value of properties based on various factors such as location, size, and condition. Here is the steps or processes involved in property valuation:

inspection and data collection provide information on the physical condition of a property. Market analysis helps to determine the demand for and value of similar properties. Valuation approaches such as the income or cost approach are used to determine the value of the property. Value adjustments are made based on factors such as location, condition, and market trends, leading to a final value determination. These processes are interconnected and necessary for accurate property valuation. (PwC Malaysia, 2021).

In addition to these primary activities, there are several support activities that are critical to the success of real estate activities. These include legal services, financing, insurance, and real estate agencies. These support activities provide essential services that enable real estate companies to conduct their primary activities effectively (PwC Malaysia, 2021).

According to a report by PwC Malaysia (2021), the real estate sector in Malaysia is experiencing a shift towards a more customer-centric approach, with a focus on providing innovative services and experiences. This shift has resulted in an increased emphasis on technology and digital transformation in the industry, particularly in property management.

Value chain analysis can help real estate companies to identify areas for improvement and innovation in their processes, particularly in terms of digital transformation. For example, digital platforms and tools can be utilized to improve property management activities such as maintenance and tenant relations, resulting in more efficient and cost-effective processes (PwC Malaysia, 2021).

Finally, value chain analysis is a valuable tool for analysing the different activities involved in delivering real estate services and identifying areas for improvement and innovation. Real estate companies can utilize value chain analysis to identify areas for improvement and innovation, particularly in terms of digital transformation, resulting in more efficient and cost-effective processes.

## **2.7 Industry Comparison Between Malaysia and Selected Countries**

This section provides an overview of various countries in Real Estate Activities.

### **2.6.1 Real Estate Activities in Singapore**

Real estate activities are vital to Singapore's economy, contributing significantly to the country's Gross Domestic Product (GDP) and providing employment opportunities to many Singaporeans (Department of Statistics Singapore, 2021). This section, we will discuss the different real estate activities and development in the Singapore context.

#### **a) Property Development**

Property development is a critical activity in the Singapore real estate industry. The country has limited land, which has resulted in a high demand for housing and commercial space. According to a report by the Urban Redevelopment Authority (URA), the private residential property market in Singapore recorded a total of 10,566 new units launched in 2020, indicating continued growth in the property development sector (Urban Redevelopment Authority, 2021). The Singapore government has implemented various policies and initiatives to promote property development, such as the Housing Development Board's (HDB) Build-To-Order (BTO) system, which provides affordable public housing to Singaporeans. Additionally, the government has provided incentives such as tax exemptions and streamlined approval processes to encourage property developers to invest in the country (Enterprise Singapore, 2021).

#### **b) Property Management**

Property management is another critical activity in the real estate industry in Singapore. Property management services in Singapore include property maintenance, tenant relations, and marketing. The industry has seen an increase in the adoption of technology to improve property management services, such as online property management systems and mobile

applications (The Business Times, 2020). According to a report by the Department of Statistics Singapore, the value of property management services in the country increased from SGD 8.1 billion in 2015 to SGD 10.2 billion in 2019, indicating growth in the property management sector (Department of Statistics Singapore, 2021).

c) Property Investment

Property investment is a significant activity in the Singapore real estate industry, with a well-developed investment property market. The country has a wide range of properties available for investment, including commercial properties, residential properties, and industrial properties. The Singapore government has implemented various policies to encourage property investment, such as allowing foreign ownership of certain types of properties and providing tax incentives for Real Estate Investment Trusts (REITs) (Inland Revenue Authority of Singapore, 2021). According to a report by the Monetary Authority of Singapore, the total assets under management in Singapore's real estate investment fund industry amounted to SGD 110 billion as of June 2020, indicating continued growth in the property investment sector (Monetary Authority of Singapore, 2020).

d) Property Valuation

Property valuation is a critical activity in the real estate industry, as it determines the market value of properties. The valuation of properties in Singapore is regulated by the Council for Estate Agencies (CEA). The council sets guidelines for property valuation and ensures that property valuers meet professional standards (Council for Estate Agencies, 2021). According to a report by the Department of Statistics Singapore, the value of property valuation services in the country increased from SGD 400 million in 2015 to SGD 450 million in 2019, indicating growth in the property valuation sector (Department of Statistics Singapore, 2021).

In short, real estate activities and development have played a

significant role in Singapore's economic growth and development. The Singapore government has implemented various policies and initiatives to promote and support the real estate industry, resulting in growth in various activities such as property development, property management, property investment, and property valuation. With continued government support and investment, the real estate industry is expected to continue to grow and contribute to Singapore's economic development (Department of Statistics Singapore, 2021).

### **2.6.2 Real Estate Activities in Thailand**

Real estate industries are crucial to Thailand's economy, contributing significantly to the country's Gross Domestic Product (GDP) and providing employment opportunities to many Thais (Department of Business Development, 2021). This section, will address the different real estate activities and development in the Thailand context.

#### **a) Property Development**

Property development is a vital activity in the Thailand real estate industry. The country has a high demand for housing and commercial space, which has resulted in significant growth in the property development sector. According to a report by the Bank of Thailand, the value of residential property development loans in Thailand increased by 8.3% in the second quarter of 2021, indicating continued growth in the sector (Bank of Thailand, 2021). The Thai government has implemented various policies and initiatives to promote property development, such as the One Stop Service Center for Property Development, which streamlines the development approval process. Additionally, the government has provided incentives such as tax exemptions and reduced fees to encourage property developers to invest in the country (Department of Business Development, 2021).

#### **b) Property Management**

Property management is another critical activity in the real estate industry in

Thailand. Property management services in Thailand include property maintenance, tenant relations, and marketing. The industry has seen an increase in the adoption of technology to improve property management services, such as online property management systems and mobile applications (Thai Property Management Association, 2021). As reported by the Department of Business Development, the value of property management services in the country increased from THB 13.3 billion in 2015 to THB 18.2 billion in 2019, indicating growth in the property management sector (Department of Business Development, 2021).

c) Property Investment

Property investment is a significant activity in the Thailand real estate industry, with a well-developed investment property market. The country has a wide range of properties available for investment, including commercial properties, residential properties, and industrial properties. The Thai government has implemented various policies to encourage property investment, such as allowing foreign ownership of certain types of properties and providing tax incentives for Real Estate Investment Trusts (REITs) (Office of the Securities and Exchange Commission, 2021). According to the Bank of Thailand, the total assets of Thai Real Estate Investment Trusts (REITs) amounted to THB 117 billion as of June 2021, indicating continued growth in the property investment sector (Bank of Thailand, 2021).

d) Property Valuation

Property valuation is a critical activity in the real estate industry, as it determines the market value of properties. The valuation of properties in Thailand is regulated by the Ministry of Finance's Department of Lands. The department sets guidelines for property valuation and ensures that property valuers meet professional standards (Department of Lands, 2021). According to a report by the Department of Business Development, the value of property valuation services in the country increased from THB 5.6 billion in 2015 to THB 7.6 billion in 2019, indicating growth in the property valuation sector

(Department of Business Development, 2021).

In summary, real estate activities and development have played a significant role in Thailand's economic growth and development. The Thai government has implemented various policies and initiatives to promote and support the real estate industry, resulting in growth in various activities such as property development, property management, property investment, and property valuation. With continued government support and investment, the real estate industry is expected to continue to grow and contribute to Thailand's economic development (Department of Business Development, 2021 & Office of the Securities and Exchange Commission, 2021).

### **2.6.3 Real Estate Activities in Indonesia**

Real estate industry and development are essential to Indonesia's economy, providing employment opportunities and contributing to the country's Gross Domestic Product (GDP) (Ministry of Public Works and Housing, 2021). In this section, we will discuss the different real estate activities and development in the Indonesian context.

#### **a) Property Development**

Property development is a significant activity in the Indonesian real estate industry, with a focus on commercial and residential properties. The government has implemented various policies to encourage property development, such as the One Million Houses Program and the One Stop Integrated Service System for Investment (BKPM) (Ministry of Public Works and Housing, 2021). Additionally, the government has provided incentives such as tax exemptions to encourage property developers to invest in the country (BKPM, 2021). The Central Statistics Agency of Indonesia reported that the construction sector, which includes property development, contributed 4.1% to Indonesia's GDP in the first quarter of 2021 (Central Statistics Agency, 2021).

#### **b) Property Management**

Property management services in Indonesia include property maintenance,

tenant relations, and marketing. The industry has seen an increase in the adoption of technology to improve property management services, such as online property management systems and mobile applications (Savills, 2020). According to a report by Savills Indonesia, the real estate sector, which includes property management, contributed 6.5% to Indonesia's GDP in 2019 (Savills, 2020).

c) Property Investment

Property investment is a significant activity in the Indonesian real estate industry, with a well-developed investment property market. The country has a wide range of properties available for investment, including commercial properties, residential properties, and industrial properties. The government has implemented various policies to encourage property investment, such as allowing foreign ownership of certain types of properties and providing tax incentives for Real Estate Investment Trusts (REITs) (BKPM, 2021). As reported by PwC Indonesia, the financial and insurance sector, which includes property investment, contributed 5.5% to Indonesia's GDP in 2019 (PwC, 2020).

d) Property Valuation

Property valuation is a critical activity in the real estate industry, as it determines the market value of properties. In Indonesia, the valuation of properties is regulated by the Ministry of Finance, which sets guidelines for property valuation and ensures that property valuers meet professional standards (Ministry of Finance, 2021). In short, real estate activities and development have played a significant role in Indonesia's economic growth and development. The government has implemented various policies and initiatives to promote and support the real estate industry, resulting in growth in various activities such as property development, property management, property investment, and property valuation. With continued government support and investment, the real estate industry is expected to continue to

grow and contribute to Indonesia's economic development.

#### **2.6.4 The Outlooks of Real Estate Activity in ASEAN Region**

The outlook for real estate activities and development in ASEAN countries is generally positive, with expected growth in various sub-sectors such as property development, property investment, and property management. According to a report by JLL, ASEAN's real estate industry is expected to benefit from strong economic growth, increased infrastructure spending, and urbanization in the region (JLL, 2021). However, the outlook for the real estate industry in ASEAN countries is not uniform, with some countries experiencing higher growth rates than others. For instance, countries like Singapore and Thailand have a more mature real estate market, while countries like Indonesia and Vietnam have significant potential for growth due to their large populations and growing economies (JLL, 2021).

Overall, the ASEAN real estate market is expected to continue to grow, driven by factors such as urbanization, population growth, and increasing foreign investment. However, the outlook for the industry will depend on various factors such as government policies, economic conditions, and global events that may impact the region (JLL, 2021).

#### **2.6.5 Real Estate Activities in United Arab Emirates (UAE)**

In comparing the UAE's real estate and construction sector employment statistics to other Middle Eastern countries, it appears that the UAE is performing relatively well. The UAE's real estate and construction sector seems to be a significant contributor to the country's economy and employment market, with higher GDP and employment rates than Saudi Arabia and Qatar.

According to the Dubai Statistics Center (2021), the real estate and business services sector accounted for 16.6% of the UAE's GDP in 2020. The sector employed 442,000 individuals in 2019, which is equivalent to 7.1% of the country's total workforce (UAE Ministry of Economy, 2019). The construction sector, which is

closely related to real estate, also employs a significant number of individuals in the UAE. In 2019, the sector employed 1.43 million individuals, accounting for 17.7% of the country's total workforce (UAE Ministry of Economy, 2019).

Meanwhile the World Bank disclosed that the real estate and construction sector in Saudi Arabia contributed to 6.4% of the country's GDP in 2019, and the sector employed 1.44 million individuals, accounting for 6.8% of the total workforce (World Bank, 2021). In comparison, the UAE's real estate and business services sector contributed to 16.6% of the country's GDP in 2020, and the sector employed 442,000 individuals, accounting for 7.1% of the total workforce.

Comparing the statistics, the real estate and construction sector in Qatar contributed to 9.8% of the country's GDP in 2019, with 135,000 individuals employed, accounting for 6.2% of the total workforce. In contrast, the UAE's real estate and business services sector contributed to a higher percentage of the country's GDP in 2020, with 16.6% and 442,000 individuals employed, accounting for 7.1% of the total workforce.

It can be quantified that the UAE's real estate and construction sector is performing well compared to other Middle Eastern countries. It contributes significantly to the UAE's economy and employment market, with higher GDP and employment rates than Saudi Arabia and Qatar.

## 2.8 Current National Technology and Industrial Revolution Related to Real Estate Activities

Nine crucial pillars of industrial revolution were discussed in this chapter, and not all of them are relevant to the Real Estate Activities. Table 2.9 elaborate further on the relevant technologies under the industrial revolution and the systems or programs that were used in the industries according to the result from the FGD 1.

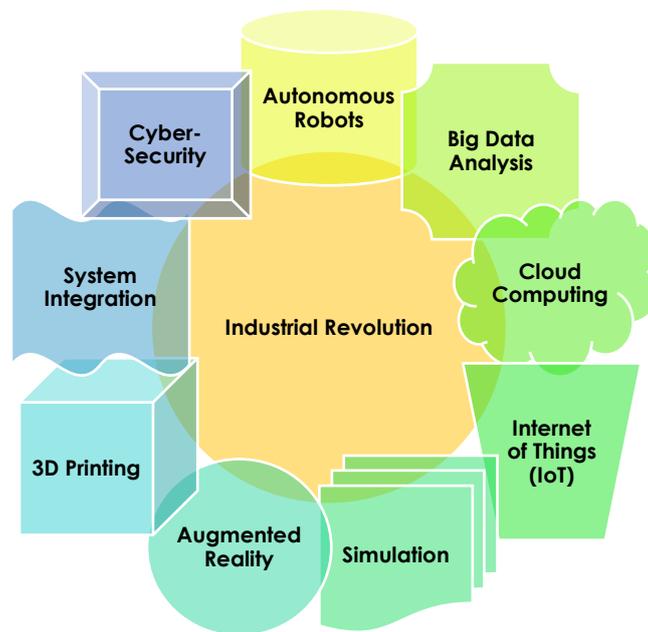


Figure 2.9: The 9 pillars of Industrial Revolution

*Source:* Ministry of International Trade and Industry

The Industrial Revolution has brought about various technological advancements that are relevant to the real estate industry. These technologies include the Internet of Things (IoT), artificial intelligence (AI), virtual and augmented reality (VR/AR), and blockchain.

### a) The Internet of Things (IoT)

In Malaysia, the adoption of IoT technology in real estate activities is gaining momentum, with several initiatives implemented across the country. For example, the Malaysian Green Technology Corporation is promoting the use of IoT technology in the construction of green buildings, leveraging smart sensors to optimize energy consumption and reduce carbon footprint (Azreen, 2021). Furthermore, several property developers are utilizing IoT devices to automate

building management systems, enhance security, and improve tenant experience (Shahriman, 2021).

**b) Artificial Intelligence (AI)**

In Malaysia, the application of AI in the real estate industry is gaining traction, with several initiatives aimed at integrating AI technology in various real estate processes. For example, PropertyGuru, one of Malaysia's leading property portals, has adopted AI algorithms to provide customers with accurate valuations of their properties and enhance their overall customer experience (Tee, 2020). Additionally, several real estate agencies in Malaysia are leveraging AI-powered chatbots and virtual assistants to automate customer support and streamline various operations (Sulaiman, 2021).

**c) Virtual and Augmented Reality (VR/AR)**

In Malaysia, VR/AR technology is being increasingly adopted in the real estate industry, with several initiatives aimed at enhancing property marketing and sales. For example, PropertyGuru, one of Malaysia's leading property portals, has launched a VR feature that enables potential buyers to view properties in a 360-degree virtual tour, providing a more immersive and interactive experience (Tee, 2018). Additionally, several real estate agencies in Malaysia are using AR technology to create virtual showrooms and design centres, enabling customers to explore and interact with properties in a more engaging and interactive way (Moy, 2019).

**d) Blockchain**

Blockchain technology is making significant contributions to the real estate industry in Malaysia, particularly in terms of improving transparency, security, and efficiency in property transactions.

One of the main applications of blockchain technology in real estate in Malaysia is the creation of tamper-proof records of property ownership and transaction history. By using blockchain, real estate companies and government

agencies can create a secure and transparent database of property ownership and transaction history, which reduces the risk of fraud and improves transparency (Hashim, 2020).

In addition, blockchain-based smart contracts are being used in real estate transactions in Malaysia to automate and facilitate the process of buying, selling, and renting properties. Smart contracts are self-executing contracts with the terms of the agreement between buyer and seller being directly written into lines of code. By using smart contracts, intermediaries can be eliminated from the transaction process, reducing costs and increasing efficiency (Hafizuddin, 2020).

Overall, blockchain technology is transforming the real estate industry in Malaysia by improving transparency, reducing costs, and increasing efficiency and security in property transactions.

## 2.9 Key Stakeholders

Any person, group, organisation, or society at large with an interest in the Real Estate activities is referred to as a stakeholder. They will also be able to influence the sector or be affected by any actions, goals, and policies emanating from the sector in particular or the economic environment in general. Government agencies, regulatory bodies, industry associations, professional bodies, and training institutes are among the stakeholders in Malaysia's employment activities sector.

### 2.8.1 Regulatory Bodies

Table 2.9: Regulatory Bodies

No.	Organisation	Roles and Responsibilities
1.	<i>Lembaga Penilai, Pentaksir, Ejen Harta Tanah dan Pengurus Harta (LPEPH)</i>	The Board of Valuers, Appraisers, Estate Agents and Property Managers (BOVAEP) or <i>Lembaga Penilai, Pentaksir, Ejen Harta Tanah dan Pengurus Harta (LPEPH)</i> is responsible for regulating and licensing the

No.	Organisation	Roles and Responsibilities
	The Board of Valuers, Appraisers, Estate Agents and Property Managers (BOVAEP)	property valuation, appraisers, estate agent, and property management professions in Malaysia. It sets professional standards, conducts training and certification programs, and ensures compliance with ethical and legal requirements. BOVAEP also works to protect consumers and promote fair and transparent practices in the real estate industry.
2.	<i>Bahagian Pengurusan Hartanah (BPH), Jabatan Perdana Menteri</i>  Property Management Division, Prime Minister Department	The Property Management Division is responsible for managing and maintaining government-owned properties in Malaysia. Its duties include assessing the condition and value of properties, providing facilities management services, coordinating maintenance and repair work, and ensuring compliance with regulations and standards. The division also oversees the leasing and rental of government properties and provides advice and support to government agencies on property-related matters.
3.	<i>Jabatan Penilaian dan Perkhidmatan Harta (JPPH), KKM</i>  Valuation and Property Services Department, MOF	JPPH is responsible to provide reliable, timely, and professional services that encompass the following: <ul style="list-style-type: none"> <li>• As an advisor to the Government and its agencies on all aspects related to property assessment, negotiation, and services.</li> <li>• As a consulting expert to the Government and its agencies to provide consultancy services in aspects of feasibility studies, property management, and property re-engineering.</li> <li>• To assist the Ministry of Finance in implementing policies related to land and property.</li> </ul>

No.	Organisation	Roles and Responsibilities
		<ul style="list-style-type: none"> <li>• To collect, publish, and disseminate information on land and property.</li> <li>• To provide training in the field of property assessment and property services.</li> <li>• To conduct research and development in the field of land and property.</li> </ul>
4.	<p><i>Jabatan Perumahan Negara (JPN)</i></p> <p>National Housing Department</p>	<p>JPN is responsible for the development and management of public housing projects in Malaysia. It provides affordable housing options for low- and middle-income families and oversees the construction and maintenance of government-owned housing. Main function of JPN are:</p> <ul style="list-style-type: none"> <li>• To plan and establish the direction of the housing sector in Malaysia based on accurate information;</li> <li>• To assist the people in owning homes through housing support schemes;</li> <li>• To effectively and efficiently monitor licensed development projects; and</li> <li>• To ensure the rights of home buyers are protected.</li> </ul>
5.	<p><i>Pusat Maklumat Harta Tanah Negara</i></p> <p>National Property Information Centre (NAPIC)</p>	<p>It was established in response to the National Economic Action Committee's (MTEN) insistence to monitor the growth of Malaysia's property market. In May 1999, the Valuation and Property Services Department (JPPH) was given the authority to set up and manage a property information centre under the Director General of Valuation's supervision. NAPIC began operations nationwide on October 1, 1999, with the goal of</p>

No.	Organisation	Roles and Responsibilities
		<p>providing accurate, comprehensive, and timely information on property supply and demand to government agencies, property developers, and other parties involved in the industry. NAPIC function includes:</p> <ul style="list-style-type: none"> <li>• To acquire demand and supply data for real estate from various parties.</li> <li>• Establish and manage a national property inventory repository.</li> <li>• Provide government agencies and all other stakeholders involved in the real estate industry with accurate, exhaustive, and timely information.</li> <li>• To distribute a periodic property publication.</li> <li>• To advise the government on the country's real estate development.</li> <li>• Raise public awareness of the significance of property data to the national growth of the real estate industry.</li> </ul>
6.	<p><i>Kementerian Perumahan dan Kerajaan Tempatan (KPKT)</i> Ministry of Housing and Local Government</p>	<p>The ministry is responsible for the overall policy formulation, coordination, and monitoring of housing and local government matters in Malaysia. It oversees the development and management of public housing projects and regulates the housing industry</p>
7.	<p><i>Jabatan Ketua Pengarah Tanah dan Galian (JKPTG)</i></p>	<p>Department of Director General of Lands and Mines in Malaysia is responsible for managing and regulating land and mining activities in the country. Its functions related to real estate activities include:</p>

No.	Organisation	Roles and Responsibilities
	Department of Director General of Lands and Mines	<ul style="list-style-type: none"> <li>• Land registration: The department is responsible for the registration of land titles and property ownership in Malaysia. It maintains the national land registry system, which contains information on land ownership, boundaries, and other relevant details.</li> <li>• Land acquisition: The department is also involved in land acquisition activities for public purposes such as infrastructure development. It ensures that landowners are properly compensated for their land.</li> <li>• Land administration: The department oversees the administration of land-related laws and regulations, including the National Land Code and State Land Codes. It ensures compliance with these laws and regulations to promote efficient and effective land management.</li> <li>• Land valuation: The department also provides land valuation services for real estate transactions in Malaysia. It sets the standards for property valuation and ensures that valuations are fair and accurate.</li> <li>• Land use planning: The department is responsible for the planning and development of land use policies and regulations in Malaysia. It works with other government agencies to ensure that land use is optimized for economic, social, and environmental sustainability.</li> </ul>
8.	Ministry of Human Resources (MOHR)	Responsible for skills development, labour, occupational safety and health, trade unions, industrial relations, industrial court, labour market information and

No.	Organisation	Roles and Responsibilities
		analysis, social security. The Ministry of Human Resources works closely with other government agencies, employers, workers, and training providers to achieve its objectives. Its goal is to create a dynamic and competitive workforce that can contribute to Malaysia's development as a high-income nation.

## 2.8.2 Industry Associations and Professional Bodies

Table 2.10: Industry Associations and Professional Bodies

No.	Organisations	Roles and Responsibilities
1.	Royal Institution of Surveyors Malaysia (RISM)	The Royal Institution of Surveyors Malaysia (RISM) is responsible for promoting and advancing the surveying profession in Malaysia. It sets professional standards and ethics, provides training and education programs, and promotes research and development in the field. RISM also works to enhance public understanding and appreciation of the role of surveyors in managing land, property, and the built environment.
2.	Association of Valuers, Property Managers, Estate Agents & Property Consultants in the Private Sector Malaysia (PEPS)	The Association of Valuers, Property Managers, Estate Agents & Property Consultants in the Private Sector Malaysia (PEPS) is responsible for promoting and developing the valuation, property management, estate agency, and property consultancy professions in Malaysia. It sets standards for the industry, provides training and certification programs, and advocates for the interests of its members. PEPS also works to enhance the quality and efficiency of real estate

No.	Organisations	Roles and Responsibilities
		services in the private sector.
3.	<i>Persatuan Perunding Hartanah Muslim Malaysia</i> (PEHAM)	<i>Persatuan Perunding Hartanah Muslim Malaysia</i> or Muslim Real Estate Consultants Association is responsible for promoting and developing the real estate profession among Muslim practitioners in Malaysia. It sets standards for the industry based on Islamic principles, provides training and certification programs, and advocates for the interests of its members. PEHAM also works to enhance the quality and efficiency of real estate services in accordance with Islamic values.
4.	Real Estate & Housing Developers' Association (REHDA) Malaysia	The Real Estate & Housing Developers' Association (REHDA) Malaysia represents the interests of property developers in Malaysia. Its main roles and responsibilities include promoting the development of the property industry, advocating for policies that support the industry's growth, and providing training and education to its members. The association also serves as a platform for developers to network and collaborate, and it engages with stakeholders to improve industry standards and practices.
5.	Persatuan Penilai Sektor Awam Malaysia (PENILAISAMA)	Penilai Sektor Awam Malaysia (PENILAISAMA) is responsible for regulating and standardizing the property valuation profession in Malaysia. It provides professional training and certification for property valuers, establishes ethical and professional standards for the industry, and ensures that valuations are carried out accurately and fairly. PENILAISAMA also works

No.	Organisations	Roles and Responsibilities
		to promote public trust and confidence in the property valuation profession.
6.	Malaysian Institute of Property and Facility Managers (MIPFM)	The Malaysian Institute of Property and Facility Managers (MIPFM) is responsible for promoting and professionalizing the property and facility management industry in Malaysia. It sets standards for the industry, provides training and certification programs for property and facility managers, and advocates for the interests of its members. MIPFM also works to improve the quality and efficiency of property and facility management services in Malaysia.
7.	Malaysian Institute of Estate Agents (MIEA)	The Malaysian Institute of Estate Agents (MIEA) is responsible for regulating and promoting the estate agency profession in Malaysia. It sets ethical and professional standards for the industry, provides training and certification programs for estate agents, and works to improve the quality and transparency of real estate transactions. MIEA also advocates for the interests of its members and the wider real estate industry.
8.	Malaysian Institute of Professional Estate Agents and Consultants (MIPEAC)	The Malaysian Institute of Professional Estate Agents and Consultants (MIPEAC) is responsible for promoting and developing the estate agency and property consultancy professions in Malaysia. It sets standards for the industry, provides training and certification programs, and advocates for the interests of its members. MIPEAC also works to enhance the quality and efficiency of real estate services in the private sector.

No.	Organisations	Roles and Responsibilities
9.	National Institute of Valuation (INSPEN)	<p>The National Institute of Valuation (INSPEN) is responsible for providing education and professional development opportunities to property valuers in Malaysia. It offers academic and training programs in valuation, property management, and real estate agency, and works to improve the quality and standards of the property valuation profession. INSPEN also conducts research and provides expert advice to government agencies and the private sector.</p>
10.	Higher Learning Institutions	<p>Several Malaysian public and private universities offer undergraduate and postgraduate real estate programmes. These universities offer real estate courses as part of their Faculty of Built Environment or Faculty of Engineering and Built Environment. Some of the common real estate courses offered include Bachelor of Science (Hons) Real Estate, Bachelor of Property Management (Hons), Master of Science (Real Estate), and PhD in Real Estate. Based on qualifications recognized by the Board as at 15 September 2021, some of the universities are:</p> <ol style="list-style-type: none"> <li>1) Universiti Malaya (UM) <ol style="list-style-type: none"> <li>a) Bachelor of Estate Management - intake 1996 to 2016</li> <li>b) Bachelor of Real Estate - intake 2016 to 2022</li> </ol> </li> <li>2) Universiti Teknologi Mara (UiTM), Shah Alam <ol style="list-style-type: none"> <li>a) Advanced Diploma in Estate Management - intake 1982 to 2002</li> <li>b) Bachelor of Estate Management (Honours) -</li> </ol> </li> </ol>

No.	Organisations	Roles and Responsibilities
		<p>intake 2003 to 2017</p> <p>c) Bachelor of Estate Management (Honours) - intake 2018 to 2023</p> <p>3) Universiti Teknologi Mara (UiTM), Seri Iskandar</p> <p>a) Bachelor of Estate Management (Honours) - intake 2018 to 2023</p> <p>The rest of the list can be referred to the BOVAEP website (List of Qualification Agencies)</p>

Overall, knowledge on governmental agencies and regulatory bodies is beneficial to workers interested in pursuing a career in the relevant industry. At a higher level of competency, such as management, the need to equip themselves in knowledge of these relevant stakeholders is deemed necessary for the decision-making process in real estate transactions.

### 2.8.3 Boards of Accreditation

Board of Valuers, Appraisers, Estate Agents, and Property Managers (BOVAEP) is a regulatory body responsible for accrediting all real estate programmes offered by Malaysian and international Higher Education Providers (HEP). Accreditation functions as the baseline registration requirement for real estate professionals under the Act. The Board is obligated to ensure that its registered members' real estate education/programming meets a minimum standard comparable to global practise. Consequently, it is necessary to accredit HEP's real estate programmes.

In 1992, BOVAEP established Accreditation Committee (AC) which main responsibility is to accredits HEPs' real estate programme. HEP, industry, and government professionals are appointed to AC by the Board to ensure programmatic relevance to stakeholders. BOVAEP also appointed Evaluation Panel (EP) members for this purpose. EP members shall consist of representatives from both industry and

academia to provide balanced perspective and experience in assessing programmes. The EP will assess the programme based on the accreditation criteria set forth in this manual. The assessment includes the auditing and confirmation of documents submitted by the HEP but not limited to the above. Table 2.8 below shows the authorities related to accreditation with its responsibilities.

Table 2.11: Authorities Related to Accreditation

No.	Boards of Accreditation	Roles and Responsibilities
1.	Ministry of Education (MOE)	MOE is the ministry responsible for Malaysia's comprehensive education strategies and planning. Its mission is to maintain a high-quality education system that fully develops individuals and satisfies national aspirations.
2.	Malaysian Qualifications Agency (MQA)	The Malaysian Qualifications Agency Act of 2007 assigns MQA the responsibility of ensuring the integrity of higher education in Malaysia. MQA's primary responsibility is to implement the Malaysian Qualifications Framework as the foundation for quality assurance in higher education and as the point of reference for the formulation of qualification criteria and standards. MQA is responsible for monitoring and supervising the accreditation and quality assurance practises of national higher education.
3.	<i>Jabatan Perkhidmatan Awam (JPA)</i> Public Service Department (PSD)	PSD is the central agency in reforming the overall public services towards a greater level of effectiveness and efficiency in both development and human resources management, which inspires the confidence and trust of the people in the civil service.

## 2.10 Legislations and Standards

Table 2.10 below outlines several government legislations to which the Real Estate Activities sector is subject to.

Table 2.12: Government Legislations

No.	Legislations	Roles and Responsibilities
1.	Valuers, Appraisers, Estate Agents and Property Managers Act 1981 [Act 242]	The Valuers, Appraisers, Estate Agents and Property Managers Act 1981 (Act 242) regulates the valuation, appraisers, estate agents, and property management professions in Malaysia. The Act sets out the licensing, registration, and disciplinary procedures for these professions and establishes the Board of Valuers, Appraisers, Estate Agents, and Property Managers (BOVAEP) to oversee their practice. The Act also sets out the standards of conduct and practice for these professions and provides for the protection of consumers.
2.	Valuers, Appraisers, Estate Agents Act 1981 (Rules 1986)	The Valuers, Appraisers, Estate Agents Act 1981 (Rules 1986) is a set of regulations that govern the practice of valuers, appraisers, and estate agents in Malaysia. The Act was introduced to regulate the practice of these professions and to protect the interests of the public. Under the Act, a Valuers, Appraisers, and Estate Agents Board (VAEAB) was established to regulate and monitor the activities of these professions. The VAEAB is responsible for maintaining a register of registered valuers, appraisers, and estate agents, as well as ensuring that they comply with the regulations and ethical standards set out in the Act. The Act also sets out the qualifications and requirements for individuals seeking to be registered as valuers, appraisers, or estate agents. These include educational

No.	Legislations	Roles and Responsibilities
		<p>qualifications, experience, and the passing of certain examinations. The Act provides guidelines on the fees that can be charged by registered valuers, appraisers, and estate agents, as well as the procedures for the handling of client funds. It also sets out the penalties for any breaches of the regulations, including fines and imprisonment.</p>
3.	<p>National Land Code Act (1965) [Act 828] Amendment 2020</p>	<p>The National Land Code (NLC) Act 1965 is the governing law that regulates land ownership, land administration, and land development in Peninsular Malaysia. It provides a framework for property ownership, land registration, transfer of property ownership, and property disputes. The NLC ensures that all transactions related to land are conducted legally and fairly, while protecting the rights and interests of all parties involved in land transactions. It also regulates the management and utilization of land, ensuring that it is used for the common good and national development.</p>
4.	<p>Housing Development (Control &amp; Licensing) Act 2012 [Act A1415]</p>	<p>The Housing Development (Control &amp; Licensing) Act 2012 [Act A1415] is a Malaysian law that regulates and controls housing development projects. Its roles and responsibilities include ensuring housing developers obtain a license before starting any project, monitoring compliance with the law, and protecting the interests of homebuyers through the establishment of a Housing Tribunal to hear complaints and disputes.</p>
5.	<p>Strata Titles Act 1985 Strata Titles (Amendment) Act 2013 [Act A1450]</p>	<p>Strata Titles Act 1985 (STA) which is also known as Act 318 that had been enforced in Peninsular Malaysia on 1 June 1985, is the law that allows an alienated land to have separate titles (multi-layer ownership) by way</p>

No.	Legislations	Roles and Responsibilities
		<p>of:</p> <ul style="list-style-type: none"> <li>a) The issuance of strata titles through subdivision of multi-level buildings or land (land parcel); and</li> <li>b) Establishment of a Management Corporation (MC) as a mechanism for the management of self-governance that oversees the administration of the stratified development after the strata titles are registered.</li> </ul> <p>The amendment to STA via the Strata Titles Act (Amendment) 2013 [Act A1450] has introduced a new concept of issuance of strata titles with vacant possession (VP). With the introduction of the new concept, the duration of the work process of issuance of strata titles will be shortened and owners of strata units will be able to receive their strata titles sooner. Generally, the basis of the amendment under Act A1450 is to insist on the need to make the strata titles' management akin to the needs and interests of the buyers (customer-focused services) and aim at improving the delivery system of land administration in the management and issuance of strata titles.</p>
6.	Strata Management Act 2013 [Act 757]	The Strata Management Act 2013 [Act 757] is responsible for regulating the management and maintenance of buildings and common property in strata-titled developments in Malaysia. The Act outlines the duties and responsibilities of the management corporation, the joint management body, the developer, and the unit owners in ensuring proper maintenance, financial management, and dispute resolution within the strata development. The Act also

No.	Legislations	Roles and Responsibilities
		provides guidelines for the conduct of meetings, elections, and the imposition and collection of charges and penalties.
7.	Land Acquisition Act 1960 (LAA)	This act provides for the acquisition of private land by the government for public purposes, such as infrastructure projects. It establishes the rules and procedures for compensation, including the determination of market value.
8.	Town and Country Planning Act 1976 (TCPA) [Act 172]	This act regulates land use and development in Malaysia. It establishes the procedures for preparing and implementing development plans, as well as rules for zoning, land use, and building design.
9.	Environmental Quality Act 1974 (EQA) [Act 127]	This act regulates environmental protection in Malaysia. It establishes the rules and procedures for pollution control, waste management, and environmental impact assessments related to real estate development projects.
10.	Stamp Act 1949 [Act 378]	This act governs the payment of stamp duty on various legal documents related to real estate transactions, such as sale and purchase agreements, leases, and mortgages.
11.	Contracts Act 1950 [Act 136]	This act establishes the rules and procedures for entering into and enforcing contracts related to real estate transactions, such as sale and purchase agreements and tenancy agreements.
12.	Income Tax Act 1967 [Act 53]	This act governs the taxation of income related to real estate activities, such as rental income, capital gains, and property development profits.
13.	Anti-Money Laundering, Anti-Terrorism Financing	This act establishes rules and procedures to prevent money laundering and terrorism financing activities,

No.	Legislations	Roles and Responsibilities
	and Proceeds of Unlawful Activities Act 2001 (AMLA) [Act 613]	which can be associated with real estate transactions. It requires real estate professionals to comply with Know-Your-Customer (KYC) and other due diligence requirements to identify and report suspicious activities.
14.	Local Government Act 1976 (Act 171)	<p>Local government authorities in Malaysia are regulated by the Local Government Act of 1976. The law regulates municipal government agencies that provide public services and facilities. This statute establishes cities, municipalities, and district councils. Depending on the type, each local authority has a council lead by a mayor, president, or chairman. The law grants local administrations a number of rights and responsibilities:</p> <ul style="list-style-type: none"> <li>a) Streetlights, refuse management, and drainage;</li> <li>b) Local licencing and enforcement for businesses;</li> <li>c) Tourism and economic expansion</li> <li>d) Implementing regional plans for land use and development;</li> <li>e) Tourism and regional economic expansion;</li> <li>f) Local planning for development and land use;</li> <li>g) Public health, including the prevention of communicable diseases;</li> <li>h) Local emergency response planning.</li> </ul> <p>The Local Government Act of 1976 regulates local government elections, including eligibility requirements for voters and candidates. The statute is routinely reviewed and revised to accommodate local community requirements.</p>
15.	Real Property Gains Tax Act 1976 [Act 169]	Real Property Gains Tax (RPGT) is a tax levied by the Inland Revenue Board (IRB) on chargeable gains

No.	Legislations	Roles and Responsibilities
		<p>derived from the disposal of real property. This tax is provided for in the Real Property Gains Tax Act 1976 (Act 169). The tax is levied on the gains made from the difference between the disposal price and acquisition price.</p>
16.	<p>Uniform Building by Laws 1984 (UBBL)</p>	<p>Malaysia's Uniform building by Law regulates building construction and upkeep. It sets national construction codes. The UBBL ensures safe, sustainable, and legal building design and construction. Building design and construction are governed by the UBBL. Building accessibility, ventilation, lighting, and drainage. Local governments enforce UBBL building codes. Building control committees enforce laws. The UBBL governs Malaysian building construction and maintenance. UBBL infractions can lead to fines or judicial action. Revising the statute regulates the building business. Building construction and maintenance in Malaysia must follow the UBBL. UBBL violations may result in fines, penalties, or legal action. To keep the building industry regulated, the act is reviewed and revised.</p>
17.	<p>Listed Real Estate Investment Trust (Guidelines) 2<sup>nd</sup> Revision (28 Nov 2022)</p>	<p>The Guidelines on Listed Real Estate Investment Trusts (Guidelines) is issued by the SC under section 377 of the Capital Markets and Services Act 2007 (CMSA). These Guidelines set out requirements for a proposal in relation to the listing and quotation of units of a conventional or Islamic real estate investment trust (REIT) on the Main Market of Bursa Securities, which may include the following:</p> <p>a) Establishment of a conventional or Islamic REIT in Malaysia; and</p>

No.	Legislations	Roles and Responsibilities
		<p>b) Issue and offering of units of such REIT.</p> <p>In addition to complying with these Guidelines, any proposal in relation to the listing and quotation of units of an Islamic REIT on the Main Market of Bursa Securities and conversion to an Islamic REIT must also comply with the Guidelines on Islamic Capital Market Products and Services. In the case of listed REITs, these Guidelines shall supersede the Guidelines on Real Estate Investment Trusts and Guidelines for Islamic Real Estate Investment Trusts. The securities laws and these Guidelines form the regulatory framework for REITs in Malaysia, and must be read together.</p>

Table 2.11 below explained the Malaysian standards for real estate activities.

Table 2.13: Malaysian Standards for Real Estate Activities

	Standards	Description
1.	Malaysia Valuation Standard (MVS)	<p>Set of professional standards established for the valuation of real estate in Malaysia. The MVS provide guidance on the principles, procedures, and practices for property valuation, including the valuation of different types of properties, the use of comparable data, and the reporting of valuation results.</p> <p>The MVS aim to promote consistency, objectivity, and transparency in property valuations and provide a benchmark for the conduct of valuers in Malaysia. Compliance with the MVS is required for valuers in Malaysia as part of their professional responsibilities under the Valuers, Appraisers and Estate Agents Act 1981 (VAEAA). The MVS also serve as a reference</p>

	Standards	Description
		for other stakeholders in the property market, such as developers, investors, and lenders, in making informed decisions based on reliable and consistent property valuations.
2.	Malaysian Estate Agency Standard (MEAS)	The Malaysian Estate Agency Standard (MEAS) is a set of guidelines and regulations established by the BOVAEP to govern the practice of estate agency in Malaysia. The objectives of MEAS are as follows: promote professionalism and ethical conduct in the estate agency profession by setting standards for estate agents and registered negotiators; ensure that estate agents and registered negotiators provide accurate and reliable information to their clients and customers; provide guidance on the conduct of estate agency business, including marketing, negotiation, and documentation; establish a framework for the regulation and monitoring of estate agency practice; promote public confidence in the estate agency profession by setting minimum standards for education, training, and continuing professional development; and protect the interests of consumers by ensuring that estate agents and registered negotiators act in accordance with the law and with the highest ethical standards.
3.	Malaysian Property Management Standards (MPMS)	This standard has been issued by the Board of Valuers, Appraisers and Estate Agents Malaysia. This Standards can also be used as a measure of performance to benchmark and also to judge whether a Property Manager has performed his task professionally. Each Standard deals with a certain aspect of property management. Within each standard

	Standards	Description
		<p>is an introduction to the standard which sets out the broad objectives, the statements of standard and followed by explanations in the last section. These Standards aims to cover the key aspects of property management but should not be taken as exhaustive. It is expected for Property Managers to use these Standards and adhere to the principles and directives carefully to achieve the required standards of property management. The Standards are mandatory and shall come into force on 1 June 2016. Property Managers are required to adhere to the Standards strictly. The Standards are based on the prevailing laws of Peninsula Malaysia. In the states of Sabah and Sarawak, the Standards will have to be guided by the relevant prevailing laws of the respective states of Sabah and Sarawak.</p>

## 2.11 Conclusion

Based on the outcomes of the literature review, the real estate activities, categorized under L68, pivotal in contributing to Malaysia's economic success and in attracting foreign investment. As such, the government has established various agencies to develop and monitor the real estate industry to ensure compliance with relevant laws and regulations. In order to improve employment mobility for the workforce, it is imperative to redefine the elements of the Occupational Framework. This can be achieved by redefining the occupational areas in the Occupational Structure based on the Malaysian Occupational Skills Qualification Framework (MOSQF). This process would enable the scaling of skills, as well as provide opportunities to incorporate new skills that are essential in the current era of technology and industrial revolution. As of the present time, there are three NOSS that are relevant to MSIC 2008. To ensure alignment with labour demographics data provided by the DOSM, the MSIC 2008 was used to classify economic activities within the industry.

Specifically, the real estate sector falls under Section L, Division 68: Real Estate Activities, according to the MSIC 2008 classification system. The Occupational Framework document for this sector consists of two main groups: i) L681: Real estate activities with own or leased property, and ii) L682: Real estate activities on a fee or contract basis. More information on the scope of these groups can be found in Section 2.3.2 of the document. Section 2.5 predicts that the real estate industry in Malaysia will continue to experience growth, driven by factors such as property development, the adoption of technology to enhance property management services, and expansion in the property investment sector. This growth is expected to contribute positively to the overall economic expansion of Malaysia. The real estate value chain comprises primary activities such as property development, property management, property investment, property valuation, and marketing and sales. Additionally, various organizations play critical roles in ensuring the continued success of the real estate sector, as outlined in Section 2.8. Moreover, the Malaysian government has developed several legislations and standards to support the growth and development of this sector.

## **CHAPTER III**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter provides an overview of the research design and strategies for the data collection to meet the research objectives. To comprehend the recent development of the industry and required future skills for the Real Estate Activities sector in Malaysia, this study utilised a systematic research approach that involved a sequence of actions and methods, ranging from document review until the finalization of the Occupational Framework document. The methodology is applied to produce deliverables that consist of Occupational Structure (OS), Occupational Responsibilities (OR), Occupation Description (OD), Jobs in Demand, Critical Jobs, and Competency in Demand, jobs relevant to the industry and technology revolution as well as the emerging skills.

#### **3.2 Research Approach and Design**

Current study employed the appropriate research design because it will determine the type of data to be used, data collection technique and sampling method. A research method is about the way the facts are expressed to inform matters under investigation (Abutabenjeh & Jaradat, 2018). Facts can be presented in three different methods including: quantitative method, qualitative method or mix method (quantitative and qualitative) based on the objectives of the subject under investigation (Abutabenjeh & Jaradat, 2018).

In the process of developing the Occupational Framework for L68: Real Estate Activities, a mix-method approach was employed where the methodological and data or

source triangulation was used to confirm the emerging findings. Data collection through mix methods and from numerous sources yields a fuller and richer picture of the phenomenon under investigation. The research outcomes will have been supported by numerous sources of evidence and the credibility of the outcomes is argued to be more robust.

The following Figure 3.1 Research Designed, represents the research designed which include research approach (i.e., Qualitative and Quantitative), data collection methods (Document Analysis, Focus Group Discussions, and Survey), data analysis techniques focus on Statistical Analysis, and the expected outcomes from the research conducted to develop this Real Estate Activities OF.

RESEARCH APPROACH		DATA COLLECTION	DATA ANALYSIS TECHNIQUES	OUTCOMES
Qualitative	Literature Review	Document Review	Content Analysis	<ul style="list-style-type: none"> <li>• Job Areas</li> <li>• Job Titles</li> <li>• Job in Demand</li> <li>• Critical Jobs</li> <li>• Job Responsibilities</li> <li>• Competency in Demand</li> <li>• Jobs Relevant to Technology and Industrial Revolution</li> <li>• Emerging Skills</li> </ul>
		Focus Group Discussions with Industry Panels		
Quantitative		Survey	Statistical Analysis	

Figure 3.1: Research Approach & Design

For this study, there are 4 approaches were employed to achieve the objective of the study:

- a) Document Analysis;
- b) Focus Group Discussion;
- c) Survey; and
- d) Face-to-face interview.

### 3.2.1 Document Analysis

The objective of current study is to develop an Occupational Framework in order to identify job areas. Therefore, preliminary information was collected through systematic documentation analysis to provide underpinning insight into the industry as well as evidence to support assumptions and arguments. This method requires a thorough examination of existing literature including reports from relevant official agencies that include both published and unpublished materials, colloquially known as grey literature (Auger, 2017). Grey literature is important due to it more current than published literature and has less publication bias. Unpublished studies, reports, dissertations, conference papers and abstracts, blog posts, videos, white papers, and governmental research reports are all considered grey literature (Garousi, Felderer, et. al., 2019).

This method is intended to provide a macro snapshot of the Real Estate Activities landscape and outlook, including industry and employment growth, trends, and prospects at the sectoral level. A general search for Real Estate Activities were conducted. Table displays the three primary types of informational resources or documents that were utilised during this process.

Table 3.1: Main Sources of Document Analysis

	Source	Descriptions
1)	Published materials	<p>A review of relevant scientific publications in the industry was also carried out. Findings from publications are critical in discussing the outcomes of primary data collection.</p> <p>Information from these three main sources was elaborated in Chapter 2 Literature Review as well as supporting the findings from the analysis; such as the followings:</p> <ul style="list-style-type: none"> <li>• The sector's economic performance as measured by several macroeconomic indicators such as industry growth and employment statistics;</li> </ul>

	Source	Descriptions
		<ul style="list-style-type: none"> <li>• The industry outlook as compared to regional and global perspectives;</li> <li>• The start of technological development in the industry;</li> <li>• The identification of relevant legislations and stakeholders;</li> <li>• The underlying background of the sector's issues; and</li> <li>• The support for the findings from data analysis.</li> </ul>
2)	Database from other agencies	<p>Databases from both local and international agencies that contained relevant information on the Real Estate activities were referred. Among the databases applied were:</p> <ul style="list-style-type: none"> <li>• Department of Skills Development, Ministry of Human Resource;</li> <li>• Department of Labour, Ministry of Human Resource;</li> <li>• Department of Statistics Malaysia;</li> <li>• Social Security Organization (SOCSO);</li> <li>• MySPIKE (Department of Skills Development, Ministry of Human Resources Malaysia);</li> <li>• Department of Valuation and Property Services, Ministry of Finance;</li> <li>• Property Management Division, Prime Minister Department;</li> <li>• Boards of Valuers, Appraisers, Estate Agent and Property Managers and other agency related to real estate activities.</li> </ul> <p>These databases were in the form of both online and offline sources. From the listed databases, specific documents and</p>

	Source	Descriptions
		<p>reports were retrieved and reviewed, including:</p> <ul style="list-style-type: none"> <li>• Malaysia Standard Industrial Classification (MSIC) 2008;</li> <li>• Malaysia Standard Classification of Occupations (MASCO) 2020</li> </ul>
3)	Economic database	<p>Data on labour demand and organisational structures in the workplace would be useful for this investigation. Data is collected, analysed, and reported from several sources, including from the Department of Statistics Malaysia (DOSM) - MSIC 2008 and Occupation classifications by MASCO, the 12th Malaysia Plan, the National Budget, and the Talent Corporation.</p> <p>In addition to providing a glimpse of the current state of the Real Estate activities, the database would also be used as a set of control figures and a baseline database against which the results of the online survey could be evaluated.</p>

### 3.2.2 Focus Group Discussion (FGD) with Development Panel

A series of Focus Group Discussions (FGD) were held with a group of industry panels who were appointed as development panels. Data was collected from multiple perspectives or collective views simultaneously (Braun & Clarke, 2013) to provide input for and verify the findings of the Occupational Framework. This allows the focus group participants to hear from one another and reflect on their responses as a group. They are also allowed to question each other's reasoning for holding a particular viewpoint (Berg, Lune & Lune, 2012). During a focus group discussion, an individual may respond in a specific way. Still, as he or she listens to others' responses, he or she may want to qualify or modify a viewpoint that is useful in eliciting a wide range of different responses (Bryman & Buchanan, 2018).

Ten (10) industry panels representing different types of real estate agencies were selected purposively due to their availability to provide a comprehensive and in-depth understanding of the research problem. In the context of this study, there are three conditions for selecting the panels which are (1) the selected industry panel directly involved or experienced the phenomenon or event being studied, (2) ability to communicate with researchers, and (3) be prepared to provide information on the experiences they have had (Magilvy & Thomas, 2009). In addition, the panels should have a minimum of five (5) years of working experience at the management level in the area under study to ensure rich and reliable data gathering. The list of panels is included in the list of development panel members in Annex 1: List of Contributors.

The first FGD session focuses on the development of the Occupational Structure (OS) has been conducted on 12<sup>th</sup> and 13<sup>th</sup> November 2022. It was accomplished through a brainstorming session that included visual and group ideation to identify the occupation areas, job titles, which were then evaluated in terms of their competency level in accordance with the MOSQF. The Card Clusters technique was used, in which FGD participants wrote down job titles and then categorized the cards together in order to determine the job level in the overall structure. This technique is especially useful when it is necessary to gather ideas and information quickly and efficiently. It aids in the generation of a plethora of ideas by providing participants with a visual representation that allows them to see relationships between and among facts and ideas. The researchers facilitated the process to ensure that ideation progressed toward the exercise's goal. There are nine (9) invited industry panels managed to attend the discussion, as shown in Figure 3.2.



Figure 3.2: List of Panels for FGD 1 L68

The industry panels involved in FGD 1 brainstorming session are shown in Table 3.1.

Table 3.2: List of panels for FGD 1 L68

No.	Name	Organisation	Designation	Years of Experiences	MSIC Group
1.	Cynthia Fred	MFMA Development Sdn. Bhd.	Regional Manager	20 years	681
2.	Khairuniswa Binti Mohamad Isa	Meridin Properties Sdn. Bhd.	Senior Realty Consultant	12 years	682
3.	Ilani Binti Mohd. Jamin	MFMA Development Sdn. Bhd.	Assistant Manager (Leasing & Inbound Marketing)	8 years	681
4.	Safiyah Binti Kamil	Chester Properties Sdn. Bhd.	Real Estate Negotiator	10 years	682
5.	Dr. Sri Azra Binti Attan	IQI Realty Sdn. Bhd.	Probationary Estate Agent	5 years	682
6.	Nurul Nazuha Binti Arrifin	Chester Properties Sdn. Bhd.	Probationary Estate Agent	6 years	682
7.	Thanabalan a/l	Rahim & Co.	Senior Assistant	20 years	682

No.	Name	Organisation	Designation	Years of Experiences	MSIC Group
	Muthu	International Sdn. Bhd.	Manager		
8.	Muhazrol Bin Muhamad	IQI Realty Sdn. Bhd.	Head of Bumiputera Segment	13 years	681/682
9.	Chong Loke Yew	Hartamas Real Estate (M) Sdn. Bhd.	Real Estate Negotiator	6 years	682

In the second Focus Group Discussion (FGD), which was held on 11<sup>th</sup> and 12<sup>th</sup> February 2023 at the Mines Beach Resort Hotel, Mines Resort City, Jalan Dulang, 43300 Seri Kembangan, Selangor. The OS has been reviewed and referred to in the development of the Occupational Responsibilities (OR) and Occupational Description (OD). The researchers facilitated the FGD to encourage dialogue among the panels and also navigating the discussions in identifying critical job titles, job titles relevant to the technology and industrial revolution, and relevant industry challenges using semi-structured questions as follows:

- a) What are the critical jobs for the Real Estate Activities sector and how to determine them?
- b) What are the relevant job titles that are in line with the technology advancement and industrial revolution?
- c) What are the emerging skills for the Real Estate Activities sector and what cause them?
- d) What are the issues surrounding the Real Estate Activities sector? Why these happen and how to mitigate them?

In addition to collect information for the OF, industry panels were also responsible for verifying and validating all information collected and analysed from the survey instrument. The industry panels involved in FGD 2 brainstorming session are shown in Figure 3.3 and 3.4.

Figure 3.3: FGD 2 Panels for L68



Figure 3.4: FGD 2 Panels for L68



The industry panels involved in FGD 2 brainstorming session are shown in Table 3.3.

Table 3.3: List of panels for FGD 2 L68

No.	Name	Organisation	Designation	Years of Experiences	MSIC Group
1.	Cynthia Fred	MFMA Development Sdn. Bhd.	Regional Manager	20 years	681
2.	Khairuniswa Binti Mohamad Isa	Meridin Properties Sdn. Bhd.	Senior Realty Consultant	12 years	682
3.	Ilani Binti Mohd. Jamin	MFMA Development Sdn. Bhd.	Assistant Manager (Leasing & Inbound Marketing)	8 years	681
4.	Safiyah Binti Kamil	Chester Properties Sdn. Bhd.	Real Estate Negotiator	10 years	682
5.	Dr. Sri Azra Binti Attan	IQI Realty Sdn. Bhd.	Probationary Estate Agent	5 years	682
6.	Nurul Nazuha Binti Arrifin	Chester Properties Sdn. Bhd.	Probationary Estate Agent	6 years	682
7.	Thanabalan a/l Muthu	Rahim & Co. International Sdn. Bhd.	Senior Assistant Manager	20 years	682
8.	Tan Kian Aun	Hartamas Real Estate (M) Sdn. Bhd.	Registered Estate Agent	14 years	681 / 682

The third FGD was held on 17<sup>th</sup> May 2023 with industry expert panellists. The session was done online in two sessions; the first session was with property valuation experts and the second session was with real estate experts. The objective of this third FGD is to validate the findings of the research especially the Occupational Structure (OS), Occupational Responsibility (OR) and Occupational Description (OD). The panellists as well gave feedback on several issues such as list of acts & regulations and stakeholders of the industry.

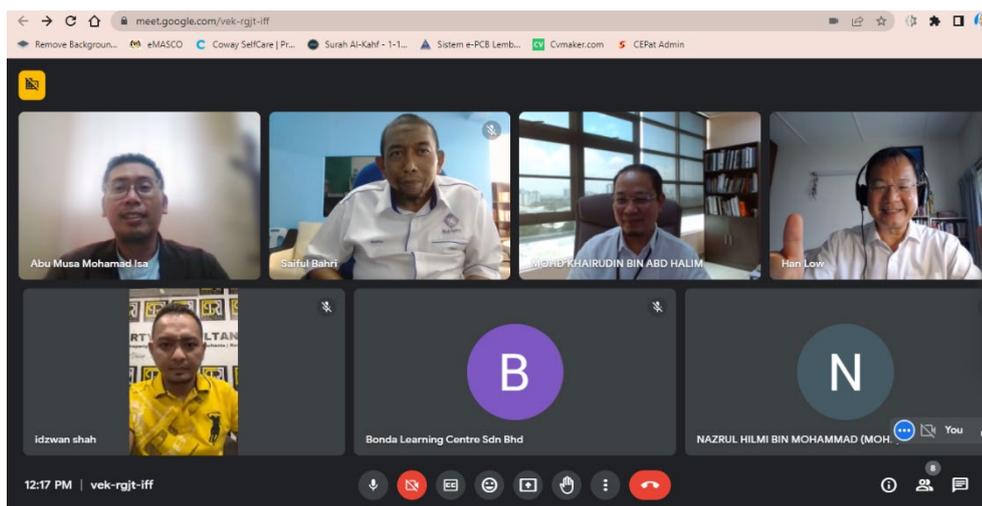


Figure 3.5: FGD session with property valuation panels of experts

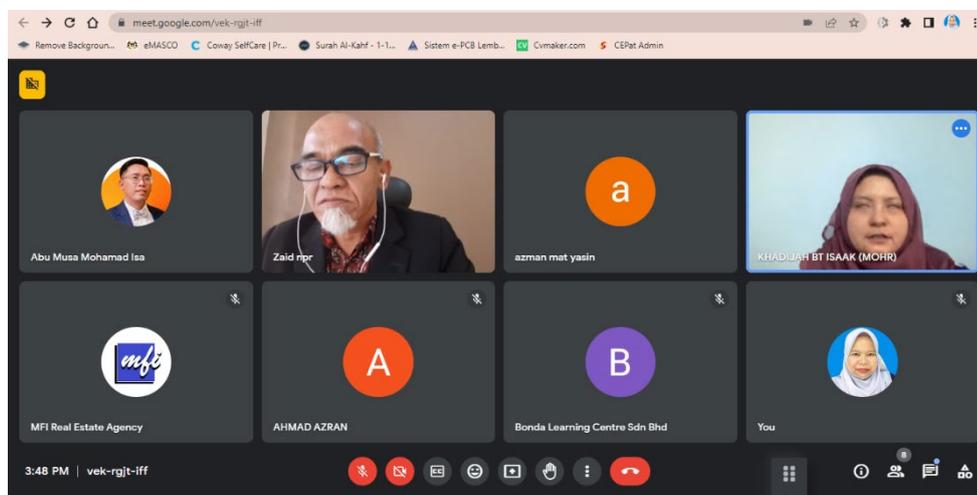


Figure 3.6: FGD session with real estate panels of experts

Table 3.4: List of panels of experts for FGD 3

No.	Name	Designation	Organisation
1.	Sr Mohd Arif bin Mat Hassan	Head of Research & Innovation Centre (Registered Valuer & Registered Property Manager)	Institut Penilaian Negara (INSPEN) Jabatan Penilaian dan Perkhidmatan Harta, Kementerian Kewangan Malaysia
2.	Prof. (I) Sr Mohd Khairudin bin Abd Halim	Professor (Industry)	Department of Real Estate, Faculty of Built Environment, Universiti of Malaya
3.	Sr Suriyana binti Mustafar	Senior Lecturer	Faculty of Architecture, Planning and Surveying Universiti Teknologi MARA
4.	Sr Ungku Iskandar bin Ungku Ismail	Director	CBRE   WTW
5.	Sr Low Han Hoe	Senior Manager Investment & Agency	Nawawi Tie Leung Real Estate Consultants Sdn. Bhd.
6.	Sr Idzwan Izzuddin Shah bin Hj. Ishak	Managing Director	S.R Property Consultants
7.	Sr Saiful Bahri bin Ahmad Mokhtar	Director	Nilai Harta Consultant Sdn. Bhd.
8.	Sr Mohd Zaid bin Awang	Executive Director	Nilai Properties Realty Sdn. Bhd.
9.	Sr Mohd Fawzi bin Ibrahim	Director	MFI Real Estate Agency
10.	Azman bin Mat Yasin	Registered Estate Agent	RIZQ Realty
11.	Rohaizan bin Rahim	Registered Estate Agent	IQI Realty Sdn. Bhd.
12.	Mohd Uzair bin Shahrir	Registered Valuer, Estate Agent & Property Manager	Mitra Valuers & Property Consultants Sdn. Bhd.

The following Table 3.5 is the Research Timeline for current study.

Table 3.5: Research Timeline

Phase 1 Information Gathering	Phase 2 Expert View	Phase 3 Verification & Usability
<ul style="list-style-type: none"> <li>• Document Review</li> <li>• Writing OF document for Chapter 1, 2, and 3.</li>   <li>• Survey development</li> <li>• Questionnaire construction</li>   <li>• Predefined questionnaires item</li> <li>• Content validation</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Focus Group Discussion 1</b> <ul style="list-style-type: none"> <li>• Brainstorming Session</li> <li>• Occupational Structure (OS) Development</li> </ul> </li>   <li>• <b>Focus Group Discussion 2</b> <ul style="list-style-type: none"> <li>• Occupational Responsibilities, Jobs in Demand and Jobs Description development</li> <li>• OF document writing for Chapter 4 &amp; 5</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• OF Document Report - Chapter 4 &amp; 5</li>   <li>• OF Document Improvement</li>   <li>• Industrial Engagement</li> <li>• <b>Focus Group Discussion 3</b> (Validation of findings with Panels of Experts)</li>   <li>• Finalizing occupational framework document and Handover</li> </ul>

Table 3.5: Occupational Framework Development Workshop Schedule

Research Stage	Research Activity	Timeline	Remarks
<b>Stage 1</b>	A. Preliminary Information Gathering	12–30 Sept 2022	20 Sept 2022: OF Briefing
	i) Desktop Research Literature Review		
	ii) Documents Review	21–30 Sept 2022	30 Sept 2022: Research Team & Research Methodology
	B. Identifying Subject Matters Expert (SMEs)		
C. OF Document (Research Problem, Objectives, Methodology)	1–20 Oct 2022		
D. Identifying Research Respondent (Stratified Random Sampling)	7–11 Oct 2022	6 Oct 2022:	

Research Stage	Research Activity	Timeline	Remarks
	E. Focus Group Discussion 1 (Qualitative Data Collection) F. Qualitative Data Analysis G. Design survey & Questionnaires & Pilot Test H. Administer survey & Data Collection I. Writing OF Document: Chapter 1, 2 & 3	12–13 Nov 2022 14–20 Nov 2022 15–20 Nov 2022 21 Nov – 5 Dec 2022 4–30 Nov 2022	JTD Meeting 1 5-7 Dec 2022: JTPOF Phase 1
<b>Stage 2</b>	J. Data Analysis and Findings i) Occupational Structure (OS) ii) Occupational Description (OD) iii) Critical Job / Skills in demand K. Writing OF Document Chap 4 & 5 L. Focus Group Discussion 2 M. OF Document Improvement	1–30 Dec 2022 18–24 Dec 2022 28-29 Jan 2023 23- 31 Jan 2023	6 Jan 2023: Mesy. Pemandu 2 21-23 Feb 2023: Mesy. JTD Bil. 2
<b>Stage 3</b>	N. OF Document Report - Chapter 4 & 5 O. OF Document Improvement P. Finalizing Occupational Framework document and Handover	6–20 Feb 2023 20–31 Mac 2021 5 April – 10 Mei 2023	17 March 2023: Mesy Pemandu 3 3-5 April 2023: JTPOF Phase 2

### 3.2.3 Survey Instrument

A quantitative survey was employed in addition to the data produced from the Focus Group Discussions (FGD) with industry panels and secondary resources to classify the jobs in demand, critical jobs, competency in demand, jobs relevant to the technology and industrial revolution, and emerging skills. The survey also collected

information on issues concerning real estate activities.

The instrument used to gather the data was an online questionnaire survey. The questionnaire consists of close-ended 5-point Likert scales questions, dichotomous scales, multiple choice, and open-ended questions to obtain the crucial information to achieve the research objectives. A self-administered questionnaire in the form of a Google Form was deployed, and respondents answered the questions without the intervention of the researcher at any point of time and from any location within the specified time frame.

In order to accommodate the respondents' diverse backgrounds, a dual-language approach was used, namely Bahasa Malaysia and English. During the pre-test phase validity was conducted two panels were deployed comprises of an academic panel and industry panels in real estate activities. The following are the comments from the panel and has been rectified.

- a) To list down the name of the various states in Malaysia such as Kuala Lumpur, Selangor, Johor and Pulau Pinang instead of listing the various region of Malaysia; and
- b) To change the scale used in the questionnaire from “Important – Moderate – Low Importance – Not Important – Not Related” to “Very Important – Important – Moderate Important – Less Important – Not Relevant”.

Basically, the survey questionnaire comprises of six sections:

- a) Section 1: Demographics Profile of the respondents  
This section consists of seven (7) questions to collect the demographic background of the respondents such as age, gender, company location, years of service, and employment group.
- b) Section 2: Competency in Demand  
This section content of eight (8) questions to look into the skill sets required for workers in the industry to perform their current and future job. Another

goal of this section is to identify the factors contributing to the skills gap of the current graduates and current workers.

c) Section 3: Jobs in Demand

This section consists of six (6) questions aims to identify which worker categories are in short supplies or oversupply. MASCO divides workers into three categories; skilled workers, semi-skilled workers, low-skilled workers. This section also reports the critical job and clarifies the factors contributing to the shortage of workers.

d) Section 4: Emerging Skills

This section content of three (3) questions to pinpoint the emerging skills predicted to be imperative to the industry based on factors leading to the need for such skills.

e) Section 5: Technology and Industrial Revolution

This section consists of twelve (12) questions attempts to determine whether industry players and labour are ready for the industrial revolution. The technology drivers of the industrial revolution are given, and respondents must assess how relevant each aspect is in their field of duty.

f) Section 6: Related Issues

This section contents of eleven (11) questions to explore the industry's most common problems or challenges. The questionnaire is attached in Annex 2.

### **3.2.4 Sampling Strategy and Data Collection**

In order to ensure the generalizability of the survey results a relevant sampling strategy should be considered. Sampling is the process of obtaining study respondents who serve as representatives of the target population. The Kuala Lumpur, Selangor, Pulau Pinang, and Johor Real Estate Agencies/Companies, Valuer Agencies/Companies, and Property Manager Agencies/Companies are defined as the target population relevant to the Real Estate Activities as suggested by the industry panels. In Malaysia, it was reported that about 2,151 Registered Estate

Agents (E), 1,008 Registered Valuers (V), and 2,776 Property Managers (PM) (LPPEH, 2021). There are also: 954 Estate Agents (E) Companies, 89 Valuers (V) Companies, and 275 Property Management (PM) Companies (LPEPH, 2021).

This study utilized stratified random sampling and the purposive method by dividing the population into various subgroups or strata and drawing a random sample from each group. Each subgroup or stratum consist of items that have common characteristics. According to Cumming (2013) and Hsieh & Chen (2019), sample size guidelines suggest that a sample size of at least 30 is often used as a rule of thumb, based on the central limit theorem. Therefore, this study set a target of 150 respondents, based on five (5) job areas - L681 (two job areas) and L682 (three job areas), with each job area requiring a minimum of 30 respondents. However, the current study distributed 250 questionnaires and managed to obtain 165 respondents, exceeding the minimum target number of 150 respondents.

The relevant real estate agent, valuer and property manager list was compiled using various sources, including the Association of Valuers, Property Managers, Estate Agents and Property Consultants in the Private Sector Malaysia (PEPS) website, *Persatuan Perunding Hartanah Muslim Malaysia (PEHAM)*, *Jabatan Penilaian dan Perkhidmatan Harta (JPPH)*, BOVAEP, and Department of Statistic Malaysia (DOSM). An email was sent to each company requesting all employees to complete the questionnaire. They had three weeks to respond to the survey link.

### **3.2.5 Data Analysis**

All data collected from face-to-face interview and observations were discussed and analysed using the content analysis method. The entire face to face interviews were verbatim recorded and transcribed. According to Roulston and Choi (2018), recording is an essential part of qualitative data collection and its analysis as it improves the broadness and accuracy of qualitative data. Additionally, recording also allows the researcher to give researchers fully concentrate on asking questions and responding to the interviewee's answers (Neal et al., 2015).

The data was then reviewed and interpreted to generate codes and emerging

themes. The findings section was organised around recurring issues and main themes that summarised the responses of all participants. Iterating between data and the regulator's guidelines was used to carry out the process. Industry experts then validated the findings to ensure their dependability and accuracy.

The survey data was statistically analysed to generate descriptive result such as average and percentage using Microsoft Excel. The following were the results of data analysis from the survey:

- a) Development of Organizational Structure, Occupational Responsibilities and Occupational Descriptions;
- b) Analysis of jobs in demand and critical jobs;
- c) Analysis of competency in demand;
- d) Determination of the jobs relevant to the technology and industrial revolution;
- e) Identification of the emerging skills; and
- f) Identification of issues relevant to the industry.

The findings were presented to the industry practitioners on 22 March 2023 through an online engagement session to get feedback on the validity and usability of the document.

### **3.3 Interview with Property Manager**

The interview procedure involves conducting two interviews with qualified and registered property managers on different dates. The interviews were conducted on 13th April 2023 and 18th April 2023, respectively. The interview protocol consisted of two sections. Namely, Section 1: Respondents Background and Section 2: Structured Interview Questions. The protocol was designed to collect and confirm information related to the participants' experiences, perspectives, and opinions on property management. The data analysis involved write out the interviews and interpreting the data. The data obtained from these interviews can be used to develop strategies to improve property management practices.

### **3.4 Conclusion**

This chapter elaborated additional information regarding the methodology (i.e. qualitative and quantitative) used in the development of the Occupational Framework document. The justification of the chosen research methodology and data collection method consisting of document review, focus group discussion, interview and survey questionnaires were discussed under Section 3.2. Basically, this methodology has included following steps: the identification of a problem statement and objective; the review of relevant literature and documents; the selection of industry panels; focus group discussions; interviews; the process in developing the survey instrument; a sampling strategy; the data collection and the data analysis. The findings on the OS, OR, OD, competency in demand, jobs in demand, critical job, emerging skills, occupation or job area related to technology and industrial revolution as well as challenge in the industry as identified by the FGD, interview and industry surveys are presented in the next chapter.

## **CHAPTER IV**

### **FINDINGS**

#### **4.1 Introduction**

This chapter presented the findings that have been validated from each method laid out in Chapter III Research Methodology. The findings focused on the objectives of this document, which were to develop Occupational Structure (OS), Occupational Responsibilities (OR), and Occupational Descriptions (OD) for each job title generated from the OS. In addition, the findings determine the jobs in demand and critical job titles in this sector, as well as the competency in demand, job titles related to technology and the industrial revolution and emerging skills. There are also findings on related issues in this sector and a mapping between OS and the National Occupational Skills Standard (NOSS).

#### **4.2 Findings Analysis**

This section presents the results generated from the analysis of the document review, the Focus Group Discussions (FGD) and interview with industry representatives, as well as the survey of employees in the Land Transport and Transport via Pipelines industries. All these techniques were utilised to develop the Occupational Framework (OF) for this sector. The discussion of the results focuses on the three (2) major groups outlined in Division of L68 of the MSIC 2008, which are:

- L681: Real Estate Activities with Own or Lease Property
- L682: Real Estate Activities on A Fee or Contract Basis

The identification of job areas and job titles to produce OS for the Real Estate Activities was obtained through FGD and interview sessions with industry representatives. In addition, the identification of competency in demand, job in demand, occupation related to technology and related issues were gathered through the survey and verified with the industry panels. Finally, the development of OR and OD that described the job responsibilities and the required competency set were determined based on documents review and analysis with the industry panels.

#### **4.2.1 Document Review Findings**

It has been determined that there is an urgent need to update the Occupational Framework (OF) for the L68 Real Estate Activities industry. Although some National Occupational Skills Standards (NOSS) have been developed for certain groups in L68, the OF for L68 has not been published by the Department of Skills Development.

In addition, due to the high cost of capital investment required, many players in the industry are still lagging behind in adopting Industry 4.0 technology, and workers need to be empowered with new technology and IR tools to improve production processes and overall competitiveness.

Several stakeholders have been identified as relevant to L68 industry. These stakeholders include industry players, government agencies, training and educational institutions, and certification bodies.

The government has a critical role to play in the development and growth of the L68 industry. It can provide policies, regulations, and financial incentives to support the industry's growth and development. For instance, the government can offer tax breaks or subsidies to companies that invest in Industry 4.0 technology or provide training to workers.

Furthermore, there are various policy and regulatory frameworks that affect the L68 industry, such as environmental regulations and safety standards. Compliance with these regulations can be expensive and time-consuming, and there

is a need for streamlined regulatory frameworks that are supportive of the industry's growth.

Training and educational institutions are also crucial stakeholders in the L68 industry. They are responsible for providing the necessary skills and knowledge to workers in the industry. However, the current skills mismatch identified in the document analysis means that the skills being taught may not align with the needs of the industry. Therefore, there is a need to strengthen the link between educational institutions and industry players to ensure that the training being offered is relevant and up to date.

Certification bodies also play an essential role in the L68 industry, as they provide recognition and assurance of quality to industry players and customers. However, the lack of standardization across the value chain, as identified in the document analysis, means that there is a need for more harmonization and standardization of certification requirements.

In conclusion, the L68 industry is impacted by various stakeholders, policies, and regulations, and there is a need for collaboration among all stakeholders to ensure the industry's sustainable growth and development.

#### **4.2.2 Focus Group Discussion (FGD) 1 Findings**

The Focus Group Discussion 1 has been carried out on 12th and 13th November 2022 at the Mines Beach Resort Hotel, Mines Resort City, Jalan Dulang, 43300 Seri Kembangan, Selangor. The purpose of FGD 1 is to brainstorm and discuss the following research objectives:

- a) To establish Occupational Structure (OS) in real estate activity based on MSIC 2008.
  - i) As per the consensus reached by the focus group panels, the Occupational Structure (OS) in real estate activity (L681 and L682), which is established based on MSIC 2008 and illustrated in Table 4.4 and Table

4.7, is deemed final; and have important implications for the real estate industry.

- ii) The focus group panels agreed that the established job titles for real estate activity, based on MSIC 2008 and depicted in Table 4.5 and Table 4.6 (L681), as well as Table 4.8 and Table 4.9 (L682), are final; and have important implications for the real estate industry.
- iii) The focus group panels recommended that the established Occupational Description (OD) or Job Description for all job titles related to real estate activity, based on MSIC 2008 and depicted in Table 4.10 (L681) and Table 4.11 (L682), are final; and important for individuals seeking to understand the specific job requirements and duties within the real estate industry.

### 4.2.3 Survey Findings

The survey was conducted from January 5th to March 12th, 2023, and 165 respondents (L681: 67 respondents and L682: 98 respondents) participated in this study through an online survey.

Table 4.1: Number of Respondents

Area of Practice	Total Respondents
Real Estate Activities with Own Property	32
Real Estate Activities with Leased Property	35
<b>Total Respondents for L681</b>	<b>67</b>
Estate Agency Practice	31
Property Valuation Practice	34
Property Management Practice	33
<b>Total Respondents for L682</b>	<b>98</b>
<b>GRAND TOTAL</b>	<b>165</b>

Table 4.2: Respondents Demographic Profile for L681

Profile		Real Estate Activities with Own Property	Real Estate Activities with Leased Property	Total	%
Age	Below 20	0	0	0	0%
	20 – 29	11	12	23	34%
	30 – 39	15	16	31	46%
	40 – 49	6	5	11	16%
	Above 50	0	2	2	3%
<b>TOTAL</b>		<b>32</b>	<b>35</b>	<b>67</b>	<b>100%</b>
Gender	Male	13	15	28	42%
	Female	19	20	39	58%
<b>TOTAL</b>		<b>32</b>	<b>35</b>	<b>67</b>	<b>100%</b>
Education Level	Certificate	5	2	7	10%
	Diploma	9	14	23	34%
	Bachelor's degree	16	19	35	52%
	Master	2	0	2	3%
	PhD	0	0	0	0%
<b>TOTAL</b>		<b>32</b>	<b>35</b>	<b>67</b>	<b>100%</b>
Location of Employer	Kuala Lumpur	14	12	26	39%
	Selangor	13	15	28	42%
	Pulau Pinang	3	5	8	12%
	Johor	2	3	5	7%
	Other	0	0	0	0%
<b>TOTAL</b>		<b>32</b>	<b>35</b>	<b>67</b>	<b>100%</b>
Work Experience (year)	Below 5 years	11	17	28	42%
	6 – 10 years	9	6	15	22%
	11 – 20 years	8	4	12	18%
	21 – 30 years	4	5	9	13%
	Above 31 years	0	3	3	4%
<b>TOTAL</b>		<b>32</b>	<b>35</b>	<b>67</b>	<b>100%</b>
Position/ Job Title	Leasing Director / Registered Estate Agent / Registered Valuer / Registered Property Manager	1	0	1	1%
	Property Manager / General Manager (Leasing) / Probationary Estate Agent / Assistant Valuation Manger / Assistant Property	3	5	8	12%

Profile		Real Estate Activities with Own Property	Real Estate Activities with Leased Property	Total	%
	Manager / Probationary Property Manager				
	Building Manager / Leasing Manager / Real Estate Negotiator / Senior Valuation Executive / Senior Building Executive	9	10	19	28%
	Assistant Building Manager / Assistant Leasing Manager / Valuation Executive / Building Executive	12	14	26	39%
	Building Supervisor / Leasing Executive / Valuation Assistant / Site Supervisor	7	6	13	19%
	Others	0	0	0	0%
<b>TOTAL</b>		<b>32</b>	<b>35</b>	<b>67</b>	<b>100%</b>
Company Size	Micro-sized Company (Employees: < 5)	13	15	28	42%
	Small-sized Company (Employees: From 5 to < 30)	10	18	28	42%
	Medium-sized Company (Employees: From 30 to < 75)	6	2	8	12%
	Large-sized Company (Employees: From 75 to < 200)	3	0	3	4%
<b>TOTAL</b>		<b>32</b>	<b>35</b>	<b>67</b>	<b>100%</b>

Table 4.3: Respondents Demographic Profile for L682

Profile		Estate Agency Practice	Property Valuation Practice	Property Management Practice	Total	%
Age	Below 20	0	0	0	0	0%
	20 – 29	17	10	12	39	40%
	30 – 39	11	14	14	39	40%
	40 – 49	3	6	4	13	13%
	Above 50	0	4	3	7	7%
<b>TOTAL</b>		<b>31</b>	<b>34</b>	<b>33</b>	<b>98</b>	<b>100%</b>

Profile		Estate Agency Practice	Property Valuation Practice	Property Management Practice	Total	%
Gender	Male	10	22	21	53	54%
	Female	21	12	12	45	46%
<b>TOTAL</b>		<b>31</b>	<b>34</b>	<b>33</b>	<b>98</b>	<b>100%</b>
Education Level	Certificate	0	0		0	0%
	Diploma	11	8	9	28	29%
	Bachelor's degree	20	24	20	64	65%
	Master	0	2	4	6	6%
	PhD	0	0	0	0	0%
<b>TOTAL</b>		<b>31</b>	<b>34</b>	<b>33</b>	<b>98</b>	<b>100%</b>
Location of Employer	Kuala Lumpur	13	16	18	47	48%
	Selangor	14	12	8	34	35%
	Pulau Pinang	2	4	3	9	9%
	Johor	2	2	4	8	8%
	Other	0	0	0	0	0%
<b>TOTAL</b>		<b>31</b>	<b>34</b>	<b>33</b>	<b>98</b>	<b>100%</b>
Work Experience (year)	Below 5 years	15	18	14	47	48%
	6 – 10 years	10	10	8	28	29%
	11 – 20 years	3	2	4	9	9%
	21 – 30 years	2	3	5	10	10%
	Above 31 years	1	1	2	4	4%
<b>TOTAL</b>		<b>31</b>	<b>34</b>	<b>33</b>	<b>98</b>	<b>100%</b>
Position/ Job Title	Leasing Director / Registered Estate Agent / Registered Valuer / Registered Property Manager				0	0%
	Property Manager / General Manager (Leasing) / Probationary Estate Agent / Assistant Valuation Manger / Assistant Property Manager / Probationary Property Manager	7	9	4	20	20%

Profile		Estate Agency Practice	Property Valuation Practice	Property Management Practice	Total	%
	Building Manager / Leasing Manager / Real Estate Negotiator / Senior Valuation Executive / Senior Building Executive	8	11	8	27	28%
	Assistant Building Manager / Assistant Leasing Manager / Valuation Executive / Building Executive	12	10	12	34	35%
	Building Supervisor / Leasing Executive / Valuation Assistant / Site Supervisor	4	4	9	17	17%
	Others	0	0	0	0	0%
	<b>TOTAL</b>	<b>31</b>	<b>34</b>	<b>33</b>	<b>98</b>	<b>100%</b>
Company Size	Micro-sized Company (Employees: < 5)	12	14	14	40	41%
	Small-sized Company (Employees: From 5 to < 30)	14	15	10	39	40%
	Medium-sized Company (Employees: From 30 to < 75)	3	2	7	12	12%
	Large-sized Company (Employees: From 75 to < 200)	2	3	2	7	7%
	<b>TOTAL</b>	<b>31</b>	<b>34</b>	<b>33</b>	<b>98</b>	<b>100%</b>

#### 4.2.4 Focus Group Discussion (FGD) 2 Findings

There are eight (8) industry expert panels were invited to contribute actively into the OD development on 11<sup>th</sup> and 12<sup>th</sup> February 2023 at the Mines Beach Resort Hotel, Mines Resort City, Jalan Dulang, 43300 Seri Kembangan, Selangor. There are at least three (3) main goals to achieve in this FGD 2 session including the following:

- a) To confirm the validity of the questionnaire.

The industry expert panels reviewed the survey instrument's design and questions and agreed to verify its validity.

- b) To established the occupational responsibilities.

i) Table 4.10 Occupational Responsibility (OR) Group L681 has been established for Real Estate Activities with Own or Leased Property – Critical Jobs: Property Manager, Leasing Manager, and General Manager (Leasing); and

ii) Occupational Responsibility (OR) Group L682 has been recommended for Real Estate Activities on a Fee or Contract Basis – Critical Jobs: Assistant Valuation Manager/Probationary Valuer, Senior Valuation Executive, Valuation Executive, and Valuation Assistant as shown in Table 4.11.

- c) To identify the critical job title and its relevance to IR. Technology plays a critical role in the above identified critical jobs, specifically in the areas of Cloud Computing, social media, and E-Marketing. This may indicate that proficiency in these technologies is essential for individuals working in these fields. It is worth noting that technology is continuously evolving, and it is essential for individuals working in these fields to stay up to date with the latest advancements.

i) Table 4.12 Jobs in Demand and Critical Jobs for L681 has been confirmed for Real Estate Activities with Own or Leased Property – Critical Jobs: Property Manager, Leasing Manager, and General Manager (Leasing); and

- ii) Jobs in Demand and Critical Jobs for L682 has been established for Real Estate Activities on a Fee or Contract Basis – Critical Jobs: Assistant Valuation Manager/Probationary Valuer, Senior Valuation Executive, Valuation Executive, and Valuation Assistant as depicted in Table 4.13.

#### **4.2.5 Focus Group Discussion (FGD) 3 Findings**

The panels of experts were briefed on the main findings of the research such as Occupational Structure (OS), Occupational Responsibility (OR) and Occupational Description (OD). This session aimed to validate the findings and the outcomes of this session are as follows:

- i) Occupational Structure (OS): the panellists recommended the job area of Estate Agency Practice in L682 should be in single area and the level of competency for Real Estate Negotiator and Senior Real Estate Negotiator upgraded to Level 5 and Level 6 respectively.
- ii) Occupational Responsibility (OR): the panellists suggested the OR to be reviewed and rearranged as per agreed changes in the OS.
- iii) Occupational Description (OD): the panellists proposed the responsibility of monitoring and renewal of Continuing Professional Development (CPD) of subordinates/ real estate agents should be highlighted. The panellists as well determined the priority of knowledge for each job titles.

#### **4.2.6 Interview Session with Property Manager**

The unanimous agreement among interview participants on the research findings regarding the Occupational Structure (OS) of the industry proposed by FGD 1 and FGD 2 is crucial. There was also significant agreement among interviewees on the research findings regarding Occupational Descriptions (OD) of the industry proposed by FGD 1 and FGD 2. The consensus agreement among interview participants on the proposed job titles for Property Management Practice in the industry, as suggested by FGD 1 and FGD 2, is of utmost importance in this study. The agreement provides strong evidence for the study's reliability and validity, underlining the significance of the proposed job titles in shaping future policy decisions and industry practices.

The research findings on occupational structure, responsibilities, descriptions, and job titles proposed by FGD 1, FGD 2 and FGD 3 gained unanimous agreement from interview participants, highlighting the relevance and importance of the study's outcomes. The proposed job titles related to the national technology and industrial revolution are of immense significance, and the consensus among participants underscores the potential impact of the study's outcomes on the industry's future policy decisions and practices.

### **4.3 Occupational Structure (OS)**

Occupational Structure (OS) was developed during Focus Group Discussion I. Occupational Structure (OS) refers to the aggregate distribution of occupations in the organization; classified according to skill level, economic function, or social status.

Based on the FGD with the industry representatives, there are altogether 5 job areas with 23 job titles. 7 critical job titles and 15 national technology and industrial revolution-related job titles identified within the Real Estate sector; all of which will be featured in the OS.

Table 4.4: Overall Job Title in L68: Real Estate Activities

Occupational Structure (OS)	Total Identified Job Areas	Total Identified Job Titles	Total Critical Job Titles	Total Job Titles Relevant to Industrial Revolution
L681: Real Estate Activities with Own or Leased Property	2	9	3	6
L682: Real Estate Activities on A Fee or Contract Basis	3	14	4	11
<b>TOTAL</b>	<b>5</b>	<b>23</b>	<b>7</b>	<b>17</b>

The description of the job areas specific developed for the OS are as the following:

Table 4.5: L681 Real Estate Activities

NO.	JOB AREA	DESCRIPTION
1.	Own Property	Real estate activities with own property are defined as the buying, selling, renting, leasing, and managing of real estate properties, including land, buildings, and housing units, for the purpose of generating income or appreciation in value.
2.	Leased Property	Real estate activities with leased property involve buying, holding, developing, managing, and leasing of real estate properties, including land, buildings, and housing units, for commercial or residential purposes.

(Source: MSIC 2008)

Table 4.6: L682 Real Estate Activities

NO.	JOB AREA	DESCRIPTION
1)	Estate Agency Practice	Subject to the provisions of the Valuers, Appraisers, Estate Agents and Property Managers Act 1981 (Act 242), a registered estate agent who has been issued with an authority to practice by the Board shall be entitled to practise his profession and shall be authorized to undertake estate agency practice if he acts as an agent, or holds himself out to the public or to any individual or firm as

NO.	JOB AREA	DESCRIPTION
		<p>ready to act as an agent, for a commission, fee, reward or other consideration:</p> <ul style="list-style-type: none"> <li>a) In respect of any sale or other disposal of land and buildings and of any interest therein;</li> <li>b) In respect of any purchase or other acquisition of land and buildings and of any interest therein;</li> <li>c) In respect of any leasing or letting of land and buildings and of any interest therein;</li> <li>d) In making known of the availability of land, building, or any interest therein for such sale or disposal, purchase or acquisition, or leasing or letting referred to in paragraph (a), (b) or (c), as the case may be; and</li> <li>e) In respect of any tenancy administration including rental collection, payment of outgoings, arrangement for minor repairs and handing over and taking over the possession of a property of any land and buildings and of any interest therein.</li> </ul> <p>No registered estate agent shall carry on property management. Real estate agents are expected to comply by its code of ethics and standards of professional behaviour.</p>
2)	Property Valuation Practice	<p>Real Estate Activities with Property Valuation Practice in Malaysia refers to the provision of professional property valuation services to clients. This includes:</p> <ul style="list-style-type: none"> <li>a) Valuation of all lands and buildings and all interest including trees, crops, furniture, fixtures, trade stocks, plant, machinery, equipment and other effects; and</li> <li>b) Valuation of lands and buildings and all interest therein required for feasibility studies, project management, court proceedings, arbitration or other purposes.</li> </ul> <p>In Malaysia, property valuation is regulated by the Board of Valuers, Appraisers, Estate Agents and Property Managers (BOVAEP) under the Valuers, Appraisers, Estate Agents and Property Managers Act 1981. Property valuers in Malaysia are required to be registered with the BOVAEP and to abide by its code of ethics and professional conduct.</p>

NO.	JOB AREA	DESCRIPTION
3)	Property Management Practice	<p>The practice of property management in Malaysia is governed by the Malaysian Property Management Standards. Real Estate Activities with Property Management Practice in Malaysia refers to the management and control of any land, building and any interest within, excluding the management of property-based businesses, on behalf of the owner for a fee and includes but is not limited to the following responsibilities:</p> <ul style="list-style-type: none"> <li>a) Monitoring outgoings for the property and making payments out of the income from the property;</li> <li>b) Preparing budgets and maintaining the financial records for the property;</li> <li>c) Enforcing the terms of leases and other agreements pertaining to the property;</li> <li>d) Advising on sale and purchase decisions;</li> <li>e) Advising on insurance matters;</li> <li>f) Advising on the opportunities for the realisation of development or investment potential of the property; and</li> <li>g) Advising on the necessity for upgrading the property or for the merging of interests.</li> <li>h) Managing and maintaining the building and facilities attached to the building; and</li> <li>i) Making or checking of inventories of furniture, fixtures, trade stocks, plant or machinery, or other effects.</li> </ul>

Table 4.7: Occupational Structure (OS) Group L681

MSIC SECTION	(L) REAL ESTATE ACTIVITIES	
MSIC DIVISION	(68) REAL ESTATE ACTIVITIES	
MSIC GROUP	(681) REAL ESTATE ACTIVITIES WITH OWN OR LEASED PROPERTY	
AREA LEVEL	OWN PROPERTY	LEASED PROPERTY
LEVEL 8	NJT	Leasing Director*
LEVEL 7	Property Manager*	General Manager (Leasing)*
LEVEL 6	Building Manager***	Leasing Manager***
LEVEL 5	Assistant Building Manager***	Assistant Leasing Manager***
LEVEL 4	Building Supervisor***	Leasing Executive***
LEVEL 3	NJT	NJT
LEVEL 2	NJT	NJT
LEVEL 1	NJT	NJT

*NJT – No Job Title | \* Critical Job/ High Demands | \*\* Jobs relevant to technology and industrial revolution | \*\*\* Critical Jobs and jobs relevant to technology and industrial revolution*

Table 4.8: List of Job Titles for L681

SUMMARY OF JOB TITLE FOR (L681)									
NO.	JOB AREA	LEVEL							
		1	2	3	4	5	6	7	8
1.	Own Property	NJT	NJT	NJT	1	1	1	1	NJT
2.	Leased Property	NJT	NJT	NJT	1	1	1	1	1

Table 4.9: Summary of Job Titles for L681

NO.	JOB AREA	LEVEL							
		1	2	3	4	5	6	7	8
1.	Identified Job Title (Per Level)	0	0	0	2	2	2	2	1
2.	Total Identified Job Title	9							
3.	Critical Job Title (Per Level)	0	0	0	0	0	0	2	1
4.	Total Critical Job Titles	3							
5.	Job Titles Relevant to Technology & Industrial Revolution (Per Level)	0	0	0	2	2	2	0	0
6.	Total Job Title Relevant to Technology & Industrial Revolution	6							

Table 4.10: Occupational Structure (OS) Group L682

MSIC SECTION	(L) REAL ESTATE ACTIVITIES		
MSIC DIVISION	(68) REAL ESTATE ACTIVITIES		
MSIC GROUP	(682) REAL ESTATE ACTIVITIES ON A FEE OR CONTRACT BASIS		
AREA LEVEL	ESTATE AGENCY PRACTICE	PROPERTY VALUATION PRACTICE	PROPERTY MANAGEMENT PRACTICE
LEVEL 8	Registered Estate Agent***	Registered Valuer***	Registered Property Manager***
LEVEL 7	Probationary Estate Agent***	Assistant Valuation Manager / Probationary Valuer***	Assistant Property Manager / Probationary Property Manager***
LEVEL 6	Senior Real Estate Negotiator ***	Senior Valuation Executive***	Senior Building Executive***
LEVEL 5	Real Estate Negotiator ***	Valuation Executive***	Building Executive***
LEVEL 4	NJT	Valuation Assistant***	Site Supervisor***
LEVEL 3	NJT	NJT	NJT
LEVEL 2	NJT	NJT	NJT
LEVEL 1	NJT	NJT	NJT

*NJT – No Job Title | \* Critical Job/ High Demands | \*\* Jobs relevant to technology and industrial revolution | \*\*\* Critical Jobs and jobs relevant to technology and industrial revolution*

Table 4.11: List of Job Titles for L682

SUMMARY OF JOB TITLE FOR (L682)									
NO.	JOB AREA	LEVEL							
		1	2	3	4	5	6	7	8
1.	Estate Agency Practice	NJT	NJT	NJT	NJT	1	1	1	1
2.	Property Valuation Practice	NJT	NJT	NJT	1	1	1	1	1
3.	Property Management Practice	NJT	NJT	NJT	1	1	1	1	1

Table 4.12: Summary of Job Titles for L682

NO.	JOB AREA	LEVEL							
		1	2	3	4	5	6	7	8
1.	Identified Job Title (Per Level)	0	0	0	2	3	3	3	3
2.	Total Identified Job Title	14							
3.	Critical Job Title (Per Level)	0	0	0	1	1	1	1	0
4.	Total Critical Job Titles	4							
5.	Job Titles Relevant to Technology & Industrial Revolution (Per Level)	0	0	0	2	3	3	3	3
6.	Total Job Title Relevant to Technology & Industrial Revolution	14							

**4.4 Occupational Responsibilities (OR)**

The first FGD workshop spanned two days and was highly productive. The panel cooperated, enabling completion of two objectives. Occupational responsibilities were discussed using Table 4.10 (L681) and Table 4.11 (L682).

Table 4.13: Occupational Responsibility (OR) Group L681

<b>MSIC SECTION</b>	<b>(L) REAL ESTATE ACTIVITIES</b>	
<b>MSIC DIVISION</b>	<b>(68) REAL ESTATE ACTIVITIES</b>	
<b>MSIC GROUP</b>	<b>(681) REAL ESTATE ACTIVITIES WITH OWN OR LEASED PROPERTY</b>	
<b>AREA LEVEL</b>	<b>OWN PROPERTY</b>	<b>LEASED PROPERTY</b>
LEVEL 8	NJT	Leasing Director  1. Developing and implementing leasing strategies: Creating and executing plans to lease out properties, setting leasing targets, and ensuring that the leasing strategy aligns with the company's overall goals. 2. Analysing market trends: Staying up-to-date with real estate market trends, including rental rates, vacancy rates, and tenant preferences, to help make informed decisions. 3. Developing and managing leasing budgets: Creating budgets and forecasting leasing revenues and expenses, and managing expenses within those budgets. 4. Negotiating leasing agreements: Negotiating lease terms, conditions, and rental rates with potential tenants, and ensuring that all leasing agreements are in compliance with local, state, and federal regulations. 5. Overseeing tenant relations: Establishing and maintaining positive relationships with tenants, responding to their needs and concerns, and resolving any disputes that arise.

MSIC SECTION	(L) REAL ESTATE ACTIVITIES	
MSIC DIVISION	(68) REAL ESTATE ACTIVITIES	
MSIC GROUP	(681) REAL ESTATE ACTIVITIES WITH OWN OR LEASED PROPERTY	
AREA LEVEL	OWN PROPERTY	LEASED PROPERTY
LEVEL 7	<p style="text-align: center;">Property Manager</p> <ol style="list-style-type: none"> <li>1. Managing day-to-day operations: Overseeing the daily operations of properties, including maintenance, repairs, rent collection, and tenant complaints.</li> <li>2. Budgeting and financial management: Developing and managing property budgets, monitoring expenses, and preparing financial reports.</li> <li>3. Tenant management: Managing tenant relations, including screening potential tenants, responding to tenant concerns, and handling lease renewals and terminations.</li> <li>4. Property maintenance: Coordinating maintenance and repairs, ensuring that the property is well-maintained and safe for tenants, and overseeing capital improvement projects.</li> <li>5. Contract management: Negotiating contracts with vendors, contractors, and service providers, ensuring that contracts are executed properly, and managing ongoing relationships.</li> <li>6. Marketing and leasing: Developing and implementing leasing and marketing strategies to attract new tenants and retain current tenants.</li> <li>7. Regulatory compliance: Ensuring that properties comply with all applicable laws and regulations, including building codes, zoning regulations, and fair housing laws.</li> <li>8. Risk management: Identifying and managing risks associated with property ownership and management, including liability, insurance, and safety concerns.</li> <li>9. Reporting and communication: Preparing regular reports for property owners, communicating with tenants and staff, and collaborating with other property managers to share best practices and resources.</li> </ol>	<p style="text-align: center;">General Manager (Leasing)</p> <ol style="list-style-type: none"> <li>1. Creating and executing plans to lease out properties, setting leasing targets, and ensuring that the leasing strategy aligns with the company's overall goals.</li> <li>2. Staying up-to-date with real estate market trends, including rental rates, vacancy rates, and tenant preferences, to help make informed decisions.</li> <li>3. Creating budgets and forecasting leasing revenues and expenses, and managing expenses within those budgets.</li> <li>4. Negotiating lease terms, conditions, and rental rates with potential tenants, and ensuring that all leasing agreements are in compliance with local, state, and federal regulations.</li> <li>5. Establishing and maintaining positive relationships with tenants, responding to their needs and concerns, and resolving any disputes that arise.</li> <li>6. Recruiting, training, and managing leasing staff, including setting performance goals, monitoring progress, and providing feedback.</li> <li>7. Implementing marketing campaigns to attract potential tenants and drive leasing activity.</li> </ol>

MSIC SECTION	(L) REAL ESTATE ACTIVITIES	
MSIC DIVISION	(68) REAL ESTATE ACTIVITIES	
MSIC GROUP	(681) REAL ESTATE ACTIVITIES WITH OWN OR LEASED PROPERTY	
AREA LEVEL	OWN PROPERTY	LEASED PROPERTY
LEVEL 6	<p style="text-align: center;">Building Manager</p> <ol style="list-style-type: none"> <li>1. Overseeing and managing daily operations of the building, including maintenance, repairs, cleaning, security, and emergency services.</li> <li>2. Managing budgets, monitoring expenses, and preparing financial reports.</li> <li>3. Managing tenant relations, including responding to tenant complaints and concerns, handling lease renewals and terminations, and ensuring tenant satisfaction.</li> <li>4. Coordinating and overseeing regular maintenance and repair tasks to ensure that the building is well-maintained and safe for tenants.</li> <li>5. Negotiating contracts with vendors, contractors, and service providers, ensuring that contracts are executed properly, and managing ongoing relationships.</li> <li>6. Ensuring that the building is compliant with all applicable laws and regulations, including building codes, zoning regulations, and safety standards.</li> <li>7. Managing staff, including maintenance workers, security personnel, and cleaning staff.</li> <li>8. Identifying and managing risks associated with building ownership and management, including liability, insurance, and safety concerns.</li> <li>9. Preparing regular reports, communicating with tenants and staffs.</li> <li>10. Identifying areas for improvement or upgrades and overseeing capital improvement projects, such as renovations, energy-efficient upgrades, and building systems updates.</li> </ol>	<p style="text-align: center;">Leasing Manager</p> <ol style="list-style-type: none"> <li>1. Creating and executing plans to lease out properties, setting leasing targets, and ensuring that the leasing strategy aligns with the company's overall goals.</li> <li>2. Staying up-to-date with real estate market trends, including rental rates, vacancy rates, and tenant preferences, to help make informed decisions.</li> <li>3. Managing leasing budgets and managing expenses within those budgets.</li> <li>4. Negotiating lease terms, conditions, and rental rates with potential tenants, and ensuring that all leasing agreements are in compliance with local, state, and federal regulations.</li> <li>5. Establishing and maintaining positive relationships with tenants, responding to their needs and concerns, and resolving any disputes that arise.</li> <li>6. Managing leasing agents and staff including setting performance goals, monitoring progress, and providing feedback.</li> <li>7. Implementing marketing campaigns to attract potential tenants and drive leasing activity.</li> <li>8. Monitoring leasing activity, including vacancy rates, rental rates, and tenant retention rates, and taking appropriate action to improve performance when necessary.</li> </ol>
LEVEL 5	<p style="text-align: center;">Assistant Building Manager</p> <ol style="list-style-type: none"> <li>1. Supporting the Building Manager in overseeing and managing daily operations of the building, including maintenance, repairs, cleaning,</li> </ol>	<p style="text-align: center;">Assistant Leasing Manager</p> <ol style="list-style-type: none"> <li>1. Supporting the Leasing Manager in creating and executing plans to lease out properties, setting leasing targets, and ensuring that the</li> </ol>

MSIC SECTION	(L) REAL ESTATE ACTIVITIES	
MSIC DIVISION	(68) REAL ESTATE ACTIVITIES	
MSIC GROUP	(681) REAL ESTATE ACTIVITIES WITH OWN OR LEASED PROPERTY	
AREA LEVEL	OWN PROPERTY	LEASED PROPERTY
	<p>security, and emergency services.</p> <ol style="list-style-type: none"> <li>2. Assisting the Building Manager in managing budgets, monitoring expenses, and preparing financial reports.</li> <li>3. Assisting the Building Manager in managing tenant relations, including responding to tenant complaints and concerns, handling lease renewals and terminations, and ensuring tenant satisfaction.</li> <li>4. Overseeing maintenance and repair tasks to ensure that the building is well-maintained and safe for tenants.</li> <li>5. Supporting the Building Manager in negotiating contracts with vendors, contractors, and service providers, ensuring that contracts are executed properly, and managing ongoing relationships.</li> <li>6. Assisting the Building Manager in ensuring that the building is compliant with all applicable laws and regulations, including building codes, zoning regulations, and safety standards.</li> <li>7. Supporting the Building Manager in hiring, training, and managing staff.</li> <li>8. Identifying and managing risks associated with building ownership and management, including liability, insurance, and safety concerns.</li> <li>9. Preparing regular reports for property, communicating with tenants and staff.</li> <li>10. Assisting in overseeing capital improvement projects, such as renovations, energy-efficient upgrades, and building systems updates.</li> </ol>	<p>leasing strategy aligns with the company's overall goals.</p> <ol style="list-style-type: none"> <li>2. Analysing the real estate market trends, including rental rates, vacancy rates, and tenant preferences.</li> <li>3. Assisting in creating budgets and managing expenses within those budgets.</li> <li>4. Helping in negotiating lease terms, conditions, and rental rates with potential tenants, and ensuring that all leasing agreements are in compliance with local, state, and federal regulations.</li> <li>5. Supporting the Leasing Manager in establishing and maintaining positive relationships with tenants. .</li> <li>6. Assisting training and managing leasing staff, including setting performance goals, monitoring progress, and providing feedback.</li> <li>7. Assisting in conducting property tours for potential tenants and answering questions about the property, leasing terms, and amenities.</li> <li>8. Helping in implementing marketing campaigns to attract potential tenants.</li> <li>9. Assisting in monitoring leasing activity, including vacancy rates, rental rates, and tenant retention rates.</li> </ol>
LEVEL 4	<p style="text-align: center;">Building Supervisor</p> <ol style="list-style-type: none"> <li>1. Overseeing and managing daily operations of the building, including maintenance, repairs, cleaning, and security.</li> <li>2. Responding to tenant complaints and concerns, addressing issues promptly and effectively.</li> </ol>	<p style="text-align: center;">Leasing Executive</p> <ol style="list-style-type: none"> <li>1. Make plans to attract and retain tenants and achieving leasing targets set by the organization.</li> <li>2. Conducting market research to understand real estate market trends, including rental rates, vacancy rates, and tenant preferences.</li> </ol>

<b>MSIC SECTION</b>	<b>(L) REAL ESTATE ACTIVITIES</b>	
<b>MSIC DIVISION</b>	<b>(68) REAL ESTATE ACTIVITIES</b>	
<b>MSIC GROUP</b>	<b>(681) REAL ESTATE ACTIVITIES WITH OWN OR LEASED PROPERTY</b>	
<b>AREA LEVEL</b>	<b>OWN PROPERTY</b>	<b>LEASED PROPERTY</b>
	<ul style="list-style-type: none"> <li>3. Coordinating with tenants and staff to ensure smooth move-in and move-out processes, including handling key exchange and security deposit refunds.</li> <li>4. Ensuring that the building is compliant with all applicable laws and regulations, including building codes, zoning regulations, and safety standards.</li> <li>5. Overseeing building security systems and protocols, coordinating with law enforcement and emergency services.</li> <li>6. Monitoring expenses and preparing financial reports.</li> <li>7. Negotiating contracts with vendors, contractors, and service providers, ensuring that contracts are executed properly.</li> <li>8. Preparing regular reports for property, communicating with tenants and staff.</li> </ul>	<ul style="list-style-type: none"> <li>3. Negotiating lease terms, conditions, and rental rates with potential tenants, ensuring that all leasing agreements are in compliance with local, state, and federal regulations.</li> <li>4. Maintaining positive relationships with tenants, responding to their needs and concerns.</li> <li>5. Collaborating with leasing staff to ensure that leasing goals and targets are achieved.</li> <li>6. Conducting property tours for potential tenants, providing information about the property, leasing terms, and amenities, and answering any questions that may arise.</li> <li>7. Preparing reports on leasing activity, including vacancy rates, rental rates, and tenant retention rates.</li> <li>8. Monitoring expenses and preparing financial reports.</li> <li>9. Collaborating with other departments, such as marketing, operations, and finance, to ensure that leasing activities are aligned with overall company objectives.</li> </ul>
<b>LEVEL 3</b>	NJT	NJT
<b>LEVEL 2</b>	NJT	NJT
<b>LEVEL 1</b>	NJT	NJT

Table 4.14: Occupational Responsibility (OR) Group L682

MSIC SECTION	(L) REAL ESTATE ACTIVITIES		
MSIC DIVISION	(68) REAL ESTATE ACTIVITIES		
MSIC GROUP	(682) REAL ESTATE ACTIVITIES ON A FEE OR CONTRACT BASIS		
AREA LEVEL	ESTATE AGENT PRACTICE	PROPERTY VALUATION PRACTICE	PROPERTY MANAGEMENT PRACTICE
LEVEL 8	<p>Registered Estate Agent</p> <ol style="list-style-type: none"> <li>To maintain CPD hours to ensure renewal as required by the Board.</li> <li>Listing properties for sale or lease, including conducting property inspections, taking photographs, and creating detailed property descriptions.</li> <li>Developing and implementing marketing strategies to promote properties, including online and offline marketing campaigns, social media, and other advertising methods.</li> <li>Negotiating sales and lease terms, conditions, and pricing with clients, ensuring that all agreements are in compliance with local, state, and federal regulations.</li> <li>Managing tenancy administration on behalf of clients, including managing tenant relations, collecting rent, and coordinating maintenance and repairs.</li> <li>Providing professional advice to clients on real estate matters, including property investment, market trends, and financial considerations.</li> <li>Maintaining accurate records of all transactions, including property listings, contracts, and financial records.</li> </ol>	<p>Registered Valuer</p> <ol style="list-style-type: none"> <li>To maintain CPD hours to ensure renewal as required by the Board.</li> <li>Conducting property valuations to determine market value for various purposes not limited to sales, purchases, leases, mortgages, and insurance.</li> <li>Conducting research and analysing market trends, economic conditions, and other relevant factors to arrive at accurate and reliable property valuations.</li> <li>Preparing detailed valuation reports that clearly explain the methodology, assumptions, and findings of the valuation process.</li> <li>Providing consultation and advice to clients on real estate matters, including property investment, market trends, and legal and financial considerations.</li> <li>Assessing and managing risk associated with property transactions, including identifying potential issues and recommending ways to mitigate risk.</li> <li>Maintaining accurate records of all valuation reports and transactions, including data on property value, market trends, and economic</li> </ol>	<p>Registered Property Manager</p> <ol style="list-style-type: none"> <li>To maintain CPD hours to ensure renewal as required by the Board.</li> <li>Overseeing the day-to-day operations of managed properties, which can include residential, commercial, industrial, or mixed-use properties. Registered Property Managers handle various tasks related to property maintenance, tenant relations, lease management, and financial management.</li> <li>Managing tenant relations and ensuring tenant satisfaction. This involves handling tenant inquiries and complaints, addressing maintenance issues, coordinating repairs and maintenance activities, and fostering positive relationships with tenants to promote tenant retention.</li> <li>Administering lease agreements and ensuring compliance with lease terms and conditions. Registered Property Managers handle lease renewals, rent collection, rental arrears management, and lease terminations. They also assist in negotiating lease terms and preparing lease documentation.</li> <li>Overseeing property maintenance activities,</li> </ol>

MSIC SECTION	(L) REAL ESTATE ACTIVITIES		
MSIC DIVISION	(68) REAL ESTATE ACTIVITIES		
MSIC GROUP	(682) REAL ESTATE ACTIVITIES ON A FEE OR CONTRACT BASIS		
AREA LEVEL	ESTATE AGENT PRACTICE	PROPERTY VALUATION PRACTICE	PROPERTY MANAGEMENT PRACTICE
	<p>8. Ensuring compliance with all relevant laws and regulations, including real estate laws, anti-money laundering laws, and data protection laws.</p> <p>9. Building and maintaining relationships with other professionals in the real estate industry, including attorneys, bankers, and other estate agents.</p> <p>10. Participating in ongoing professional development, including attending training courses and workshops, and staying up to date with the latest industry developments and trends.</p> <p>11. Supervising work activities of PEA &amp; REN including the registration with the Board.</p>	<p>indicators.</p> <p>8. Ensuring compliance with all relevant laws and regulations, including real estate laws, anti-money laundering laws, and data protection laws.</p> <p>9. Building and maintaining relationships with other professionals in the real estate industry, including attorneys, bankers, and other valuers.</p> <p>10. Building and maintaining positive relationships with clients, managing expectations, and providing exceptional customer service.</p> <p>11. Participating in ongoing professional development, including attending training courses and workshops, and staying up to date with the latest industry developments and trends.</p>	<p>including regular inspections, repairs, and preventive maintenance. Registered Property Managers coordinate with contractors and service providers to ensure timely and efficient property maintenance, address maintenance issues reported by tenants, and maintain the property in optimal condition.</p> <p>6. Managing the financial aspects of property operations. This includes budgeting, expense management, financial reporting, and financial analysis. Registered Property Managers monitor property income and expenses, prepare financial statements, and provide financial insights and recommendations to property owners.</p> <p>7. Ensuring compliance with relevant laws, regulations, and legal requirements related to property management. Registered Property Managers stay updated on property-related regulations, tenancy laws, health and safety codes, and other legal obligations to ensure proper compliance and minimize risks.</p> <p>8. Engaging and supervising vendors, contractors, and service providers for various property-related services, such as maintenance, repairs, landscaping, security, and cleaning. Registered Property Managers evaluate vendor performance, negotiate contracts, and ensure the timely completion of</p>

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<b>AREA LEVEL</b>	<b>ESTATE AGENT PRACTICE</b>	<b>PROPERTY VALUATION PRACTICE</b>	<b>PROPERTY MANAGEMENT PRACTICE</b>
			<p>services.</p> <p>9. Assisting property owners in marketing and leasing vacant properties. Registered Property Managers may conduct market research, develop marketing strategies, coordinate property viewings, and screen potential tenants to ensure a suitable tenant mix.</p> <p>10. Providing regular updates and reports to property owners or stakeholders on property performance, occupancy rates, financial matters, and property management activities. Registered Property Managers maintain effective communication with property owners, tenants, and other stakeholders to address concerns, provide information, and facilitate smooth property operations.</p>
<b>LEVEL 7</b>	<p><b>Probationary Estate Agent</b></p> <ol style="list-style-type: none"> <li>1. Assisting REA in various tasks related to property transactions, marketing, and client management.</li> <li>2. Assisting in the marketing and promotion of properties for sale, rent, or lease. This may involve creating property listings, conducting property viewings, coordinating open houses or showings, and advertising properties</li> </ol>	<p><b>Assistant Valuation Manager / Probationary Valuer</b></p> <ol style="list-style-type: none"> <li>1. Assisting RV in the valuation of real estate properties.</li> <li>2. Conducting property inspections and analysing data to determine the property's value.</li> <li>3. Preparing detailed valuation reports for clients, including market analysis,</li> </ol>	<p><b>Assistant Property Manager / Probationary Property Manager</b></p> <ol style="list-style-type: none"> <li>1. Assisting RPM in overseeing the daily operations of one or more properties.</li> <li>2. Responding to tenant inquiries, concerns, and complaints, and providing excellent customer service.</li> <li>3. Coordinating and overseeing maintenance and repairs of properties, including coordinating with vendors and contractors.</li> </ol>

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	<p>through various channels.</p> <ol style="list-style-type: none"> <li>3. Building and maintaining relationships with clients, including property owners, landlords, tenants, buyers, and sellers. This includes responding to client inquiries, providing information about available properties, and addressing client concerns or requests.</li> <li>4. Conducting research on properties, including property valuation, market analysis, and comparable property studies. This information helps in determining property values, rental rates, and assisting clients in making informed decisions.</li> <li>5. Assisting in the preparation and completion of property-related documentation, such as sale and purchase agreements, tenancy agreements, and other legal documents. Ensuring accuracy and compliance with legal requirements is an important aspect of this responsibility.</li> <li>6. Assisting in negotiations between buyers and sellers or landlords and tenants to reach mutually agreeable terms and conditions. Probationary Estate Agents may be involved in price negotiations, contract terms, and other aspects of the negotiation process.</li> <li>7. Ensuring compliance with relevant laws, regulations, and professional standards set by the BOVAEP. Probationary Estate Agents</li> </ol>	<p>comparable sales data, and property condition reports.</p> <ol style="list-style-type: none"> <li>4. Reviewing and analysing property data and market trends to provide accurate valuations.</li> <li>5. Ensuring compliance with industry standards, regulations, and ethical principles.</li> <li>6. Communicating with clients, agents, and other stakeholders to provide updates on the valuation process.</li> <li>7. Collaborating with other professionals, such as attorneys and accountants, to provide comprehensive valuation services.</li> <li>8. Developing and maintaining relationships with clients to generate repeat business and referrals.</li> <li>9. Conducting research to identify potential properties for valuation.</li> <li>10. Performing financial analysis, including cash flow analysis, discounted cash flow analysis, and net present value calculations.</li> <li>11. Maintaining accurate records and documentation related to property valuations.</li> <li>12. Continuously learning and staying updated on changes in real estate markets, trends, and valuation methods.</li> </ol>	<ol style="list-style-type: none"> <li>4. Assisting in the preparation and management of property budgets, including rent collection and delinquency management.</li> <li>5. Assisting in the preparation of lease agreements and ensuring compliance with applicable laws and regulations.</li> <li>6. Coordinating tenant move-ins and move-outs, including inspections and security deposit management.</li> <li>7. Conducting property inspections to identify maintenance and safety issues and ensuring corrective actions are taken.</li> <li>8. Maintaining accurate records and documentation related to property management.</li> <li>9. Developing and maintaining relationships with tenants and other stakeholders.</li> <li>10. Preparing and distributing property reports and communication to stakeholders, including owners and investors.</li> <li>11. Assisting in the development and implementation of property management strategies and policies.</li> <li>12. Staying up to date with industry trends, regulations, and technologies to ensure efficient and effective property management practices.</li> </ol>

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	<p>must adhere to ethical guidelines and maintain professional conduct in their dealings with clients and other industry stakeholders.</p> <p>8. Engaging in continuous learning and professional development activities to enhance skills, knowledge, and competence in the real estate industry. This may include attending training programs, workshops, seminars, and keeping up-to-date with industry trends and changes in regulations.</p>		
LEVEL 6	<p style="text-align: center;"><b>Senior Real Estate Negotiator</b></p> <ol style="list-style-type: none"> <li>Facilitating the sale, purchase, rental, or leasing of properties on behalf of clients. This involves actively seeking potential buyers, tenants, or properties, negotiating terms and conditions, and overseeing the transaction process.</li> <li>Building and maintaining strong relationships with clients, including property owners, landlords, tenants, buyers, and sellers. Understanding clients' requirements, providing guidance, and offering personalized solutions to meet their needs.</li> </ol>	<p style="text-align: center;"><b>Senior Valuation Executive</b></p> <ol style="list-style-type: none"> <li>Conducting property valuations to determine the market value of various types of properties, including residential, commercial, industrial, and agricultural properties. Senior Valuation Executives utilize established valuation methodologies, data analysis, and their expertise to provide accurate and reliable valuations.</li> <li>Building and maintaining relationships with clients, including property owners, developers, financial institutions, government agencies, and legal entities. Senior Valuation Executives communicate with clients to understand their valuation requirements,</li> </ol>	<p style="text-align: center;"><b>Senior Building Executive</b></p> <ol style="list-style-type: none"> <li>Overseeing the day-to-day operations of buildings, including maintenance, security, and cleanliness. Senior Building Executives ensure that buildings are well-maintained, utilities are functioning properly, and common areas are clean and presentable.</li> <li>Managing tenant relations and providing excellent customer service to occupants of the building. Senior Building Executives address tenant inquiries, concerns, and complaints promptly, ensuring tenant satisfaction and retention. They may also coordinate with tenants on lease agreements, rent collection, and lease renewal processes.</li> </ol>

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<b>AREA LEVEL</b>	<b>ESTATE AGENT PRACTICE</b>	<b>PROPERTY VALUATION PRACTICE</b>	<b>PROPERTY MANAGEMENT PRACTICE</b>
	<ol style="list-style-type: none"> <li>3. Developing comprehensive marketing plans and strategies to effectively promote properties. This includes creating compelling property listings, utilizing online platforms and social media, organizing property viewings, and implementing targeted marketing campaigns.</li> <li>4. Staying updated on the real estate market trends, property developments, and investment opportunities. Conducting research and analysis to provide clients with valuable insights, investment advice, and recommendations.</li> <li>5. Negotiating and mediating transactions between buyers and sellers, or landlords and tenants. Senior Real Estate Negotiators have strong negotiation skills to secure favourable terms and conditions, and they guide clients through the closing process, ensuring all necessary documentation is completed accurately.</li> <li>6. Ensuring compliance with legal and regulatory requirements, including the BOVAEP's guidelines and codes of conduct. Adhering to ethical standards, fair housing regulations, and privacy laws to protect clients' interests and maintain professional integrity.</li> </ol>	<ol style="list-style-type: none"> <li>3. Conducting comprehensive market research to gather data on property sales, rental rates, market trends, and economic indicators. Senior Valuation Executives analyse market conditions, supply and demand factors, and other variables that influence property values. They use this information to provide valuable insights and guidance to clients.</li> <li>4. Preparing detailed valuation reports that document the methodology, analysis, and findings of property valuations. Senior Valuation Executives present their conclusions and provide supporting data to substantiate their valuation opinions. These reports are used by clients, financial institutions, government agencies, and legal entities for decision-making purposes.</li> <li>5. Conducting physical inspections of properties to gather relevant information and assess their condition, features, and amenities. Senior Valuation Executives oversee and ensure the accuracy of data collection, measurements, and photographs taken during property inspections.</li> <li>6. Providing guidance and mentoring to junior valuation executives and support staff within the valuation team. Senior Valuation</li> </ol>	<ol style="list-style-type: none"> <li>3. Supervising and coordinating maintenance and repair activities within the building. Senior Building Executives work closely with maintenance staff, contractors, and service providers to ensure that routine maintenance tasks, such as plumbing, electrical, and HVAC systems, are performed efficiently. They also oversee repairs and improvements to the building's structure and facilities.</li> <li>4. Assisting in budget preparation and financial management related to building operations. Senior Building Executives may contribute to the development of annual budgets, monitor expenses, and ensure that financial goals are met. They may also review service contracts and negotiate with vendors to optimize costs.</li> <li>5. Ensuring the implementation and maintenance of safety and security measures within the building. Senior Building Executives oversee security personnel, access control systems, fire safety protocols, and emergency response procedures. They may conduct regular inspections and audits to ensure compliance with safety regulations.</li> <li>6. Managing contracts with service providers and vendors involved in building maintenance and operations. Senior Building Executives engage in the procurement process, evaluate proposals, negotiate terms,</li> </ol>

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	<p>7. Preparing and reviewing various property-related agreements and contracts, such as sale and purchase agreements, tenancy agreements, and option agreements. Ensuring all documentation is accurate, legally binding, and in compliance with relevant laws and regulations.</p> <p>8. Engaging in continuous learning and professional development activities to stay updated with industry trends, regulations, and best practices. Attending training programs, workshops, and industry events to enhance knowledge and skills.</p> <p>9. Senior Real Estate Negotiators may have additional responsibilities of leading and mentoring a team of real estate negotiators. They provide guidance, support, and share their expertise to help junior negotiators excel in their roles.</p>	<p>Executives assist in training, reviewing valuation reports, and ensuring the quality and accuracy of work produced by the team.</p> <p>7. Ensuring compliance with relevant laws, regulations, and professional standards set by the Board of Valuers, Appraisers, Estate Agents and Property Managers (BOVAEP). Senior Valuation Executives adhere to ethical guidelines, maintain confidentiality, and ensure valuation processes and reports are in compliance with legal requirements.</p> <p>8. Engaging in continuous learning and professional development activities to stay updated with the latest valuation methodologies, industry trends, and regulatory changes. Senior Valuation Executives attend training programs, seminars, and industry events to enhance their skills, knowledge, and expertise.</p> <p>9. Providing expert testimony in legal proceedings, such as court cases or arbitration, where property valuation expertise is required. Senior Valuation Executives may be called upon to defend their valuation opinions and provide professional insight in dispute resolution processes.</p>	<p>and ensure that contractual obligations are fulfilled.</p> <p>7. Ensuring compliance with relevant building codes, regulations, and legal requirements. Senior Building Executives stay updated on local building regulations and work to ensure that the building meets the necessary standards and obtains required permits and certifications.</p> <p>8. Preparing reports and documentation related to building operations, maintenance activities, and tenant management. Senior Building Executives may provide regular reports to stakeholders, property owners, and management on building performance, expenses, and tenant occupancy.</p> <p>9. Providing guidance and supervision to building management staff. Senior Building Executives may oversee a team of building executives and support staff, assign tasks, provide training, and ensure that operations are running smoothly.</p>

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LEVEL 5	<p>Real Estate Negotiator</p> <ol style="list-style-type: none"> <li>Assisting clients in buying, selling, renting, or leasing properties. Real Estate Negotiators actively seek out potential buyers, tenants, or properties that meet clients' requirements. They conduct property viewings, negotiate terms and conditions, and facilitate the transaction process.</li> <li>Building and maintaining relationships with clients, including property owners, landlords, tenants, buyers, and sellers. Real Estate Negotiators strive to understand clients' needs, provide personalized guidance, and offer suitable property options.</li> <li>Creating effective marketing strategies to promote properties. This involves preparing property listings, utilizing various marketing channels (online and offline), organizing open houses or property showcases, and effectively showcasing property features and benefits.</li> <li>Keeping abreast with the real estate market trends, property developments, and investment opportunities. Real Estate Negotiators conduct research and analysis to provide clients with valuable insights, investment advice, and recommendations.</li> <li>Negotiating and mediating transactions between buyers and sellers, or landlords and</li> </ol>	<p>Valuation Executive</p> <ol style="list-style-type: none"> <li>Conducting property valuations using established methodologies and techniques to determine the market value of various types of properties, including residential, commercial, industrial, and agricultural properties. Valuation Executives analyse property data, sales transactions, market trends, and comparable property information to arrive at accurate and reliable valuations.</li> <li>Conducting research on real estate market trends, economic factors, and local regulations that impact property values. Valuation Executives analyse market data, sales statistics, rental rates, and supply and demand dynamics to provide insights into property values and trends.</li> <li>Preparing valuation reports that document the findings of property valuations. Valuation Executives compile and organize data, conduct analysis, and document the valuation process. These reports outline the property's market value, methodology used, supporting data, and analysis, and are used by clients, financial institutions, government agencies, and legal entities for decision-making purposes.</li> </ol>	<p>Building Executive</p> <ol style="list-style-type: none"> <li>Overseeing and managing the day-to-day operations of the building. This includes ensuring that the building is properly maintained, utilities are functioning effectively, and common areas are clean and well-maintained.</li> <li>Establishing and maintaining positive relationships with tenants and addressing their inquiries, concerns, and requests. Building Executives serve as a point of contact for tenants and handle lease-related matters, including lease renewals, rent collection, and resolving any issues that arise.</li> <li>Coordinating and overseeing maintenance and repair activities within the building. Building Executives schedule and supervise maintenance staff, contractors, and service providers to ensure that routine maintenance tasks and repairs are completed in a timely manner. This includes maintaining essential building systems such as electrical, plumbing, HVAC, and security systems.</li> <li>Ensuring compliance with health and safety regulations within the building. Building Executives implement and monitor safety protocols, emergency response procedures, and fire safety measures. They may conduct</li> </ol>

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	<p>tenants. Real Estate Negotiators use their negotiation skills to secure favourable terms and conditions for their clients. They guide clients through the closing process, ensuring all necessary documentation is completed accurately.</p> <p>6. Ensuring compliance with legal and regulatory requirements, including the guidelines and codes of conduct set by the Board of Valuers, Appraisers, Estate Agents and Property Managers (BOVAEP). Adhering to ethical standards, fair housing regulations, and privacy laws to protect clients' interests and maintain professional integrity.</p> <p>7. Preparing and reviewing property-related agreements and contracts, such as sale and purchase agreements, tenancy agreements, and option agreements. Real Estate Negotiators ensure all documentation is accurate, legally binding, and in compliance with relevant laws and regulations.</p> <p>8. Engaging in continuous learning and professional development activities to stay updated with industry trends, regulations, and best practices. Attending training programs, workshops, and industry events to enhance knowledge and skills.</p>	<p>4. Conducting physical inspections of properties to collect relevant data, assess property conditions, and document property characteristics. Valuation Executives measure property dimensions, note features and amenities, and take photographs to support the valuation process.</p> <p>5. Interacting with clients, including property owners, developers, financial institutions, and legal entities, to understand their valuation requirements and provide expert advice. Valuation Executives communicate valuation findings, address client inquiries, and maintain professional relationships.</p> <p>6. Ensuring compliance with relevant laws, regulations, and professional standards set by the Board of Valuers, Appraisers, Estate Agents and Property Managers (BOVAEP). Valuation Executives adhere to ethical guidelines, maintain confidentiality, and ensure valuation processes and reports are in compliance with legal requirements.</p> <p>7. Engaging in continuous learning and professional development activities to stay updated with the latest valuation methodologies, industry trends, and regulatory changes. Valuation Executives attend training programs, seminars, and</p>	<p>regular inspections and audits to identify potential hazards and take appropriate corrective actions.</p> <p>5. Assisting with financial management tasks related to the building. Building Executives may contribute to budget preparation, monitor expenses, and ensure that financial goals are met. They may also review and negotiate service contracts, manage vendor relationships, and optimize costs.</p> <p>6. Overseeing the security of the building and its occupants. Building Executives may coordinate with security personnel, implement access control measures, monitor CCTV systems, and ensure the overall safety and security of the premises.</p> <p>7. Ensuring compliance with relevant building codes, regulations, and legal requirements. Building Executives stay updated on local building regulations and work to ensure that the building meets all necessary standards and obtains the required permits and certifications.</p> <p>8. Maintaining accurate records and documentation related to building operations, maintenance activities, tenant management, and financial transactions. Building Executives may prepare reports on building</p>

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		<p>industry events to enhance their skills, knowledge, and expertise.</p> <p>8. Collaborating with other professionals, such as senior valuation executives, property agents, legal advisors, and financial institutions, to ensure comprehensive and accurate valuations. Valuation Executives may work as part of a team or independently, depending on the scope and complexity of the valuation assignment.</p>	<p>performance, expenses, and tenant occupancy for management and stakeholders.</p> <p>9. Developing and implementing emergency preparedness plans to address potential crises or disasters. Building Executives may coordinate drills, maintain emergency contact lists, and ensure that emergency equipment, such as fire extinguishers and first aid kits, are readily available.</p>
LEVEL 4	NJT	<p>Assistant Valuation</p> <ol style="list-style-type: none"> <li>1. Assisting in gathering relevant data for property valuations. This includes conducting research on property sales, rental rates, market trends, and comparable property information. Assistant Valuations help in analysing data and providing input for the valuation process.</li> <li>2. Assisting with property inspections by accompanying senior valuers during site visits. Assistant Valuations may help in measuring property dimensions, noting features and amenities, and documenting property conditions.</li> <li>3. Assisting in conducting market research and analysis to stay updated on real estate market</li> </ol>	<p>Site Supervisor</p> <ol style="list-style-type: none"> <li>1. Supervising and managing all activities at the property site. This involves ensuring that work is progressing according to schedule, coordinating with contractors and subcontractors, and monitoring the quality of workmanship.</li> <li>2. Ensuring compliance with health and safety regulations and implementing proper safety measures at the property site. Property Site Supervisors are responsible for identifying potential hazards, conducting safety inspections, and enforcing safety protocols to prevent accidents and maintain a safe working environment.</li> </ol>

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<b>AREA LEVEL</b>	<b>ESTATE AGENT PRACTICE</b>	<b>PROPERTY VALUATION PRACTICE</b>	<b>PROPERTY MANAGEMENT PRACTICE</b>
		<p>trends, economic factors, and local regulations that impact property values. Assistant Valuations contribute to market research by gathering information and supporting the analysis conducted by senior valuers.</p> <ol style="list-style-type: none"> <li>4. Assisting in preparing valuation reports by compiling and organizing data, conducting basic analysis, and documenting the valuation process. Assistant Valuations may help in presenting findings, preparing supporting documentation, and ensuring the accuracy of valuation reports.</li> <li>5. Ensuring compliance with relevant laws, regulations, and professional standards set by the Board of Valuers, Appraisers, Estate Agents and Property Managers (BOVAEP). Assistant Valuations follow ethical guidelines, maintain confidentiality, and assist in ensuring valuation processes and reports adhere to legal requirements.</li> <li>6. Collaborating with other team members, such as senior valuation executives, property agents, legal advisors, and financial institutions, to support comprehensive and accurate valuations. Assistant Valuations contribute to team efforts, work on assigned tasks, and assist in achieving project goals.</li> </ol>	<ol style="list-style-type: none"> <li>3. Monitoring construction activities and ensuring that project plans and specifications are followed. Property Site Supervisors collaborate with architects, engineers, and contractors to ensure that construction works align with approved designs, building codes, and industry standards.</li> <li>4. Inspecting work progress and materials to ensure compliance with quality standards and specifications. Property Site Supervisors are responsible for identifying defects, deficiencies, or deviations from the approved plans and taking appropriate corrective actions.</li> <li>5. Maintaining accurate documentation of site activities, including daily reports, progress reports, and site records. Property Site Supervisors may also prepare reports on work progress, material usage, and any incidents or issues that occur on-site.</li> <li>6. Serving as a liaison between different parties involved in the project, including contractors, subcontractors, clients, and stakeholders. Property Site Supervisors facilitate effective communication and coordination to ensure smooth project execution and address any concerns or conflicts that arise.</li> <li>7. Monitoring project costs and ensuring that expenses are within the allocated budget.</li> </ol>

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		<p>7. Engaging in continuous learning and professional development activities to enhance skills and knowledge in the field of property valuation. Assistant Valuations may attend training programs, workshops, and seminars to improve their understanding of valuation methodologies and industry practices.</p>	<p>Property Site Supervisors collaborate with project managers or cost control personnel to track expenses, identify cost-saving opportunities, and manage project resources efficiently.</p> <p>8. Managing site logistics, including the allocation of resources, equipment, and materials. Property Site Supervisors coordinate deliveries, manage inventory, and ensure that resources are utilized effectively to meet project requirements.</p> <p>9. Ensuring compliance with relevant regulations, permits, and approvals required for the project. Property Site Supervisors work closely with authorities, such as local councils and regulatory agencies, to obtain necessary permits and ensure adherence to legal requirements.</p> <p>10. Addressing issues and resolving problems that arise during the project. Property Site Supervisors must be proactive in identifying potential challenges, proposing solutions, and making timely decisions to keep the project on track.</p>
LEVEL 3	NJT	NJT	NJT
LEVEL 2	NJT	NJT	NJT
LEVEL 1	NJT	NJT	NJT

#### **4.5 Occupational Description (OD)**

Occupational Description (OD) is a broad, general, and written statement of a specific job, based on the findings of the job analysis. The OD within this context refers to the job titles in demand that have been identified as important for the operations of the sector. The OD describes the summary of responsibilities, job level, and competency set such as knowledge, skills and attributes particular to the job. In total, there are L681 – 9 job titles and L682 – 15 job titles. The developed OD of this OF is explained in Annex 3.

#### **4.6 Jobs in Demand and Critical Jobs**

One of the sections in the survey is to identify the jobs in demand and critical jobs in the respondents' respective industry. Jobs in demand can be explained as jobs that are required and imperative in the smooth running of the main operations of the real estate industry. Consequently, the critical jobs are jobs that are mandatory to the industry but hard to fill and are always short of supply due to the requirement of certain set of skills. These jobs are normally being sought-after by employers which can be assumed where the demand for a job title exceeds the supply despite conscientious efforts on the part of employers to address the problem through effective employer recruitment practices.

The list of jobs in demand and critical jobs for respective group under the L68 Real Estate Activities: L681 Real Estate Activities with Own or Leased Property and L682 Real Estate Activities on a Fee or Contract Basis are explained in the Table 4.15 and 4.16.

The jobs in demand in the tabulated tables are listed based on the job titles and areas derived in the developed OS from the industries' panels. There are a total of 24 jobs in demand under the Real Estate Activities managed to be listed based on the survey result (L681 – 9 Jobs in Demand and L682 – 14 Jobs in Demand). Out of these 23 jobs in demand, 7 jobs are the critical jobs which according to the panels, currently experienced shortage in supply.

Table 4.15: Jobs in Demand and Critical Jobs for L681

JOB AREA	JOBS IN DEMAND	CRITICAL JOBS
Own Property and Leased Property	1. Property Manager 2. Building Manager 3. Assistant Building Manager 4. Building Supervisor 5. Leasing Director 6. General Manager (Leasing) 7. Leasing Manager 8. Assistant Leasing Manager 9. Leasing Executive	1. Property Manager 2. Leasing Director 3. General Manager (Leasing)



Figure 4.1: Jobs in demand for L681

The demand for job titles such as Building Supervisor, Leasing Manager, Assistant Leasing Manager, and Leasing Executive is significantly higher than other job titles such as Property Manager, Building Manager, Assistant Building Manager, Leasing Director, and General Manager (Leasing), as evidenced by the mean values presented in Figure 4.1 for L681 – Own or Leased Property. This highlights the importance of these roles in the current job market.

Table 4.16: Jobs in Demand and Critical Jobs for L682

JOB AREA	JOBS IN DEMAND	CRITICAL JOBS
Estate Agency Practice / Property Valuation Practice / Property Management Practice	<ol style="list-style-type: none"> <li>1. Registered Estate Agent</li> <li>2. Probationary Estate Agent</li> <li>3. Senior Real Estate Negotiator</li> <li>4. Real Estate Negotiator</li> <li>5. Registered Valuer</li> <li>6. Assistant Valuation Manager / Probationary Valuer</li> <li>7. Senior Valuation Executive</li> <li>8. Valuation Executive</li> <li>9. Valuation Assistant</li> <li>10. Registered Property Manager</li> <li>11. Assistant Property Manager / Probationary Property Manager</li> <li>12. Senior Building Executive</li> <li>13. Building Executive</li> <li>14. Site Supervisor</li> </ol>	<ol style="list-style-type: none"> <li>1. Assistant Valuation Manager / Probationary Valuer</li> <li>2. Senior Valuation Executive</li> <li>3. Valuation Executive</li> <li>4. Valuation Assistant</li> </ol>

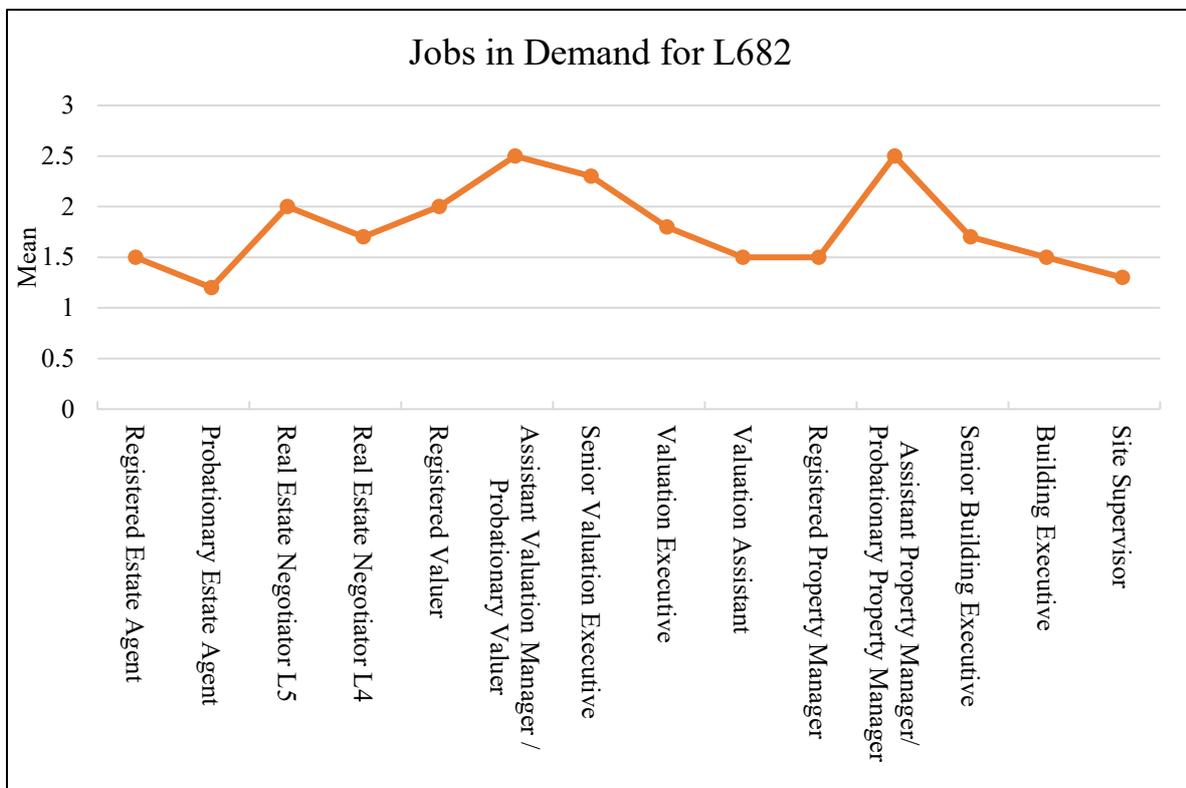


Figure 4.2: Jobs in demand for L682

The mean values presented in Figure 4.2 for L682 – Fee or Contract Basis indicate that job titles such as Real Estate Negotiator L5, Registered Valuer, Assistant Valuation Manager/Probationary Valuer, Senior Valuation Executive, and Assistant Property Manager/Probationary Property Manager are in high demand compared to other job titles like Registered Estate Agent, Probationary Estate Agent, Real Estate Negotiator L6, Real Estate Negotiator L4, Valuation Executive, Valuation Assistant, Registered Property Manager, Senior Building Executive, Building Executive, and Site Supervisor. This suggests that there is a significant need for professionals in these roles, highlighting their importance in the current job market.

In addition, data from the FGD panels and data from survey respondents have identified the contributing factors to the shortage of jobs in demand in the industries. The list are as follow:

- a) Lack of experience to execute the job requirement and responsibility.
- b) High salary expectation or salary offered did not compensate well to the job requirement especially among graduates.
- c) Lack of knowledge, skills, and competency among candidates.
- d) High turnover due to salary and benefits offered by competitors are more attractive.
- e) Mismatch of qualification and education to perform the job requirement.
- f) Poor career growth in the industry.

#### **4.7 Competencies in Demand**

Competencies in demand refers to the skills, knowledge, and abilities that are highly sought after in the job market. These are the qualities that employers are looking for in candidates and are necessary to perform the tasks required in a particular job. The competencies in demand vary depending on industry, location, and the current state of the job market. The job skills in demand are ever-changing to reflect the rapid shifts in the way the world works. As new skills become more relevant, others become obsolete.

This section discussed the competency that is currently high in demand in the Real Estate Activities. Competency in demand is the required or additional ability of a person to

perform their job requirement and responsibilities accordingly with the industry requirement. This includes the knowledge, skills and attribute that is required to perform the job.

Knowledge is defined as the understanding of an information that acquired through education or experience that could be benefited to perform a task. The ability to perform specific tasks or activities in an efficient and competent manner is referred to as skills. While for attribute, it is related to the quality or characteristic of that is important to the task.

The competencies in demand under the Real Estate Activities were discussed and identified during the FGD and survey are elaborated as in Table 4.17.

Table 4.17: Competency in demand and description under L68 Real Estate Activities

COMPETENCY IN DEMAND ACCORDING TO JOB AREAS	DESCRIPTION
<b>KNOWLEDGE</b>	
Own Property	Understand and practice the process of property valuation, marketing, property management, finance, real estate laws, market analysis, negotiation, communication, and risk management.
Leased Property	Knowledge of leasing laws, regulations & standards, property valuation, marketing, property management, finance and accounting, market analysis, negotiation, communication, and risk management are all important for successfully engaging in real estate activities with leased property.
Estate Agency Practice	Knowledge of real estate laws, regulations & standards, property valuation, marketing and sales, property management, finance and accounting, market analysis, negotiation, communication, technology, and ethics are all critical for successful estate agency practice.
Property Valuation Practice	Knowledge of real estate laws, regulations & standards, market analysis, property inspection and assessment, valuation methodologies, finance and accounting, communication skills, ethics, technology, and environmental and legal considerations are all

COMPETENCY IN DEMAND ACCORDING TO JOB AREAS	DESCRIPTION
	critical for successful property valuation practice.
Property Management Practice	Knowledge of real estate laws, regulations & standards, property maintenance and repairs, tenant relations, financial management, leasing and marketing, property inspections and compliance, communication skills, technology, risk management, and ethics are all critical for successful property management practice.
SKILLS	
Communication Skills - Written	Able to communicate and understand the process of exchanging information, ideas, and feelings through written text such as emails, letters, reports, memos, and instructional materials.
Communication Skills - Verbal	Able to communicate well and express oneself clearly and to understand the meaning behind the words and actions of others. For example, is being an active listener, effective speaker, nonverbal communication, and empathy.
Problem Solving	Ability to define a problem, gathering information, generating potential solutions, evaluating the solutions, and implementing the chosen solution.
Negotiation	Negotiation skills involve communicating effectively, understanding all parties' needs and using persuasion and problem-solving to reach mutually beneficial agreements. These skills require active listening, emotional intelligence, creativity, and flexibility to manage conflicts and build relationships.
Planning and Organising	The ability to set goals, develop strategies, and manage resources to achieve goals efficiently. These skills help achieve goals, make the most of time and resources, and reduce stress while increasing efficiency.
Information	Ability to use and manage digital technologies to process, store, and

COMPETENCY IN DEMAND ACCORDING TO JOB AREAS	DESCRIPTION
Technology	transmit information. These skills include basic computer literacy, programming, database management, network administration, cybersecurity, and more.
ATTRIBUTE / ATTITUDE	
Teamwork	Able and willing to collaborate and cooperate between individuals in working together towards completing a goal.
Multi-tasking	Able to handle multiple tasks, responsibilities, or projects simultaneously.
Professionalism	A competent, knowledgeable, and skilled in their work in completing a task.
Self-management / Independent	Able to manage emotions, thoughts, behaviours, and time in order to achieve their personal and professional goals.
Self-learning	Ability to acquire knowledge, skills, and abilities through their own efforts, without relying on formal education or training.
Agility	Flexible, adaptable, and responsive in the face of changing circumstances, requirements, or conditions.

The listed competencies are very important to all the job titles under the Real Estate Activities and are essential for a graduate or candidate to have in order to be able to perform the job requirement and responsibilities under these industries. However, the level of importance may be differing depending on the job level and requirements.

The list of competencies was then asked in the survey to determine which competencies are important to respective industries under the Real Estate Activities. The result from the survey was analysed and shown as in Figure 4.3 to Figure 4.6. All the competencies presented in the figures were selected as *very important* by the respondents to their respective industry.

From the figures, it shows that different Real Estate Activities have different requirement on competencies. Nevertheless, there are similarities in which are *very important* to every Real Estate Activities such as knowledge and negotiation (L681 and L682), professionalism (L681 and L682), and multi-tasking (L681 and L682).

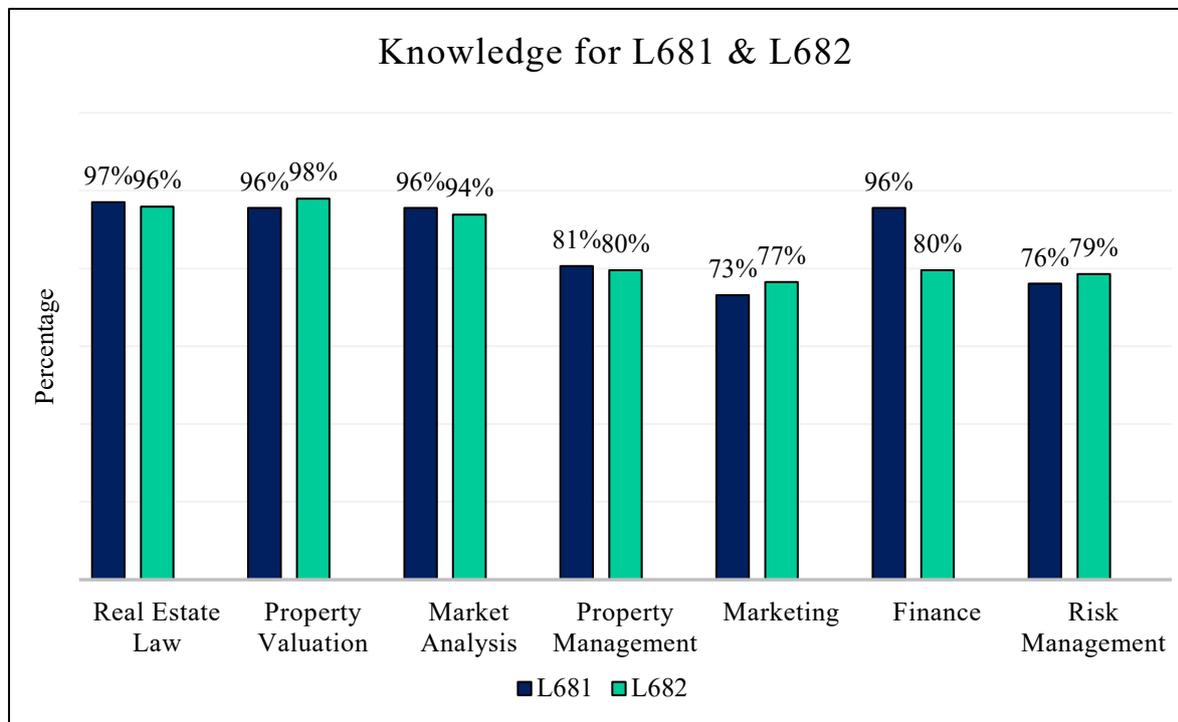


Figure 4.3: Knowledge for L681 and L682

The data presented in Figure 4.3 shows that the L68 job categories, specifically L681 and L682, highly prioritize knowledge (i.e., Real Estate Law, Property Valuation, Market Analysis, Property Management, Marketing, Finance and Risk Management) to be a critical factor, ranging from a maximum score of 98% and a minimum score of 73%, implying that individuals aspiring to excel in these job areas must possess a diverse range of knowledge to thrive in the real estate industry.

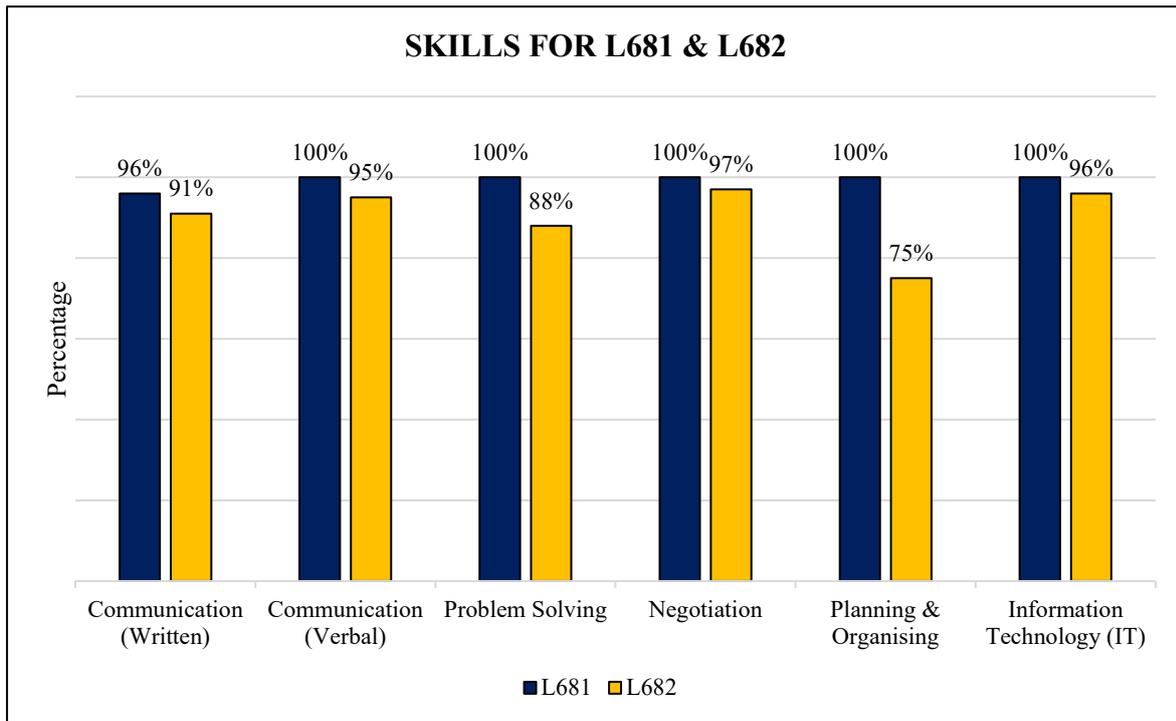


Figure 4.4: Competencies in Demand: Skills for L681 & L682

The findings depicted in Figure 4.4 are of utmost significance, highlighting the crucial role of skills such as written and verbal communication, problem-solving, negotiation, planning and organizing, and information technology in job areas encompassed by the L681 and L682 categories. The study reveals that these skills are deemed highly critical, ranging from maximum score of 100% to a minimum score of 75%, implying that individuals aspiring to excel in these job areas must possess a diverse range of skills to thrive in the real estate industry.

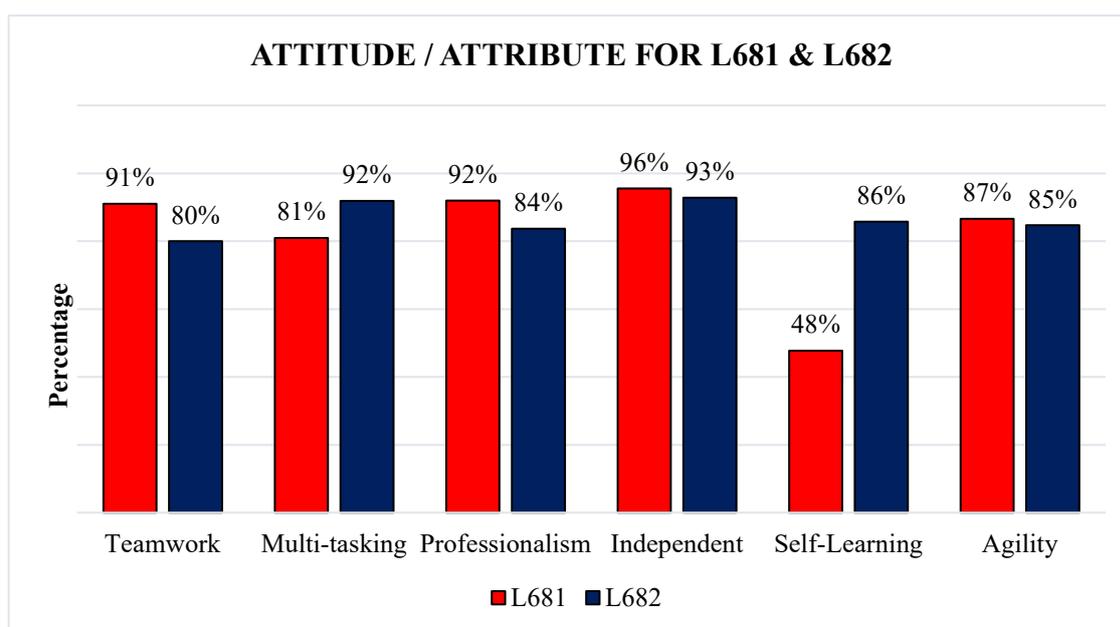


Figure 4.5: Attribute/Attitude for L681 & L682

The insights provided by Figure 4.5 are crucial, as they highlight the paramount significance of attributes/attitudes such as teamwork, multi-tasking, professionalism, self-management or independence, self-learning, and agility in job areas that fall under the L681 and L682 categories. The data showcases that these attributes/attitudes are deemed critical for success, with a maximum score of 96% and a minimum score of 80%, emphasising the importance of possessing a multifaceted skill set to thrive in the real estate industry.

According to the panels panel during FGD, the persistent skills gap among graduates and workers can be attributed to a number of factors, including:

- a) Poor work ethic.
- b) Mismatch between education or training and job requirements.
- c) Need for workers to acquire new skills as technology continues to advance.
- d) Misalignment in the way job seekers present their skills on their resumes.
- e) Employers not clearly specifying the required skills in job advertisements.

However, from the survey as presented in Figure 4.6, the most important skills gap for L681 is employers do not clarify the skills they require in the job advertisement (40%) followed by attitude (27%). While the most important skills gap for L682 is education or training mismatch (37%) followed by employers do not clarify the skills they require in the

job advertisement (24%).

However, panels during FGDs have suggested that these gaps can be reduced through on-the-job training, mentor-mentee, and case study.

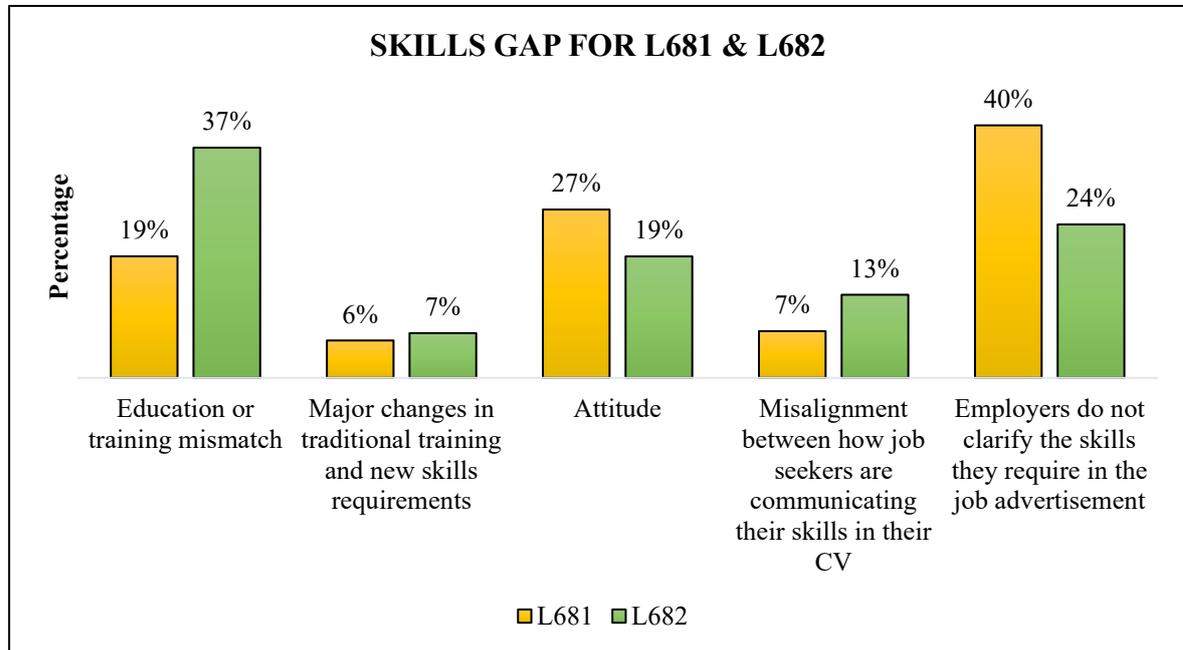


Figure 4.6: Skills gap for Real Estate Activities for L681 & L682

#### 4.8 Job Relevant to Technology and Industrial Revolution

The integration of technology in industrial relations is driving significant changes in the job market and creating new job opportunities. The research findings showed there are 24 job titles relevant to industrial revolution and technology within the Real Estate Activities.

As the technology grows rapidly, it is likely to foresee the future occupation will be more automated especially with the introduction of Internet of Things, System Integration, Artificial Intelligent, Cybersecurity and many more. During the focus group discussions (FGD) the expert panels stated that industrial revolution has transformed real estate activities, including property listing and management, virtual tours, data analysis, marketing and sales, and communication. Online listing portals allow real estate agents to reach a wider audience and streamline their processes, while virtual reality technology saves time and money for buyers and sellers. Data analytics provides insights about markets, and IT enables companies to reach more customers through online advertising and social media. Online

communication tools facilitate better collaboration and faster decision-making.

The survey results are shown in Figure and Figure which indicate the respondent's response as *“very important”* of IR to Real Estate Activities.

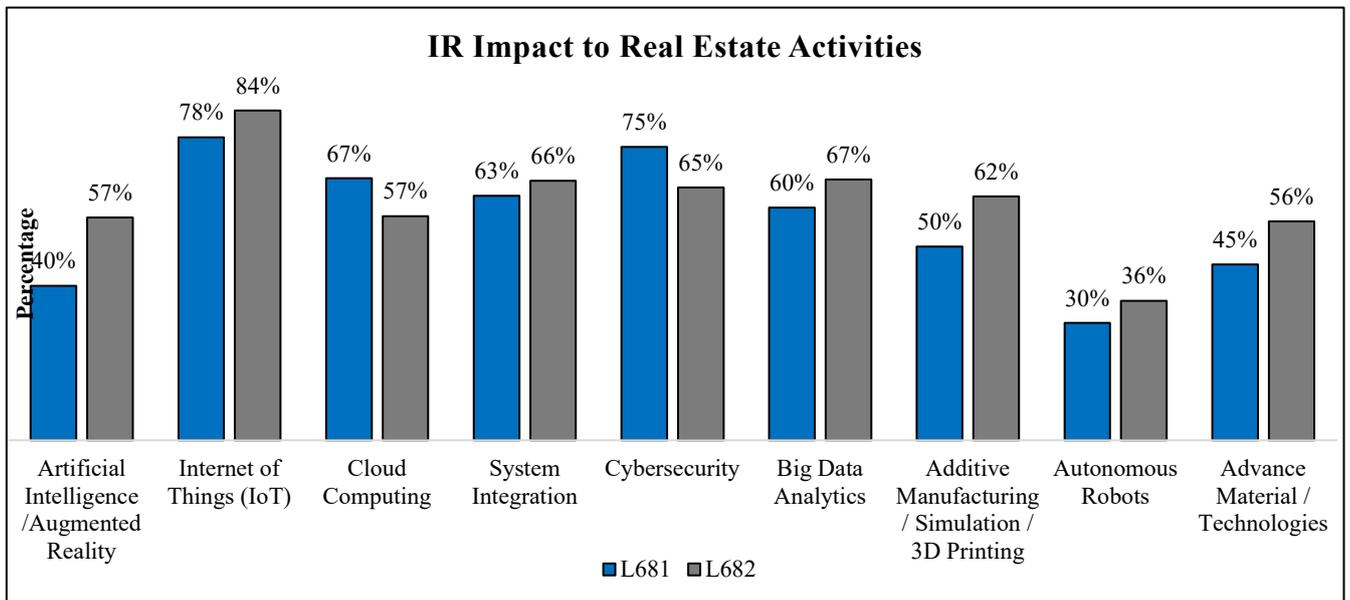


Figure 4.7: The Industrial Revolution Impact to The Real Estate Activities for L681 & L682

The revelations brought forth by Figure 4.7 are crucial, indicating that job areas falling under the L681 category, namely Own or Leased Property, place immense value on Internet of Things (78%), Cloud Computing (67%) and Cybersecurity (75%), over other technology-related aspects such as System Integration, Big Data Analytics, Artificial Intelligence, Additive Manufacturing/Simulation/3D Printing, Autonomous Robots, and Advanced Materials and Technologies, which are considered to be relatively insignificant.

Furthermore, the data presented in Figure 4.7 highlights the critical role of Internet of Things (84%), System Integration (66%), Cybersecurity (65%) and Big Data Analytics (67%) in job areas falling under the L682 category, specifically Real Estate Activities on a Fee or Contract Basis. Other technology-related aspects such as Cloud Computing, Artificial Intelligence, Additive Manufacturing/Simulation/3D Printing, Autonomous Robots, and Advanced Materials and Technologies, which are deemed relatively insignificant.

These findings underscore the significance of keeping abreast with the latest trends in technology and ensuring that professionals working in these job areas possess a strong foundation in IoT and Cybersecurity.

Nevertheless, the response by panels from FGD explained that not all job titles under the Real Estate Activities are capable and ready to optimise their technologies due to its high cost and maintenance. Thus, physical labour remains relevant and reliable in Real Estate Activities.

Nine crucial pillars of industrial revolution were discussed in Chapter 2 of this study, and not all of them are directly relevant to the Real Estate Activities. Table 4.18 elaborate further on the relevant technologies under the industrial revolution and the systems or programs that were used in the industries according to the result from the FGD 1.

Table 4.18: Technology pillars under the industrial revolution that are relevant to Real Estate Activities

Technology Pillars	Systems or Programs Used in the Industries
Big Data Analytics	Machine learning, data collecting and analysing sensors, equipment, robotics and some others for maintenance purposes in factories and industries.
Cloud Computing	Cloud based storage, storing data for maintenance purposes, data sharing, remote monitoring and reporting of a process.
Internet of Things (IoT)	Real-time data, storing and sending through cloud for maintenance purposes, quality control, remote monitoring and efficiency reporting.
System Integration	Factory automation system, Machine-to-machine communication, quality management, maintenance system
Cybersecurity	Automation system security, network security, access control, encryption, software security, physical security

#### 4.9 Emerging Skills

To remain competitive and relevant in today's fast-paced job market, it is crucial to stay up to date with emerging skills and trends. This section provides a comprehensive analysis of the most sought-after skills for various job titles and presents research findings on emerging skills. The results offer valuable insights for job seekers, employers, and policy makers, shedding light on the skills that are becoming increasingly important in the job market. Moreover, this section contributes to the ongoing discourse on the future of work and skill development, informing training and professional development programs aimed at

promoting the growth and competitiveness of the workforce. In this context, emerging skills refer to new and rapidly developing abilities and knowledge areas that are becoming increasingly important in various fields and industries. For instance, in Real Estate Activities, workers may need to develop and adapt to emerging skills such as digital transformation, data analysis, design thinking, and cross-cultural collaboration, among others.

Table 4.19 presents the results of a survey that asked respondents about the types of emerging skills that are essential and could have a significant impact on the future of Real Estate Activities.

Table 4.19: Future Emerging Skills as Suggested by The Respondents for L68 Real Estate Activities

No.	Emerging Skills	Reasons for the Requirement of Emerging Skills
1.	Technological Proficiency	<p>Real estate professional need to be comfortable using technology and staying updated with the latest tools and platforms. This includes knowledge of real estate software, customer relationship management (CRM) systems, online listing platforms, social media marketing, virtual tours, and video conferencing tools.</p> <p>Property managers need to be proficient in using property management software, digital communication tools, and online platforms for tasks such as tenant screening, lease management, maintenance requests, and financial reporting. Familiarity with emerging technologies like Internet of Things (IoT) devices for smart homes and building automation systems can also be valuable.</p>
2.	Sustainability	<p>As the focus on sustainability and energy efficiency grows, real estate professionals need to understand and promote sustainable building practices. This includes knowledge of green building materials, renewable energy sources, and energy-efficient technologies.</p>
3.	Negotiation and Problem-	<p>These timeless skills are still essential for real estate</p>

No.	Emerging Skills	Reasons for the Requirement of Emerging Skills
	Solving	agents. The ability to negotiate favourable deals and creatively solve problems that arise during transactions is critical for providing a high level of service to clients.
4.	Cross-Cultural Competence	In a globalized world, real estate agents may interact with clients from diverse cultural backgrounds. Having cross-cultural competence, sensitivity, and the ability to adapt to different communication styles and norms is becoming increasingly important.
5.	Financial Literacy	Real estate agents should have a solid understanding of financial concepts, including mortgages, loans, interest rates, and investment strategies. This knowledge can help them guide clients through complex financial decisions.

#### 4.10 Challenges related to Real Estate Activities

The Real Estate Activities sector is an important contributor to the development and growth of various industries in the Malaysian economy. However, this sector faces challenges and issues that need to be addressed to ensure its sustainability and competitiveness. This section aims to shed light on these key issues and identify possible solutions to overcome them. By analysing these challenges, this report will provide valuable insights to inform policy decisions that can promote the growth and development of the Real Estate Activities sector. Ultimately, this will contribute to improving the overall economic performance and competitiveness of the country.

Figure 4.8 and 4.9 described the issues related to Real Estate Activities (L681 and L682) that were discussed during the FGD and further verified through survey questions.

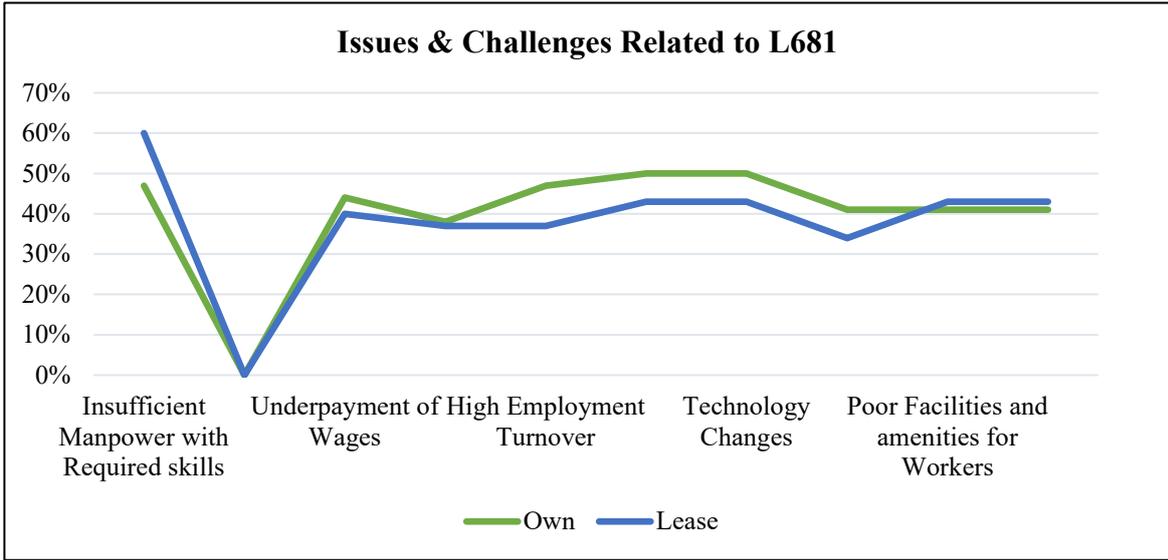


Figure 4.8: Issues Related to L681

The findings showcased in Figure 4.8 are of immense significance, revealing that job areas falling under the L681 category, namely Own or Leased Property, face a host of challenges that could hinder their success. The data highlights issues such as a scarcity of skilled manpower, low wages, unfavourable economic conditions, high employee turnover rates, the need to maintain profitability, keep pace with technological advancements, ensure business sustainability, provide adequate facilities and amenities for workers, and fulfil corporate social responsibility obligations. These challenges underscore the complexities of operating in the real estate industry which demand a comprehensive understanding of the industry's intricacies to navigate these challenges successfully.

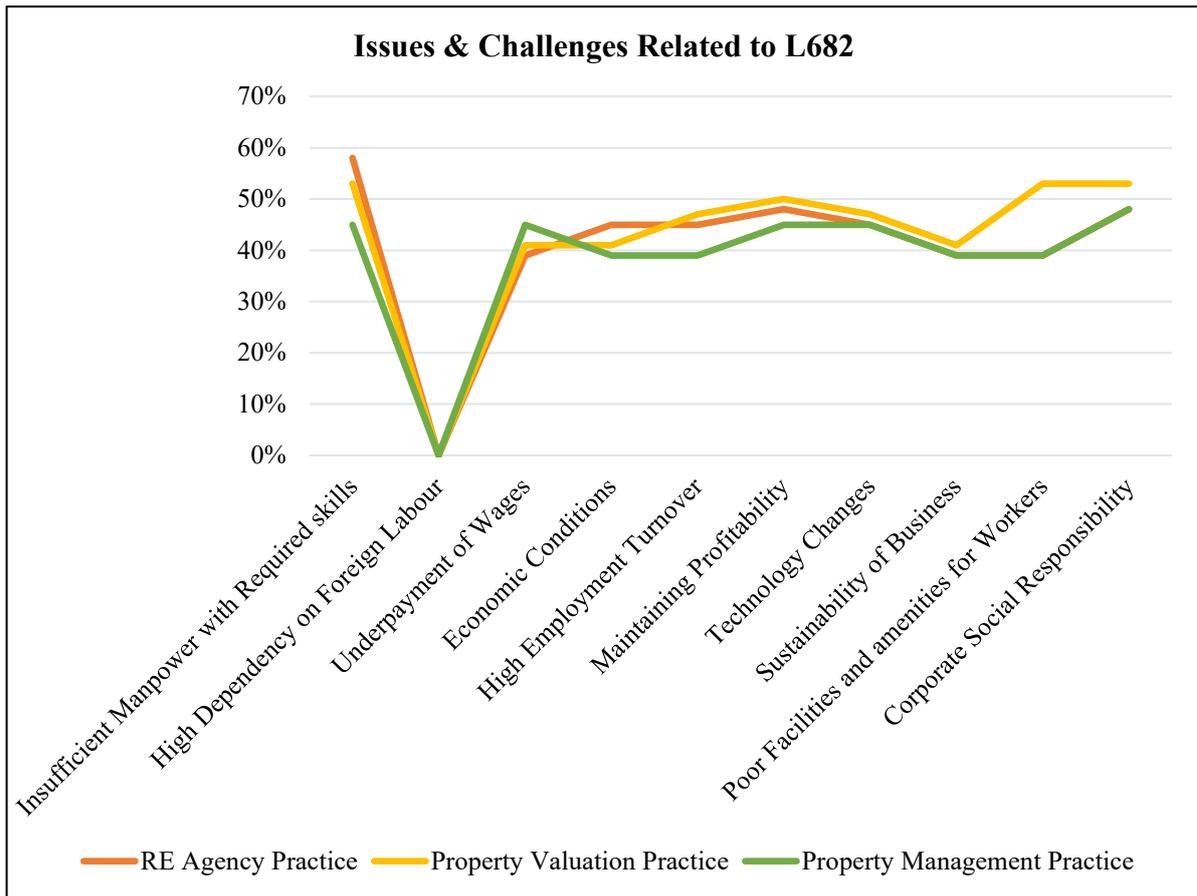


Figure 4.9: Issues Related to L682

The data trend depicted in Figure 4.9 are critical, highlighting the multiple obstacles that job areas falling under the L682 category, specifically Real Estate Activities on a Fee or Contract Basis encounter. These challenges include a shortage of skilled manpower, low wages, unfavourable economic conditions, high employee turnover rates, the need to maintain profitability, keep up with technological advancements, ensure business sustainability, provide suitable facilities and amenities for workers, and fulfil corporate social responsibility obligations. These challenges underscore the complexities and emphasize the importance of possessing a comprehensive understanding of the industry's intricacies to navigate these challenges successfully.

#### 4.11 Mapping OS to Available NOSS

There are currently 3 NOSS available that can be mapping under L682 Real Estate Activities on A Fee or Contract Basis under Property Valuation Practice. With reference to Table 4.18: The Existing NOSS Map for L682, specifically in Property Valuation Practice – Occupational Structure (OS), it was found that the existing NOSS OS is not in tandem with the findings of the current OS (as referred to in Table 4.7: Occupational Structure (OS) Group L682). The reason for this is that during the discussion on this issue, it was discovered that the non-existence of Level 1, Level 2, and Level 3 were due to the fact that the persons holding these positions are not directly involved in the Real Estate Activities under Property Valuation Practice. However, for the Job Title: Real Estate (Valuation) Management – Level 4, it was recommended by the FGD 2 panels to be renamed to Job Title: Valuation Assistant.

Table 4.20: Existing NOSS Map for L682

MSIC SECTION	(L) REAL ESTATE ACTIVITIES		
MSIC DIVISION	(68) REAL ESTATE ACTIVITIES		
MSIC GROUP	(682) REAL ESTATE ACTIVITIES ON A FEE OR CONTRACT BASIS		
AREA LEVEL	ESTATE AGENCY PRACTICE	PROPERTY VALUATION PRACTICE	PROPERTY MANAGEMENT PRACTICE
LEVEL 8	Registered Estate Agent	Registered Valuer	Registered Property Manager
LEVEL 7	Probationary Estate Agent	Assistant Valuation Manager / Probationary Valuer	Assistant Property Manager / Probationary Property Manager
LEVEL 6	Senior Real Estate Negotiator	Senior Valuation Executive	Senior Building Executive
LEVEL 5	Real Estate Negotiator	Valuation Executive	Building Executive
LEVEL 4	NJT	Valuation Assistant <b>Real Estate (Valuation) Management FB-052-4:2013 (30-12-2013)</b>	Site Supervisor
LEVEL 3	NJT	<b>Real Estate (Valuation) Administration-Technical FB-052-3:2013 (30-12-2013)</b>	NJT
LEVEL 2	NJT	<b>Real Estate (Valuation) Administration FB-052-2:2013 (30-12-2013)</b>	NJT
LEVEL 1	NJT	NJT	NJT

## **4.12 Conclusion**

This chapter discussed the research findings based on document review, survey, and FGD as well as interview with industry representatives. The development of the Occupational Structure (OS), Occupational Responsibilities (OR), and Occupational Description (OD) for the Real Estate activities are three primary findings that have been delivered in Section 4.3 to Section 4.5. The OS and OR not only provide information on job competency, job areas applicable, and skill level based on MOSQF level descriptors, but they also reflect alternative career routes within the Real Estate activities. The professions and skills in demand, as well as the specific methods offered by various parties to bridge the skills gaps within the industry, are further clarified so that the stakeholders involved might overcome such problems. In addition, job relevant to technology and industrial revolution also have been elaborated in this chapter. Emerging skills and challenge related to this sector also have been explained in this chapter. Mapping OS to available NOSS also has been tabulated in this chapter. The next Chapter will go over the debates, recommendations, and conclusion based on the general findings of this OF.

## **CHAPTER V**

### **DISCUSSION, RECOMMENDATIONS AND CONCLUSION**

#### **5.1 Discussion**

This chapter discusses and review the main outlines of the findings gained throughout the Occupational Framework (OF) for Land Transport and Transport via Pipelines. The objective of this chapter is to provide a comprehensive discussion, recommendations, and conclusion based on the findings of the study on the Occupational Structure (OS) for the Land Transport and Transport via Pipelines. The research has completed all of the research objectives that were thoroughly addressed in Chapter 4 and will be finalised in this chapter.

To achieve these objectives, a mixed-methods study approach was employed, applying a variety of data collection techniques, including document review, focus group discussion, interview, and survey. The findings of this study will guide workforce planning, training and development, recruitment and retention, and other human resource management practices with respect to the occupational structure, responsibilities, and job descriptions for the sector.

Additionally, this chapter provides recommendations for industry players and decision makers to improve competitiveness and meet changing market demands based on the study's findings. The chapter concludes with a summary of the main findings, the study's limitations, and suggestions for future research. It offers a clear and concise evaluation of the results and serves as a critical assessment of the study as a whole. The discussion in this section will be organized according to the research objectives, with each objective being addressed separately.

### 5.1.1 Objective 1: Occupational Structure (OS)

*To establish occupational structure (OS) for the Real Estate Activities based on MSIC 2008 by examining job areas, job titles and relevant competency level.*

A critical aspect that determines the efficiency and competitiveness of an industry is its occupation structure. Understanding the job areas, titles, and levels within an industry provides valuable insight into the skills and competencies required to perform various jobs and the level of expertise needed for different roles.

The study identified 5 job areas for the L68 group, with 23 distinct job titles, out of which 7 job titles were deemed critical. The primary job areas in the real estate activities include real estate activities with own property, real estate activities with leased property, real estate activities based on estate agency practice, real estate activities based on property valuation practice, and real estate activities based on property management practice.

There are different job title ranges for various types of real estate activities. For real estate activities involving own property, the job titles range from level 4 to level 7. For real estate activities involving leased property, the job titles range from level 4 to level 8. For real estate activities based on estate agency practice, the job titles range from level 5 to level 8. For property valuation practice, the job titles range from level 4 to level 8. Finally, for property management practice, the job titles range from level 4 to level 8.

The study emphasizes the existence of diverse job opportunities in real estate activities that require different levels of expertise. The study's outcomes offer a thorough summary of the occupational structure within the industry, as well as an understanding of the necessary skills and competencies for various job roles. This information is beneficial for industry players and decision-makers who seek to enhance their competitiveness and adapt to the dynamic market requirements.

### 5.1.2 Objective 2: Occupational Responsibilities (OR)

*To establish occupational responsibilities (OR) that outline the main work activities and tasks for each job titles.*

The efficiency and competitiveness of an industry depend significantly on the responsibilities of its job roles. Having a comprehensive comprehension of the various tasks, duties, and responsibilities associated with different jobs is crucial in identifying the necessary skills and competencies required for these roles. OR for 24 job titles described will serve as the future reference for the development of the National Occupational Skills Standard (NOSS) for the Real Estate Activities under the MSIC 2008, Division L68. (Group: L681 and L682).

To summarize, at Level 8 positions, the focus is on overseeing the strategic direction and performance of real estate projects. This involves setting goals, communicating with stakeholders, and ensuring alignment with organizational objectives. At Level 7 positions, the responsibilities include meeting industry standards, technical requirements, service performance, and safety requirements for projects, while managing tasks and resources. At Level 6 positions, the person leads a team to ensure customer requirements and industry standards are met by coordinating with other departments and stakeholders, providing technical guidance and support to the team.

This analysis offers a thorough overview of the occupational responsibilities in the industry, highlighting the necessary skills and competencies for various roles. This information is valuable for industry players and decision makers aiming to improve competitiveness and adapt to the evolving market, as well as for job seekers seeking to understand position requirements within the industry.

### 5.1.3 Objective 3: Occupational Description (OD)

*To establish occupational descriptions (OD) for each job title in demand based on the proposed OS.*

The occupational description section provides an extensive overview of the

responsibilities, knowledge, skills, and attributes necessary for a job in the real estate activities. There are 23 job titles in demand across various L68 groups. The purpose of this section is to provide clear comprehension of the role and its requirements to individuals and organizations, which will assist in assessing the suitability of potential candidates.

This section is also useful for those looking to enter this field as it highlights the essential knowledge, experience, and competencies required for success. Understanding the job comprehensively through the occupational description will ensure the correct matching of the right person with the appropriate position, leading to improved job satisfaction, performance, and success for both the individual and the organization.

#### 5.1.4 Objective 4: Critical Job Titles

*To identify the critical jobs titles in the Real Estate Activities.*

Identifying critical job titles within an industry is crucial because these positions significantly impact the industry's success and competitiveness. Knowing the necessary skills and competencies for these critical jobs can provide insights into the industry's talent needs and inform workforce development initiatives.

Based on FGDs conducted, a total of 23 jobs in demand have been identified under the Real Estate Activities. These jobs are distributed across the L68 groups, with 9 jobs in demand for L681 and 14 jobs in demand for L682. Out of the 23 job titles, 7 (L681: 3 and L682: 4) are identified as critical jobs that are currently experiencing a shortage of supply. The identification of these critical jobs was the result of expert analysis, and the outcome provides a comprehensive overview of the industry's critical job titles and talent needs.

This information is valuable for industry players and decision-makers looking to improve their competitiveness and meet the changing market demands, as well as for job seekers who want to understand the requirements for critical positions within the industry.

### 5.1.5 Objective 5: Job Titles Related to the Current National Technology and Industrial Revolution

*To propose job titles related to the current national technology and industrial revolution for the Real Estate Activities.*

The real estate activities sector is undergoing significant changes due to advancements in technology and the industrial revolution, with digitalisation being a key issue. Some companies have made significant progress in upgrading their business (service) environments, while others have not. Research findings indicate that 23 job titles are related to industrial revolution and technology (i.e. Internet of Things (IoT), Cloud Computing, System Integration, Cybersecurity, and Big Data Analytics), highlighting the importance of digital literacy and the impact of technology on the real estate activities.

These findings provide valuable insights for job seekers, employers, and policy makers, and help inform training and professional development programs aimed at promoting the growth and competitiveness of the workforce. The discussion in this section explores the implications of these findings for the job market and the workforce, providing a deeper understanding of the occupational structure, responsibilities, and critical competencies required for these jobs. This section also contributes to the ongoing discourse on the future of work in the manufacturing sector and the role of technology.

## 5.2 Emerging Skill

This section of the discussion emphasizes the importance of understanding emerging skills in Real Estate Activities. The results of a survey that asked respondents about the types of emerging skills adoption that are essential and could have a significant impact on the future of Real Estate Activities are as follows:

i) Technological Proficiency

Technological proficiency in the real estate industry refers to the level of knowledge, skill, and capability that professionals possess in effectively utilizing technology to enhance operations, streamline processes, and deliver improved services in the real estate sector. It involves understanding and utilizing various technological tools, software, platforms, and strategies to optimize workflows, improve efficiency, and provide enhanced experiences for clients and stakeholders.

Technological proficiency in the real estate industry may include the following elements:

- a) Digital Marketing: Proficiency in leveraging digital platforms, such as social media, websites, and online advertising, to promote properties, attract potential buyers or tenants, and generate leads.
- b) Data Analysis: The ability to collect, analyse, and interpret real estate data using tools like data analytics software, market research platforms, and customer relationship management (CRM) systems. This enables professionals to make data-driven decisions, identify market trends, and develop effective strategies.
- c) Property Management Systems: Familiarity with property management software that helps streamline administrative tasks, track property maintenance, manage lease agreements, and facilitate communication

with tenants or property owners.

- d) Virtual and Augmented Reality: Knowledge of virtual and augmented reality technologies to create virtual property tours, 3D visualizations, and immersive experiences for potential buyers or investors, even from remote locations.
- e) Online Transaction Platforms: Proficiency in utilizing online transaction platforms, electronic signatures, and secure document management systems to facilitate smooth and efficient real estate transactions.
- f) Customer Relationship Management (CRM): Understanding how to leverage CRM software to manage client relationships, track interactions, and automate marketing and communication processes.
- g) Smart Home Technology: Familiarity with the integration and management of smart home devices and systems, such as automated lighting, security systems, and energy management solutions, to enhance property value and attract tech-savvy buyers.
- h) Real Estate Analytics and Insights: Ability to use real estate market data, predictive analytics, and forecasting models to gain insights into market trends, pricing strategies, investment opportunities, and risk assessment.
- i) Mobile Apps and Communication Tools: Proficiency in utilizing mobile apps and communication tools to facilitate remote collaboration, property showings, document sharing, and instant communication with clients, colleagues, and stakeholders.
- j) Cybersecurity: Awareness of cybersecurity best practices, data protection measures, and privacy regulations to safeguard sensitive client information and mitigate the risk of cyber threats and data breaches.

Technological proficiency in the real estate industry is crucial for professionals to adapt to the rapidly evolving landscape, stay competitive, and provide efficient, personalized, and modern services to clients.

ii) Sustainability

Sustainability in the real estate industry refers to the practice of developing, constructing, operating, and managing buildings and properties in a manner that minimizes negative environmental impacts, conserves resources, promotes energy efficiency, and creates healthy, liveable spaces. It involves considering the long-term environmental, social, and economic implications of real estate development and adopting strategies that prioritize the well-being of both present and future generations.

The adoption of sustainable practices in the real estate industry not only contributes to environmental conservation and resource efficiency but also enhances the value and marketability of properties, improves occupant well-being, and positions real estate professionals as responsible stewards of the built environment.

iii) Negotiation and Problem-Solving

Negotiation and problem-solving skills are crucial competencies for professionals in the real estate industry. These skills enable real estate professionals to navigate complex transactions, resolve conflicts, and achieve mutually beneficial outcomes for all parties involved.

Professionals who possess strong negotiation and problem-solving skills in the real estate industry are better equipped to handle the challenges and complexities of transactions, resolve conflicts, and ensure successful outcomes for their clients or stakeholders. These skills contribute to building trust, fostering positive

relationships, and enhancing professional reputation in the real estate field.

iv) Cross-Cultural Competence

Cross-cultural competence in the real estate industry refers to the ability of real estate professionals to effectively navigate and engage with individuals from diverse cultural backgrounds. It involves understanding, respecting, and adapting to cultural differences, norms, values, and communication styles in order to establish meaningful relationships, facilitate transactions, and provide excellent service to clients from different cultural backgrounds.

Cross-cultural competence in the real estate industry is essential in today's globalized market, where professionals interact with clients, investors, and partners from diverse cultural backgrounds. It promotes effective communication, trust-building, and successful collaborations, while also fostering an inclusive and respectful real estate environment.

v) Financial Literacy

Financial literacy in the real estate industry refers to the understanding and knowledge of financial concepts, principles, and practices related to real estate transactions, investments, and financial management. It encompasses the ability to analyse financial information, make informed decisions, and effectively navigate the financial aspects of real estate transactions.

Financial literacy is essential for real estate professionals to make informed decisions, mitigate financial risks, and provide valuable advice to clients. It contributes to successful real estate transactions, investment strategies, and long-term financial stability in the industry.

### **5.3 Limitation**

One of the primary limitations of this research is rather limited time frame for conducting a thorough literature review and data collection on this industry. The framework covers two distinct groups; L681: Real estate activities with own or lease property and L682: Real estate activities on a fee or contract basis. Each group has its own set of competencies and skills, making it challenging to conduct a comprehensive analysis within limited time frame. Furthermore, obtaining up-to-date data on industry growth, employment trends, and other relevant factors can also be challenging, particularly given the constantly evolving nature of the industry. As a result, this data for this research needs to be updated a few times in order to provide a complete and accurate picture of the current state of each group within the L68 division.

Overall, while the research provides important insights into the occupational framework of the real estate industry, the identified limitations should be considered when interpreting the results, and future research should aim to address these limitations to further advance our understanding of this field.

### **5.4 Recommendations**

The following are recommendations and suggestions for research related to the real estate activities:

- a) Individuals interested in pursuing a career in real estate industry should explore job areas such as building manager, leasing manager, registered estate agent, registered valuer, registered property manager, real estate agent/negotiator as they are the primary areas of focus.
- b) It is important for companies in these industries to be mindful of the critical job titles identified and ensure that they have enough employees in those roles to maintain operational efficiency.
- c) Government organizations and educational institutions may want to provide training programs and resources to help individuals develop the skills and knowledge necessary to succeed in these job areas.

- d) Researchers and industry analysts could further investigate the identified job areas and job titles to better understand current and future trends in the real estate activities.
- e) To cater to the needs of this industry, it is advised that the relevant government agency update the current National Occupational Skills Standards (NOSS) by reviewing existing NOSS and developing new NOSS related to this industry.

## **5.5 Conclusion**

In conclusion, the Occupational Framework is a document composed of a) the Occupational Structure, which identifies the job areas, job titles at different levels, which is classified according to the Malaysia Occupational Standard Qualification Framework (MOSQF) Level Descriptors; b) Occupational Descriptions (OD); c) Occupational Responsibilities (OR); and the Competency in demand. In total, there are 5 job areas with 23 job titles. Within these 5 job areas, there are 7 critical jobs, 23 jobs related to technology and industrial revolution. This document also emphasizes job in demand, critical jobs, emerging skills, and jobs related with technological and the industrial revolution. In addition, issues pertinent to this sector are discussed. Various research approaches, including document analysis, focus groups with industry experts, interviews, and surveys, are used to achieve the conclusions. Both descriptive and content analysis were applied to the data. This document will serve as the primary guide for developing the NOSS and updating MASCO. Furthermore, it can help stakeholders to stay ahead of the curve and to anticipate and respond to changes in the industry.

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**ANNEX 1: QUESTIONNAIRE**

**OCCUPATIONAL FRAMEWORK SURVEY L68**  
**REAL ESTATE ACTIVITIES**  
**DEPARTMENT OF SKILLS DEVELOPMENT**  
**MINISTRY OF HUMAN RESOURCES**

*KAJI SELIDIK KERANGKA PEKERJAAN UNTUK*  
*AKTIVITI HARTANAH (L68)*  
*JABATAN PEMBANGUNAN KEMAHIRAN*  
*KEMENTERIAN SUMBER MANUSIA*

**A. INTRODUCTION (*PENGENALAN*)**

In collaboration with the department of Skills Development (DSD), Ministry of Human Resources, the researcher is currently conducting an analysis on the occupational framework of the L68 Real Estate Activities. From the analysis, the sector framework occupational structure, occupational job title and job description will be summarised for the use of the government, private sectors, investors, employers, employees, educators or any personnel involved either directly or indirectly in this sector.

We would like to extend our heartfelt gratitude upon your cooperation in answering the survey. The survey will be used in field data to conduct a comprehensive analysis of the occupational framework in the sector.

Please fill in where necessary in the form provided. Any recommendation is deeply appreciated. Do advise us if you wish to remain anonymous in your survey response. There will be further communication with survey respondents to verify our findings.

*Pihak penyelidik dengan kerjasama Jabatan Pembangunan Kemahiran (JPK), Kementerian Sumber Manusia sedang melakukan analisa kerangka pekerjaan untuk sektor Aktiviti Hartanah (L68). Berdasarkan analisa ini, struktur kerangka pekerjaan, tajuk pekerjaan dan deskripsi pekerjaan akan dirumuskan untuk penggunaan kerajaan, sektor swasta, pelabur, majikan, pekerja, pendidik atau kakitangan yang terlibat sama ada secara langsung atau tidak langsung dalam sektor ini.*

*Kami ingin mengucapkan ribuan terima kasih atas kerjasama anda dalam menjawab tinjauan ini. Tinjauan ini akan digunakan dalam data lapangan untuk melakukan analisis komprehensif mengenai kerangka pekerjaan dalam sektor ini.*

*Sila isi dimana yang dirasakan perlu pada borang yang disediakan. Sebarang cadangan amat dihargai. Sila maklumkan kepada kami jika anda tidak ingin dikenali dalam respons tinjauan ini. Komunikasi lebih lanjut akan diadakan dengan responden kajian untuk mengesahkan penemuan kami.*

## **B. GENERAL INSTRUCTION**

This survey is dedicated for all staff working under the Real Estate Activities sector. The term Real Estate Activities is based on the Malaysian Industrial Classification 2008 (MSIC 20080 under “Section L68 Real Estate Activities”. Under this classification, real estate activities refer to the following organization:

- i. 681: Real estate activities with own or leased property
- ii. 682: Real estate activities on a fee or contract basis

This survey contains **six (6) SECTIONS**. Please attempt all sections and select / fill in where applicable / *Kaji selidik ini mengandungi enam (6) BAHAGIAN*. Sila jawab semua bahagian dengan mengisi di mana berkenaan.

## **C. SURVEY RESPONDENT DETAILS/ BUTIRAN PESERTA KAJI SELIDIK**

1. Name (optional) / *Nama (Pilihan)*:

### **SECTION 1: DEMOGRAPHY / BAHAGIAN 1: DEMOGRAFI**

2. Age / Umur: \*

*Mark only one circle.*

- Below 20 / Bawah 20
- 20 – 29
- 30 – 39
- 40 – 49
- Above 50 / Atas 50

3. Gender/ Jantina: \*

*Mark only one circle.*

- Male / Lelaki
- Female / Perempuan

4. Highest Level of Education Qualification (*Kelayakan Akademik Tertinggi*)

*Mark only one circle.*

- Certificate
- Diploma
- Bachelor Degree
- Master
- PhD

5. Location of your employer / Lokasi majikan anda: \*

*Mark only one circle.*

- Kuala Lumpur
- Selangor
- Pulau Pinang
- Johor
- Others: \_\_\_\_\_

6. Overall numbers of years in the Real Estate activities industry / *Keseluruhan tahun perkhidmatan di dalam industri Real Estate activities: \**

*Mark only one circle.*

- Below 5 years / Bawah 5 tahun
- 6 – 10 years / 6 – 10 tahun
- 11 – 20 years / 11 – 20 tahun
- 21 – 30 years / 21 – 30 tahun
- Above 30 years / Lebih dari 30 tahun

## 7. What is your position/job title within the Real Estate activities industry? \*

*Mark only one circle.*

- Leasing Director / Registered Estate Agent / Registered Valuer / Registered Property Manager
- Property Manager / General Manager (Leasing) / Probationary Estate Agent / Assistant Valuation Manger / Assistant Property Manager / Probationary Property Manager
- Building Manager / Leasing Manager / Real Estate Negotiator / Senior Valuation Executive / Senior Building Executive
- Assistant Building Manager / Assistant Leasing Manager / Valuation Executive / Building Executive
- Building Supervisor / Leasing Executive / Valuation Assistant / Site Supervisor
- Others: \_\_\_\_\_

## 8. Company Size

*Mark only one circle.*

- Micro-sized Company (Employees: < 5)
- Small-sized Company (Employees: From 5 to < 30)
- Medium-sized Company (Employees: From 30 to < 75)
- Large-sized Company (Employees: From 75 to < 200)

**SECTION 2: COMPETENCY IN DEMAND / BAHAGIAN 2: KOMPETENSI DALAM PERMINTAAN**

2.1 What is your current area of practice?

*Mark only one circle.*

- Real Estate Activities with Own Property
- Real Estate Activities with Leased Property
- Estate Agency Practice
- Property Valuation Practice
- Property Management Practice
- Others: \_\_\_\_\_

2.2 Based on the experience of your organization, please indicate how much you consider the following competencies important to perform your job.

2.2.1 Knowledge

Knowledge	Real Estate Activities with Own or Leased Property				
	Not Relevant	Less Important	Moderate Important	Important	Very Important
Real Estate Law					
Property Valuation					
Market Analysis					
Property Management					
Marketing					
Finance					
Risk Management					

<b>Knowledge</b>	<b>Real Estate Activities on A Fee or Contract Basis</b>				
	<b>Not Relevant</b>	<b>Less Important</b>	<b>Moderate Important</b>	<b>Important</b>	<b>Very Important</b>
Real Estate Law					
Property Valuation					
Market Analysis					
Property Management					
Marketing					
Finance					
Risk Management					

### 2.2.2 Skills

<b>Skills</b>	<b>Real Estate Activities with Own or Leased Property</b>				
	<b>Not Relevant</b>	<b>Less Important</b>	<b>Moderate Important</b>	<b>Important</b>	<b>Very Important</b>
Communication Skills – Written					
Communication Skills – Verbal					
Problem- Solving					
Negotiation					
Planning and Organising					
Information Technology					

<b>Skills</b>	<b>Real Estate Activities on A Fee or Contract Basis</b>				
	<b>Not Relevant</b>	<b>Less Important</b>	<b>Moderate Important</b>	<b>Important</b>	<b>Very Important</b>
Communication Skills – Written					
Communication Skills – Verbal					
Problem- Solving					
Negotiation					
Planning and Organising					
Information Technology					

### 2.2.3 Attribute / Attitude

<b>Attribute/Attitude</b>	<b>Real Estate Activities with Own or Leased Property</b>				
	<b>Not Relevant</b>	<b>Less Important</b>	<b>Moderate Important</b>	<b>Important</b>	<b>Very Important</b>
Teamwork					
Multi-tasking					
Professionalism					
Self-management / Independent					
Self-learning					
Agility					

Attribute/Attitude	Real Estate Activities on A Fee or Contract Basis				
	Not Relevant	Less Important	Moderate Important	Important	Very Important
Teamwork					
Multi-tasking					
Professionalism					
Self-management / Independent					
Self-learning					
Agility					

2.2.4 Please state any additional skill that have not been mentioned above, yet relevant to your current job / *Sila nyatakan kemahiran lain yang tidak dinyatakan di atas tetapi berkaitan dengan pekerjaan anda sekarang.* \*

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2.2.5 Based on your answer for QUESTION 2.2.4, please rate the skill using the following scale (Not Relevant, Less Important, Moderate Important, Important, Very Important) / *Berdasarkan jawapan anda untuk SOALAN 2.2.4, sila nilai kemahiran tersebut menggunakan skala diberi (Tidak Berkaitan, Kurang Penting, Sederhana Penting, Penting, Sangat Penting)*

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2.2.6 Do you think the current graduates / trainee / apprentice / current workers possess the skills required by the industry? / *Adakah anda merasakan graduan / pelatih / perantis / pekerja semasa ini mempunyai kemahiran yang diperlukan oleh industri?* \*

*Mark only one circle.*

- Yes / Ya
- No / Tidak

2.2.7 What are the reasons for the skills gap (skills possessed by employees that do not match the competencies in demand by the industry)? You may tick more than one where applicable / *Apakah sebab-sebab terdapat jurang kemahiran (kemahiran pekerja yang tidak bertepatan dengan kehendak kemahiran dalam industri)? Anda boleh menandakan lebih dari sekali di mana yang berkenaan. \**

- Education or training mismatch / *Ketidaksesuaian Pendidikan atau Latihan*
- Major changes in traditional training and new skills requirements / *Perubahan besar dalam Latihan sedia ada dan keperluan kemahiran baru*
- Attitude (for example, lack of desire to work) / *Sikap (contoh, kurang keinginan untuk bekerja)*
- Misalignment between how job seekers are communicating their skills in their CV / *Salah jajaran antara cara pencari kerja menyampaikan kemahiran mereka dalam CV mereka*
- Employers do not clarify the skills they require in the job advertisement / *Majikan tidak menjelaskan kemahiran yang mereka perlukan dalam pekerjaan yang mereka iklankan.*
- Other / *Lain-lain:* \_\_\_\_\_

### SECTION 3: JOBS IN DEMAND / BAHAGIAN 3: PERMINTAAN TERHADAP PEKERJAAN

#### *Category of Skills Description*

- Top Management** : A top-level manager is responsible for creating and implementing organizational plans and policies and is a professional who is at the executive level. They work as a negotiator between the top-level and lower-level managers. These professionals can work to guide the overall direction of an organization. Examples: Chief Executive Officer (CEO), Chief Operating Officer (COO), Chief Financial Officer (CFO), President, Vice president and Board of directors.
- Middle Management** : A manager who is in charge of people or departments in a company but is not in charge of the whole company and does not take important decisions about the company's future. Examples, department heads, project leaders, etc.
- Frontline Management** : They're at the very first level of management across a company's business operations and functions. They are responsible for a team of frontline employees contributing to the day-to-day activities that make an organization run. These frontline leaders typically comprise the largest group of managers in an organization. Examples, junior executives, supervisors, etc.

3.1 Based on the experience of your organisation, please rate the level of manpower shortage for all the jobs listed / Berdasarkan pengalaman di dalam organisasi anda, sila nilaikan tahap kekurangan tenaga kerja untuk semua pekerjaan yang disenaraikan.\*

i. Property Valuer

	Low Shortage	Moderate Shortage	High Shortage
Top Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Middle Manager / Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frontline Manager / Supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## ii. Property / Building

	Low Shortage	Moderate Shortage	High Shortage
Top Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Middle Manager / Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frontline Manager / Supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## iii. Real Estate Agent / Real Estate Negotiator

	Low Shortage	Moderate Shortage	High Shortage
Top Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Middle Manager / Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frontline Manager / Supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## iv. Own Property

	Low Shortage	Moderate Shortage	High Shortage
Top Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Middle Manager / Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frontline Manager / Supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## v. Leasing

	Low Shortage	Moderate Shortage	High Shortage
Top Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Middle Manager / Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frontline Manager / Supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3.2 State the reason for **HIGH SHORTAGE** in Job in Demand / *Kenal pasti sebab berlaku **KEKURANGAN TENAGA KERJA YANG TINGGI**.*

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3.3 Please state any other job in demand that have not been mentioned above, yet relevant to your current job, and state the reason behind. / *Sila nyatakan permintaan terhadap pekerjaan lain yang tidak dinyatakan di atas tetapi berkaitan dengan pekerjaan anda sekarang, dan nyatakan sebab.*

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**SECTION 4: EMERGING SKILLS / BAHAGIAN 4: KEMUNCULAN KEMAHIRAN BARU**

1. Identify future emerging skills that affect the productivity of your current job / *Kenal pasti kemahiran baru di masa hadapan yang mempengaruhi produktiviti pekerjaan anda sekarang.* \*

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2. Provide reasons for the requirement of Emerging Skills that you mentioned on your previous answer / *Berikan sebab untuk keperluan Kemahiran Baru Muncul yang anda nyatakan pada jawapan anda sebelum ini.* \*

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3. Please add any other comment, recommendation or suggestion / *Sila tambah sebarang komen atau cadangan lain.*

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**SECTION 5: OCCUPATION RELATED TO TECHNOLOGY / BAHAGIAN 5: KERJA-KERJA YANG BERKAITAN DENGAN TEKNOLOGI**

		Yes	No	Not sure
1.	Do you think the technology would give an impact to the Real Estate Activities? / <i>Adakah anda berpendapat teknologi akan memberi kesan kepada aktiviti Hartanah? *</i>			
2.	Will technology advancement directly affect your current job? / <i>Adakah kemajuan teknologi akan mempengaruhi pekerjaan anda sekarang? *</i>			

Listed below are the types of technology. Rate the level of importance of these technology for your current job? / *Berikut adalah jenis-jenis teknologi. Nilaiikan tahapkepentingan teknologi tersebut kepada pekerjaan anda? \**

	Technology	No Answer	Less Important	Moderate Important	Important	Very Important
1.	<b>Artificial Intelligence (AI) / Augmented Reality</b> (Is intelligence perceiving, synthesizing, and inferring information demonstrated by machines, as opposed to intelligence displayed by animals and humans)					
2.	<b>Internet of Things (IoT)</b> (Describes physical objects with sensors, processing ability, software and other technologies that connect and exchange data with					

	<b>Technology</b>	<b>No Answer</b>	<b>Less Important</b>	<b>Moderate Important</b>	<b>Important</b>	<b>Very Important</b>
	other devices and systems over the Internet or other communications networks)					
<b>3.</b>	<b>Cloud Computing</b> (Is the on-demand availability of computer system resources, especially data storage and computing power, without direct active management by the user. Large clouds often have functions distributed over multiple locations, each of which is a data centre)					
<b>4.</b>	<b>System Integration</b> (The process of bringing together the component sub-systems into one system and ensuring that the subsystems function together as a system, and in information)					
<b>5.</b>	<b>Cybersecurity</b> (The protection of computer systems and networks from attack by malicious actors that may result in unauthorized information)					
<b>6.</b>	<b>Big Data Analytics (BDA)</b>					

	<b>Technology</b>	<b>No Answer</b>	<b>Less Important</b>	<b>Moderate Important</b>	<b>Important</b>	<b>Very Important</b>
	(The use of advanced analytic techniques against very large, diverse data sets that include structured, semi-structured and unstructured data, from different sources, and in different sizes from terabytes to zettabytes.)					
<b>7.</b>	<b>Additive Manufacturing / Simulation / 3D Printing</b>  (The construction of a three-dimensional object from a CAD model or a digital 3D model. It can be done in a variety of processes in which material is deposited, joined or solidified under computer control, with material being added together, typically layer by layer.)					
<b>8.</b>	<b>Autonomous Robots</b>  (a robot that acts without recourse to human control.)					
<b>9.</b>	<b>Advance Materials and Technologies</b>  (Include semiconductors, biomaterials as well as smart materials and nano-					

	<b>Technology</b>	<b>No Answer</b>	<b>Less Important</b>	<b>Moderate Important</b>	<b>Important</b>	<b>Very Important</b>
	engineered materials.)					

Please add any comment, recommendation or suggestion / *Sila tambah sebarang komen atau cadangan lain.*

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## SECTION 6: RELATED ISSUES

Below are the current issues that need to be addressed for the betterment of the workforce in the Real Estate activities sector. Do you agree? / *Berikut adalah isu-isu semasa yang perlu dititikberatkan untuk peningkatan sektor aktiviti Hartanah. Adakah anda bersetuju? \**

	<b>Related Issues</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1.	Insufficient manpower with the required skill / <i>Kekurangan tenaga kerja yang berkemahiran seperti yang diperlukan</i>					
2.	High dependency on foreign labour / <i>Kebergantungan yang tinggi kepada pekerja asing</i>					
3.	Underpayment of wages / <i>Bayaran gaji yang rendah</i>					
4.	Economic conditions / <i>Keadaan ekonomi</i>					
5.	High employment turnover / <i>Kadar pusing ganti pekerja yang tinggi</i>					

	<b>Related Issues</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
6.	Maintaining profitability / <i>Mengekalkan keuntungan</i>					
7.	Technology changes / <i>Perubahan teknologi</i>					
8.	Sustainability of business / <i>Kelestarian perniagaan</i>					
9.	Poor facilities and amenities for workers / <i>Kekurangan kemudahan kepada pekerja</i>					
10.	Corporate Social Responsibility / <i>Tanggungjawab Sosial Korporat</i>					
11.	Others / <i>Lain-lain (sila nyatakan):</i>					

On behalf of the development team, we would like to thank you for your time and willingness to participate in this survey!

*Bagi pihak pasukan penyelidik, kami ingin mengucapkan setinggi terima kasih atas masa dan kesudian anda mengambil bahagian di dalam kaji selidik ini.*

**END OF QUESTIONNAIRE**

**ANNEX 2: INTERVIEW PROTOCOL WITH REGISTERED  
PROPERTY MANAGERS**

**OF L68 – REAL ESTATE ACTIVITIES****JPK INTERVIEW PROTOCOL FOR PROPERTY MANAGEMENT PRACTICE****Background Questions**

Please help me by providing details about yourself as following:

a) Name:

b) Age:

c) Gender

d) Educational background:

e) Position title:

f) Employer name and address:

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g) Are you a business owner? Yes or No

h) Business address:

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i) Date: \_\_\_\_\_

**1) Do you agree with the occupational structure (OS) for Property Management Practice?**

Yes

No

If no, please provide your comment or suggestion:

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**2) Do you agree with the Occupational Responsibilities (OR) for each job title in Property Management Practise?**

Yes  No

If yes, please provide your complement:

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If no, please provide your comment or suggestion:

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**3) Do you agree with the Occupational Descriptions (OD) for each job title in demand, based on the proposed OS?**

Yes  No

If yes, please provide your complement:

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If no, please provide your comment or suggestion:

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**4) Do you agree with the proposed job titles that are critical for Property Management Practice?**

Yes  No

If yes, please provide your complement:

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If no, please provide your comment or suggestion:

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**5) Do you agree with the proposed job titles that related to the current national technology and industrial revolution proposed for Property Management Practice?**

Yes  No

If yes, please provide your complement:

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If no, please provide your comment or suggestion:

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**A) Occupational Structure (OS) Group L682**

<b>PROPERTY MANAGEMENT PRACTICE</b>
Registered Property Manager***
Assistant Property Manager / Probationary Property Manager***
Senior Building Executive***
Building Executive***
Site Supervisor***
NJT
NJT
NJT

**B) Occupational Responsibility (OR) Group L682**

AREA LEVEL	PROPERTY MANAGEMENT PRACTICE
<b>LEVEL 8</b>	<p style="text-align: center;"><b>Registered Property Manager</b></p> <ol style="list-style-type: none"> <li>1. Maintaining the physical condition of the property, including repairs, maintenance, and upgrades.</li> <li>2. Managing the financial aspects of the property, including budgeting, forecasting, and reporting on financial performance.</li> <li>3. Collecting rent from tenants and ensuring that lease agreements are enforced.</li> <li>4. Communicating effectively with tenants, property owners, and other stakeholders.</li> <li>5. Developing and implementing marketing strategies to attract and retain tenants.</li> <li>6. Conducting regular inspections of the property to identify any issues that need to be addressed.</li> <li>7. Ensuring that the property complies with all relevant laws and regulations.</li> <li>8. Managing the hiring and training of staff, including maintenance workers, leasing agents, and administrative staff.</li> <li>9. Maintaining accurate records and documentation related to the property.</li> <li>10. Developing and implementing policies and procedures to improve the efficiency and effectiveness of property management operations.</li> </ol>
<b>LEVEL 7</b>	<p style="text-align: center;"><b>Assistant Property Manager/Probationary Property Manager</b></p> <ol style="list-style-type: none"> <li>1. Assisting senior property managers in overseeing the daily operations of one or more properties.</li> <li>2. Responding to tenant inquiries, concerns, and complaints, and providing excellent customer service.</li> <li>3. Coordinating and overseeing maintenance and repairs of properties, including coordinating with vendors and contractors.</li> <li>4. Assisting in the preparation and management of property budgets, including rent collection</li> </ol>

AREA LEVEL	PROPERTY MANAGEMENT PRACTICE
	<p>and delinquency management.</p> <ol style="list-style-type: none"> <li>5. Assisting in the preparation of lease agreements and ensuring compliance with applicable laws and regulations.</li> <li>6. Coordinating tenant move-ins and move-outs, including inspections and security deposit management.</li> <li>7. Conducting property inspections to identify maintenance and safety issues and ensuring corrective actions are taken.</li> <li>8. Maintaining accurate records and documentation related to property management.</li> <li>9. Developing and maintaining relationships with tenants and other stakeholders.</li> <li>10. Preparing and distributing property reports and communication to stakeholders, including owners and investors.</li> <li>11. Assisting in the development and implementation of property management strategies and policies.</li> <li>12. Staying up to date with industry trends, regulations, and technologies to ensure efficient and effective property management practices.</li> </ol>
<b>LEVEL 6</b>	<p style="text-align: center;"><b>Senior Building Executive</b></p> <ol style="list-style-type: none"> <li>1. Managing and overseeing the construction or renovation of buildings to ensure compliance with plans, specifications, and regulations.</li> <li>2. Supervising a team of construction workers, including contractors and subcontractors, to ensure quality workmanship and timely completion of projects.</li> <li>3. Creating and managing project schedules, budgets, and timelines.</li> <li>4. Collaborating with architects, engineers, and other professionals to ensure that designs are feasible and meet the client's requirements.</li> <li>5. Ensuring compliance with all relevant laws, regulations, and building codes.</li> <li>6. Communicating effectively with clients, stakeholders, and other team members to provide regular project updates.</li> <li>7. Managing and maintaining accurate records and documentation related to construction projects.</li> <li>8. Developing and implementing safety protocols and procedures to ensure the safety of workers and the public.</li> <li>9. Conducting regular site inspections to identify and address any issues or concerns.</li> <li>10. Coordinating with suppliers and vendors to ensure timely delivery of materials and equipment.</li> <li>11. Overseeing the procurement of materials and equipment, including negotiating contracts and managing inventory.</li> <li>12. Developing and maintaining relationships with clients to generate repeat business and referrals.</li> <li>13. Staying up to date with industry trends, regulations, and technologies to ensure efficient and effective construction management practices.</li> <li>14. Assisting in the development of business strategies, including marketing and client acquisition initiatives.</li> </ol>

AREA LEVEL	PROPERTY MANAGEMENT PRACTICE
<b>LEVEL 5</b>	<p style="text-align: center;"><b>Building Executive</b></p> <ol style="list-style-type: none"> <li>1. Coordinating construction projects from start to finish.</li> <li>2. Supervising construction teams, including contractors and subcontractors.</li> <li>3. Ensuring that projects are completed on time, within budget, and to the required quality standards.</li> <li>4. Managing project budgets and negotiating contracts with vendors and suppliers.</li> <li>5. Collaborating with architects, engineers, and other professionals to ensure that designs are feasible and meet the needs of the client.</li> <li>6. Conducting regular site inspections to monitor progress and identify potential issues.</li> <li>7. Ensuring compliance with all building codes, safety regulations, and other legal requirements.</li> <li>8. Implementing risk management strategies to minimize potential problems and mitigate any issues that arise.</li> <li>9. Communicating with stakeholders, including clients, investors, and regulatory bodies, to provide updates and resolve any concerns.</li> <li>10. Managing the procurement and installation of materials and equipment required for construction projects.</li> <li>11. Maintaining strong relationships with key stakeholders, including clients, subcontractors, and suppliers.</li> <li>12. Managing project documentation, including contracts, plans, and reports.</li> <li>13. Leading and motivating project teams to achieve project goals and deliver results.</li> <li>14. Ensuring that all project activities align with the company's overall strategy and objectives.</li> </ol>
<b>LEVEL 4</b>	<p style="text-align: center;"><b>Site Supervisor</b></p> <ol style="list-style-type: none"> <li>1. Supervising construction projects to ensure that they are completed on time, within budget, and to the required quality standards.</li> <li>2. Coordinating and managing construction teams, including contractors and subcontractors, to ensure that they work efficiently and effectively.</li> <li>3. Assigning tasks to construction workers and ensuring that they have the necessary equipment and materials to complete their work.</li> <li>4. Monitoring and inspecting construction sites to ensure that they are safe, clean, and comply with building codes and other regulations.</li> <li>5. Providing regular progress reports to project managers and other stakeholders.</li> <li>6. Ensuring that all construction work is carried out in accordance with project plans, specifications, and other requirements.</li> <li>7. Collaborating with architects, engineers, and other professionals to resolve any design or construction issues that arise.</li> <li>8. Managing project budgets and negotiating contracts with vendors and suppliers.</li> <li>9. Developing and implementing risk management strategies to minimize potential problems and mitigate any issues that arise.</li> <li>10. Communicating with stakeholders, including clients, investors, and regulatory bodies, to provide updates and resolve any concerns.</li> <li>11. Managing the procurement and installation of materials and equipment required for construction projects.</li> <li>12. Developing and maintaining strong relationships with key stakeholders, including clients, subcontractors, and suppliers.</li> <li>13. Ensuring that all project activities align with the company's overall strategy and objectives.</li> </ol>

AREA LEVEL	PROPERTY MANAGEMENT PRACTICE
	14. Leading and motivating project teams to achieve project goals and deliver results.
LEVEL 3	NJT
LEVEL 2	NJT
LEVEL 1	NJT

### C) Occupational Descriptions (OD)

Job Title	Responsibilities	Knowledge	Skills	Attribute/ Attitude
<b>Registered Property Manager</b>	<p>A property manager is responsible for various tasks related to the management and upkeep of properties. They must be registered with BOVAEP and pay the license renewal fee. Managing staff and handling client complaints are also crucial parts of their job. Collecting rent and property fees, paying property expenses, and reporting the property's financial status to owners are additional responsibilities. Property managers must meet potential tenants and show them properties while adhering to anti-discrimination laws. They advertise vacant properties and arrange for repairs and ongoing services, managing disputes with service providers where necessary. Additionally, they must investigate and resolve property complaints and comply with relevant laws and standards.</p>	<ol style="list-style-type: none"> <li>1) Real Estate Laws and Regulations</li> <li>2) Maintenance and repairs</li> <li>3) Tenant relations</li> <li>4) Financial management</li> <li>5) Leasing and marketing</li> <li>6) Property inspections and compliance</li> <li>7) Risk management</li> <li>8) Business ethics</li> </ol>	<ol style="list-style-type: none"> <li>1) Communication (written and verbal)</li> <li>2) Problem solving capacity.</li> <li>3) Negotiation</li> <li>4) Planning and organizing</li> <li>5) Information Technology</li> <li>6) Customer service</li> <li>7) Time Management</li> <li>8) Interpersonal skills</li> </ol>	<ol style="list-style-type: none"> <li>1) Teamwork</li> <li>2) Multitasking</li> <li>3) Professionalism</li> <li>4) Self-management/ Independent</li> <li>5) Self-learning</li> <li>6) Agility</li> </ol>
<b>Assistant Property Manager/ Probationary Property Manager</b>	<p>A property manager has various responsibilities, including collecting rent and property fees from tenants and owners, and paying property expenses such as taxes, mortgages, payroll, insurance premiums, and maintenance costs. They must report the property's financial status, occupancy, and expiring leases to owners. Property managers</p>	<ol style="list-style-type: none"> <li>1) Real Estate Laws and Regulations</li> <li>2) Maintenance and repairs</li> <li>3) Tenant relations</li> </ol>	<ol style="list-style-type: none"> <li>1) Communication (written and verbal)</li> <li>2) Problem-solving capacity</li> </ol>	<ol style="list-style-type: none"> <li>1) Teamwork</li> <li>2) Multi-tasking</li> <li>3) Professionalism</li> <li>4) Self-management/ Independent</li> </ol>

Job Title	Responsibilities	Knowledge	Skills	Attribute/ Attitude
	also meet potential tenants, assess their applications, and show them properties in compliance with anti-discrimination laws. Advertising vacant properties and hiring a leasing agent is necessary for finding tenants. Additionally, property managers must inspect properties, arrange for repairs and new materials, and manage ongoing services and disputes with service providers. Finally, they investigate and resolve property complaints and rental violations.	<ul style="list-style-type: none"> <li>4) Financial management</li> <li>5) Leasing and marketing</li> <li>6) Property inspections and compliance</li> <li>7) Risk management</li> <li>8) Business ethics</li> </ul>	<ul style="list-style-type: none"> <li>3) Negotiation</li> <li>4) Planning and organizing</li> <li>5) Information Technology</li> <li>6) Customer service</li> <li>7) Time Management</li> <li>8) Interpersonal skills</li> </ul>	<ul style="list-style-type: none"> <li>5) Self-learning</li> <li>6) Agility</li> </ul>
<b>Senior Building Executive</b>	A property manager is responsible for coordinating various aspects of building management services, including obtaining permits, insurance, and licenses, preparing reports, attending to complaints and rectification works, and managing administrative, marketing, and asset management tasks. They also establish healthy collection for service charges and sinking funds, adhere to renovation and fit-out guides, and ensure prompt payment of assessments and licenses. Property managers liaise with various authorities and monitor collections while discussing actions against defaulters.	<ul style="list-style-type: none"> <li>1) Real Estate Laws and Regulations</li> <li>2) Maintenance and repairs</li> <li>3) Tenant relations</li> <li>4) Financial management</li> <li>5) Leasing and marketing</li> <li>6) Property inspections and compliance</li> <li>7) Risk management</li> </ul>	<ul style="list-style-type: none"> <li>1) Communication (written and verbal)</li> <li>2) Problem-solving capacity</li> <li>3) Negotiation</li> <li>4) Planning and organizing</li> <li>5) Information Technology</li> <li>6) Customer service</li> <li>7) Time Management</li> </ul>	<ul style="list-style-type: none"> <li>1) Teamwork</li> <li>2) multi-tasking</li> <li>3) Professionalism</li> <li>4) Self-management/ Independent</li> <li>5) Self-learning</li> <li>6) Agility</li> </ul>

Job Title	Responsibilities	Knowledge	Skills	Attribute/ Attitude
		8) Business ethicS	8) Interpersonal skills	
<b>Building Executive</b>	As a building manager, it is essential to monitor and manage the operations of service providers such as domestic cleaning, security, pest control, lift maintenance, firefighting equipment, and more while complying with all safety rules and regulations. Administering service charges, sinking fund collection, and building strata maintenance are other important responsibilities. Providing daily/monthly reports to the JMB/MC on the building's status, attending to maintenance issues, liaising with the local council Strata Management Tribunal 2015, comprehending building construction plans and drawings, managing suppliers, controlling and monitoring facility budget, and complying with Strata Management Act 2013 (757) and Strata Management Regulation 2015 are additional tasks.	<ul style="list-style-type: none"> <li>1) Real Estate Laws and Regulations</li> <li>2) Maintenance and repairs</li> <li>3) Tenant relations</li> <li>4) Financial management</li> <li>5) Leasing and marketing</li> <li>6) Property inspections and compliance</li> <li>7) Risk management</li> <li>8) Business ethics</li> </ul>	<ul style="list-style-type: none"> <li>1) Communication (written and verbal)</li> <li>2) Problem-solving capacity</li> <li>3) Negotiation</li> <li>4) Planning and organizing</li> <li>5) Information Technology</li> <li>6) Customer service</li> <li>7) Time Management</li> <li>8) Interpersonal skills</li> </ul>	<ul style="list-style-type: none"> <li>1) Teamwork</li> <li>2) Multi-tasking</li> <li>3) Professionalism</li> <li>4) Self-management/ Independent</li> <li>5) Self-learning</li> <li>6) Agility</li> </ul>

Job Title	Responsibilities	Knowledge	Skills	Attribute/ Attitude
<b>Site Supervisor</b>	As a construction site supervisor, it is crucial to ensure safety regulations are followed, and potential hazards are identified and eliminated. This involves inspecting construction sites regularly, supervising and instructing the construction team and subcontractors, and educating site workers on construction safety regulations and accident protocol. Site safety rules should be enforced to minimize work-related accidents and injuries, and accidents handled according to the established accident protocol. Keeping accurate records of construction employee attendance and evaluating their performance and instituting disciplinary measures as needed is important. Additionally, analysing blueprints to ensure construction projects meet design, safety, and budget specifications and recommending changes to construction operations or procedures to increase efficiency is crucial.	<ol style="list-style-type: none"> <li>1) Real Estate Laws and Regulations</li> <li>2) Maintenance and repairs</li> <li>3) Tenant relations</li> <li>4) Financial management</li> <li>5) Leasing and marketing</li> <li>6) Property inspections and compliance</li> <li>7) Risk management</li> <li>8) Business ethics</li> </ol>	<ol style="list-style-type: none"> <li>1) Communication (written and verbal)</li> <li>2) Problem-solving capacity</li> <li>3) Negotiation</li> <li>4) Planning and organizing</li> <li>5) Information Technology</li> <li>6) Customer service</li> <li>7) Time Management</li> <li>8) Interpersonal skills</li> </ol>	<ol style="list-style-type: none"> <li>1) Teamwork</li> <li>2) Multi-tasking</li> <li>3) Professionalism</li> <li>4) Self-management/ Independent</li> <li>5) Self-learning</li> <li>6) Agility</li> </ol>

**D) Critical Job Titles**

Choose  the following job titles that are critical to Property Management Practice.

Job Titles	Yes	No
Registered Property Manager	<input type="checkbox"/>	<input type="checkbox"/>
Assistant Property Manager / Probationary Property Manager	<input type="checkbox"/>	<input type="checkbox"/>
Senior Building Executive	<input type="checkbox"/>	<input type="checkbox"/>
Building Executive	<input type="checkbox"/>	<input type="checkbox"/>
Site Supervisor	<input type="checkbox"/>	<input type="checkbox"/>

**E) Job Titles Related to Current Technology and Industrial Revolution**

Tick  the following job titles that related to the current national technology and industrial revolution.

Job Titles	Yes	No
Registered Property Manager	<input type="checkbox"/>	<input type="checkbox"/>
Assistant Property Manager / Probationary Property Manager	<input type="checkbox"/>	<input type="checkbox"/>
Senior Building Executive	<input type="checkbox"/>	<input type="checkbox"/>
Building Executive	<input type="checkbox"/>	<input type="checkbox"/>
Site Supervisor	<input type="checkbox"/>	<input type="checkbox"/>

**ANNEX 3: OCCUPATIONAL DESCRIPTION (OD)**

**SECTION : (L) Real Estate Activities**

**DIVISION : (68) Real Estate Activities**

**GROUP : (681) Real Estate Activities with Own or Leased Property**

**(682) Real Estate Activities on A Fee or Contract Basis**

<b>MSIC SECTION</b>	<b>: L – Real Estate Activities</b>
<b>MSIC DIVISION</b>	<b>: L68 – Real Estate Activities</b>
<b>MSIC GROUP</b>	<b>: L681 – Real Estate Activities with Own or Leased Property</b>
<b>AREA</b>	<b>: Own Property</b>
<b>JOB TITLE</b>	<b>: Property Manager</b>
<b>LEVEL</b>	<b>: Level 7</b>

**RESPONSIBILITIES:**

The building manager oversees building management, facilities repair and maintenance, general security, safety and act to the best interest of clients and occupants. They liaise with local authorities and tenants, supervise other managers and ensure compliance with relevant by-laws. They play a critical role in ensuring the building is safe, compliant, and well-maintained.

**KNOWLEDGE:**

1. Compliance management of real estate laws, regulations and standards
2. Property valuation
3. Marketing strategy
4. Property management
5. Financial management
6. Negotiation strategy
7. Risk management
8. Tenant screening and management

**SKILLS:**

1. Communication – Written and Verbal
2. Problem-solving capacity
3. Negotiation strategy
4. Planning and Organizing
5. Information Technology
6. Customer service

7. Time Management
8. Interpersonal skills
9. Decision making skills
10. The ability to lead and manage teams and projects.

**ATTRIBUTE/ ATTITUDE:**

1. Team work
2. Multi-tasking
3. Professionalism
4. Self-management/ Independent
5. Self-learning
6. Agility

<b>MSIC SECTION</b>	<b>: L – Real Estate Activities</b>
<b>MSIC DIVISION</b>	<b>: L68 – Real Estate Activities</b>
<b>MSIC GROUP</b>	<b>: L681 – Real Estate Activities with Own or Leased Property</b>
<b>AREA</b>	<b>: Own Property</b>
<b>JOB TITLE</b>	<b>: Building Manager</b>
<b>LEVEL</b>	<b>: Level 6</b>

**RESPONSIBILITIES:**

Building managers have a range of responsibilities, including implementing workflow procedures from the property manager and supervising daily operations. They liaise with tenants and owners to ensure regulatory standards are met, oversee contracts and service providers, and provide detailed monthly reports on the overall property operation. Additionally, building managers lead and monitor administrative and maintenance teams, report monthly on financial matters, and ensure sustainable design development for efficient maintenance.

**KNOWLEDGE:**

1. Real estate laws, regulations and standards
2. Property valuation
3. Marketing strategy
4. Property management
5. Financial management
6. Negotiation strategy
7. Risk management
8. Tenant screening and management

**SKILLS:**

1. Communication – Written and Verbal
2. Problem-solving capacity
3. Negotiation strategy
4. Planning and Organizing
5. Information Technology

6. Customer service
7. Time Management
8. Interpersonal skills
9. Decision making skills
10. Lead and manage teams and projects.

**ATTRIBUTE/ ATTITUDE:**

1. Team work
2. Multi-tasking
3. Professionalism
4. Self-management/ Independent
5. Self-learning
6. Agility

<b>MSIC SECTION</b>	<b>: L – Real Estate Activities</b>
<b>MSIC DIVISION</b>	<b>: L68 – Real Estate Activities</b>
<b>MSIC GROUP</b>	<b>: L681 – Real Estate Activities with Own or Leased Property</b>
<b>AREA</b>	<b>: Own Property</b>
<b>JOB TITLE</b>	<b>: Assistant Building Manager</b>
<b>LEVEL</b>	<b>: Level 5</b>

**RESPONSIBILITIES:**

Assistant Building Manager is responsible for several tasks related to accounts and finance, such as monitoring overdue debts and implementing credit control procedures. They also handle control management and maintenance budget, preparing a yearly budget report. In addition, the management office oversees operations, ensuring smooth building management and maintenance, and keeping the committee members updated on relevant issues. They attend to complaints made by committee members, owners, and tenants and prepare a monthly operation report of the building. Finally, they assist in facilitating Annual General Meetings/Extraordinary General Meetings.

**KNOWLEDGE:**

1. Real estate laws, regulations and standards
2. Property valuation
3. Marketing strategy
4. Property management
5. Financial management
6. Negotiation strategy
7. Risk management
8. Tenant screening and management

**SKILLS:**

1. Communication – Written and Verbal
2. Problem-solving capacity
3. Negotiation strategy
4. Planning and Organizing

5. Information Technology
6. Customer service
7. Time Management
8. Interpersonal skills
9. Decision making skills
10. The ability to lead and manage teams and projects.

**ATTRIBUTE/ ATTITUDE:**

1. Team work
2. Multi-tasking
3. Professionalism
4. Self-management/ Independent
5. Self-learning
6. Agility

<b>MSIC SECTION</b>	<b>: L – Real Estate Activities</b>
<b>MSIC DIVISION</b>	<b>: L68 – Real Estate Activities</b>
<b>MSIC GROUP</b>	<b>: L681 – Real Estate Activities with Own or Leased Property</b>
<b>AREA</b>	<b>: Own Property</b>
<b>JOB TITLE</b>	<b>: Building Supervisor</b>
<b>LEVEL</b>	<b>: Level 4</b>

#### **RESPONSIBILITIES:**

Building Supervisor has a range of responsibilities, including monitoring overdue debts and implementing credit control procedures. Supervisor coordinate utilization of the budget for maintenance and prepare an annual budget report. The office ensures smooth building and common property maintenance and liaises with the Committee Members to update on any relevant issues. Additionally, the supervisor attends to complaints from the management committee, owners, and tenants, prepares monthly operation reports, and assists in facilitating Annual/Extraordinary General Meetings.

#### **KNOWLEDGE:**

1. Real estate laws, regulations and standards
2. Property valuation
3. Marketing strategy
4. Property management
5. Financial management
6. Negotiation strategy
7. Risk management
8. Tenant screening and management

#### **SKILLS**

1. Communication – Written and Verbal
2. Problem-solving capacity
3. Negotiation strategy
4. Planning and Organizing
5. Information Technology

6. Customer service
7. Time Management
8. Interpersonal skills
9. Decision making skills
10. The ability to lead and manage teams and projects.

**ATTRIBUTE/ ATTITUDE:**

1. Team work
2. Multi-tasking
3. Professionalism
4. Self-management/ Independent
5. Self-learning
6. Agility

<b>MSIC SECTION</b>	<b>: L – Real Estate Activities</b>
<b>MSIC DIVISION</b>	<b>: L68 – Real Estate Activities</b>
<b>MSIC GROUP</b>	<b>: L681 – Real Estate Activities with Own or Leased Property</b>
<b>AREA</b>	<b>: Leased Property</b>
<b>JOB TITLE</b>	<b>: Leasing Director</b>
<b>LEVEL</b>	<b>: Level 8</b>

**RESPONSIBILITIES:**

The Leasing Director has several key responsibilities, including developing and implementing a leasing strategy to attract and retain tenants, managing a team of leasing agents, conducting market research, and establishing relationships with real estate brokers. They also ensure tenant satisfaction and prepare financial reports to identify trends and areas for improvement. Collaboration with other departments such as maintenance, accounting, and legal is important. Additionally, the Leasing Director steers strategic planning and budgeting to achieve the company's mission and vision.

**KNOWLEDGE:**

1. Compliance management of real estate laws, regulations and standards
2. Property valuation
3. Marketing strategy
4. Property management
5. Finance and Accounting
6. Risk Management
7. Tenant screening and management

**SKILLS:**

1. Communication – Written and Verbal
2. Problem-solving capacity
3. Negotiation strategy
4. Planning and Organizing
5. Information Technology

6. Customer service
7. Interpersonal skills
8. Entrepreneurship
9. Problem-solving capacity
10. Leadership - Prescribe vision and leadership to the team.
11. Financial planning – develop short & long-term roadmap.

**ATTRIBUTE/ ATTITUDE:**

1. Team work
2. Multi-tasking
3. Professionalism
4. Self-management/ Independent
5. Self-learning
6. Agility

<b>MSIC SECTION</b>	<b>: L – Real Estate Activities</b>
<b>MSIC DIVISION</b>	<b>: L68 – Real Estate Activities</b>
<b>MSIC GROUP</b>	<b>: L681 – Real Estate Activities with Own or Leased Property</b>
<b>AREA</b>	<b>: Leased Property</b>
<b>JOB TITLE</b>	<b>: General Manager (Leasing)</b>
<b>LEVEL</b>	<b>: Level 7</b>

**RESPONSIBILITIES:**

The General Manager (Leasing) is responsible for maintaining healthy occupancy levels, generating rental income, and maintaining good relationships with tenants/retailers. They execute leasing activities, recommend leasing strategies to upper management, and generate periodic reports and analysis. Additionally, the general manager undertakes short-term and long-term business strategies for approval by upper management.

**KNOWLEDGE:**

1. Real estate laws, regulations and standards
2. Property valuation
3. Marketing strategy
4. Property management
5. Finance and Accounting
6. Risk Management
7. Tenant screening and management

**SKILLS:**

1. Communication – Written and Verbal
2. Problem-solving capacity
3. Negotiation strategy
4. Planning and Organizing
5. Information Technology
6. Customer service
7. Interpersonal skills

8. Entrepreneurship
9. Problem-solving capacity
10. Leadership - Prescribe vision and leadership to the team.
11. Financial planning – develop short & long-term roadmap.

**ATTRIBUTE/ ATTITUDE:**

1. Team work
2. Multi-tasking
3. Professionalism
4. Self-management/ Independent
5. Self-learning
6. Agility

<b>MSIC SECTION</b>	<b>: L – Real Estate Activities</b>
<b>MSIC DIVISION</b>	<b>: L68 – Real Estate Activities</b>
<b>MSIC GROUP</b>	<b>: L681 – Real Estate Activities with Own or Leased Property</b>
<b>AREA</b>	<b>: Leased Property</b>
<b>JOB TITLE</b>	<b>: Leasing Manager</b>
<b>LEVEL</b>	<b>: Level 6</b>

**RESPONSIBILITIES:**

Leasing Manager is responsible for overseeing the leasing and rental operations of a property, typically within the real estate industry. Their primary role is to market and lease properties to prospective tenants, manage tenant inquiries, and facilitate the leasing process. Leasing managers play a critical role in maximizing occupancy rates, maintaining positive tenant relationships, and facilitating smooth leasing processes. They collaborate with property owners, property managers, maintenance staff, and other stakeholders to ensure efficient operations and contribute to the financial success of the property..

**KNOWLEDGE:**

1. Real estate laws and regulations and standards
2. Property valuation
3. Marketing strategy
4. Property management
5. Finance and Accounting
6. Risk Management
7. Tenant screening and management

**SKILLS:**

1. Communication – Written and Verbal
2. Problem-solving capacity
3. Negotiation strategy
4. Planning and Organizing
5. Information Technology

6. Customer service
7. Interpersonal skills
8. Entrepreneurship
9. Problem-solving capacity
10. Financial planning – develop short & long-term roadmap.

**ATTRIBUTE/ ATTITUDE:**

1. Team work
2. Multi-tasking
3. Professionalism
4. Self-management/ Independent
5. Self-learning
6. Agility

<b>MSIC SECTION</b>	<b>: L – Real Estate Activities</b>
<b>MSIC DIVISION</b>	<b>: L68 – Real Estate Activities</b>
<b>MSIC GROUP</b>	<b>: L681 – Real Estate Activities with Own or Leased Property</b>
<b>AREA</b>	<b>: Leased Property</b>
<b>JOB TITLE</b>	<b>: Assistant Leasing Manager</b>
<b>LEVEL</b>	<b>: Level 5</b>

**RESPONSIBILITIES:**

Assistant Leasing Manager role is supporting the Leasing Manager which involve a combination of administrative tasks, tenant relations, marketing, and lease management. Assistant Leasing Manager is expected to maintain high occupancy rates and provide excellent customer service.

**KNOWLEDGE:**

1. Real estate laws and regulations and standards
2. Property valuation
3. Marketing strategy
4. Property management
5. Finance and Accounting
6. Risk Management
7. Tenant screening and management

**SKILLS:**

1. Communication – Written and Verbal
2. Problem-solving capacity
3. Negotiation strategy
4. Planning and Organizing
5. Information Technology
6. Customer service
7. Interpersonal skills
8. Entrepreneurship

9. Problem-solving capacity
10. Administration and operation

**ATTRIBUTE/ ATTITUDE:**

1. Team work
2. Multi-tasking
3. Professionalism
4. Self-management/ Independent
5. Self-learning
6. Agility

<b>MSIC SECTION</b>	<b>: L – Real Estate Activities</b>
<b>MSIC DIVISION</b>	<b>: L68 – Real Estate Activities</b>
<b>MSIC GROUP</b>	<b>: L681 – Real Estate Activities with Own or Leased Property</b>
<b>AREA</b>	<b>: Leased Property</b>
<b>JOB TITLE</b>	<b>: Leasing Executive</b>
<b>LEVEL</b>	<b>: Level 4</b>

**RESPONSIBILITIES:**

The Leasing Executive has range of responsibilities related to leasing and rental operations. Leasing Executives work with property owners or management companies to fill vacancies, attract tenants, and facilitate lease agreements. Leasing Executives play a crucial role in attracting and retaining tenants, ensuring smooth leasing processes, and maintaining positive tenant relations. Their responsibilities contribute to maximizing occupancy rates, optimizing rental income, and supporting the overall success of the property.

**KNOWLEDGE:**

1. Real estate laws and regulations and standards
2. Property valuation
3. Marketing strategy
4. Property management
5. Finance and Accounting
6. Risk Management
7. Tenant screening and management

**SKILLS:**

1. Communication – Written and Verbal
2. Problem-solving capacity
3. Negotiation strategy
4. Planning and Organizing
5. Information Technology
6. Customer service

7. Interpersonal skills
8. Entrepreneurship
9. Problem-solving capacity
10. Administration and Documentation

**ATTRIBUTE/ ATTITUDE:**

1. Team work
2. Multi-tasking
3. Professionalism
4. Self-management/ Independent
5. Self-learning
6. Agility

<b>MSIC SECTION</b>	<b>: L – Real Estate Activities</b>
<b>MSIC DIVISION</b>	<b>: L68 – Real Estate Activities</b>
<b>MSIC GROUP</b>	<b>: L682 – Real Estate Activities on A Fee or Contract Basis</b>
<b>AREA</b>	<b>: Estate Agent Practice</b>
<b>JOB TITLE</b>	<b>: Registered Estate Agent</b>
<b>LEVEL</b>	<b>: Level 8</b>

#### **RESPONSIBILITIES:**

As a Registered Estate Agent, the individual is responsible for executing REN registration with BOVAEP, conducting real estate training, and overseeing overall company operations. They are also required to attend to any complaints from the public or authority, arrange appointments for project marketing opportunities from developers, and execute appointment letters. Additionally, they must update the BOVAEP with the REN profile, manage and supervise all REN with updated property knowledge, plan the company's vision and mission, manage client accounts, respond to BOVAEP instructions and requirements, pay the license's renewal fee, and comply with the Valuers, Appraisers, Estate Agent, and Property Managers Act 1981 and Rules 1986 & Malaysian Estate Agency Standards.

#### **KNOWLEDGE:**

1. Real Estate Acts, Rules & Standards
2. Roles and responsibility of REA
3. Marketing strategy
4. Tenant screening and management
5. Supervisory Function
6. Finance and Accounting
7. Property valuation and management
8. Business ethics

#### **SKILLS:**

1. Communication - Written and Verbal
2. Negotiation
3. Problem-solving capacity

4. Planning and Organizing
5. Information Technology
6. Customer service
7. Time Management
8. Interpersonal skills
9. Administrative and documentation

**ATTRIBUTE/ ATTITUDE:**

1. Team work
2. Multi-tasking
3. Professionalism
4. Self-management/ Independent
5. Self-learning
6. Agility

<b>MSIC SECTION</b>	<b>: L – Real Estate Activities</b>
<b>MSIC DIVISION</b>	<b>: L68 – Real Estate Activities</b>
<b>MSIC GROUP</b>	<b>: L682 – Real Estate Activities on A Fee or Contract Basis</b>
<b>AREA</b>	<b>: Estate Agent Practice</b>
<b>JOB TITLE</b>	<b>: Probationary Estate Agent</b>
<b>LEVEL</b>	<b>: Level 7</b>

**RESPONSIBILITIES:**

Probationary Estate Agent (PEA) refers to an individual who is in the early stages of their career as a real estate agent and has obtained a Probationary Estate Agent (PEA) license from the Board of Valuers, Appraisers, Estate Agents and Property Managers (BOVAEP). PEA is responsible in assisting Registered Estate Agent in various tasks related to property transactions, marketing, and client management. PEA is also playing a role in the marketing and promotion of properties for sale, rent, or lease. This may involve creating property listings, conducting property viewings, coordinating open houses or showings, and advertising properties through various channels. PEA is expected to conduct research on properties, including property valuation, market analysis, and comparable property studies. Assisting in the preparation and completion of property-related documentation, such as sale and purchase agreements, tenancy agreements, and other legal documents. Ensuring accuracy and compliance with legal requirements is an important aspect of this responsibility. Ensuring compliance with relevant laws, regulations, and professional standards set by the BOVAEP. Probationary Estate Agents must adhere to ethical guidelines and maintain professional conduct in their dealings with clients and other industry stakeholders.

**KNOWLEDGE:**

1. Real Estate Acts, Rules & Standards
2. Property valuation and management
3. Marketing strategy
4. Finance and Accounting
5. Business ethics
6. Tenant screening and management

**SKILLS:**

1. Communication - Written and Verbal
2. Negotiation
3. Problem-solving capacity
4. Planning and Organizing
5. Information Technology
6. Customer service
7. Time Management
8. Interpersonal skills
9. Administrative and documentation

**ATTRIBUTE/ ATTITUDE:**

1. Team work
2. Multi-tasking
3. Professionalism
4. Self-management/ Independent
5. Self-learning
6. Agility

<b>MSIC SECTION</b>	<b>: L – Real Estate Activities</b>
<b>MSIC DIVISION</b>	<b>: L68 – Real Estate Activities</b>
<b>MSIC GROUP</b>	<b>: L682 – Real Estate Activities on A Fee or Contract Basis</b>
<b>AREA</b>	<b>: Estate Agent Practice</b>
<b>JOB TITLE</b>	<b>: Senior Real Estate Negotiator</b>
<b>LEVEL</b>	<b>: Level 6</b>

**RESPONSIBILITIES:**

Senior Real Estate Negotiator refers to an experienced and licensed professional who has obtained a Real Estate Negotiator (REN) license from the Board of Valuers, Appraisers, Estate Agents and Property Managers (BOVAEP). Senior Real Estate Negotiator is responsible in facilitating the sale, purchase, rental, or leasing of properties on behalf of clients. This involves actively seeking potential buyers, tenants, or properties, negotiating terms and conditions, and overseeing the transaction process. Building and maintaining strong relationships with clients, including property owners, landlords, tenants, buyers, and sellers. Understanding clients' requirements, providing guidance, and offering personalized solutions to meet their needs. Conducting property valuations, analysing market conditions, and determining optimal pricing strategies. Senior Real Estate Negotiators assess property values, rental rates, and advise clients on setting competitive and realistic prices.

**KNOWLEDGE:**

1. Real Estate Laws, Regulations and Standards
2. Property valuation and management
3. Marketing strategy
4. Finance and Accounting
5. Business ethics
6. Tenant screening and management

**SKILLS:**

1. Communication - Written and Verbal
2. Negotiation
3. Problem-solving capacity

4. Planning and Organizing
5. Information Technology
6. Customer service
7. Time Management
8. Interpersonal skills
9. Administrative and documentation

**ATTRIBUTE/ ATTITUDE:**

1. Team work
2. Multi-tasking
3. Professionalism
4. Self-management/ Independent
5. Self-learning
6. Agility

<b>MSIC SECTION</b>	<b>: L – Real Estate Activities</b>
<b>MSIC DIVISION</b>	<b>: L68 – Real Estate Activities</b>
<b>MSIC GROUP</b>	<b>: L682 – Real Estate Activities on A Fee or Contract Basis</b>
<b>AREA</b>	<b>: Estate Agent Practice</b>
<b>JOB TITLE</b>	<b>: Real Estate Negotiator</b>
<b>LEVEL</b>	<b>: Level 5</b>

**RESPONSIBILITIES:**

Real Estate Negotiator (REN) is a licensed professional who specializes in facilitating property transactions. REN is responsible in assisting clients in buying, selling, renting, or leasing properties. REN actively seek out potential buyers, tenants, or properties that meet clients' requirements. They conduct property viewings, negotiate terms and conditions, and facilitate the transaction process. Building and maintaining relationships with clients to understand clients' needs, provide personalized guidance, and offer suitable property options. Creating effective marketing strategies to promote properties. This involves preparing property listings, utilizing various marketing channels (online and offline), organizing open houses or property showcases, and effectively showcasing property features and benefits. Assisting clients with property valuation and determining appropriate pricing strategies. Real Estate Negotiators conduct market analysis, assess property values, and provide advice on setting competitive prices to attract potential buyers or tenants. RENs play a vital role in assisting clients with their property transactions, providing market expertise, and ensuring a smooth and successful process. Their responsibilities revolve around understanding clients' needs, marketing properties effectively, negotiating on their behalf, and ensuring compliance with legal and ethical standards.

**KNOWLEDGE:**

1. Real Estate Laws, Regulations and Standards
2. Property inspection procedure
3. Property valuation
4. Property management
5. Marketing and advertising strategy
6. Finance and Accounting

7. Business ethics
8. Tenant screening and management
9. Financial planning and mortgages

**SKILLS:**

1. Written communication skills
2. Verbal communication skills
3. Negotiation skills
4. Problem-solving capacity
5. Planning and Organizing
6. Information Technology
7. Customer service
8. Time Management
9. Interpersonal skills
10. Administrative and documentation

**ATTRIBUTE/ ATTITUDE:**

1. Team work
2. Multi-tasking
3. Professionalism
4. Self-management/ Independent
5. Self-learning
6. Agility

<b>MSIC SECTION</b>	<b>: L – Real Estate Activities</b>
<b>MSIC DIVISION</b>	<b>: L68 – Real Estate Activities</b>
<b>MSIC GROUP</b>	<b>: L682 – Real Estate Activities on A Fee or Contract Basis</b>
<b>AREA</b>	<b>: Property Valuation Practice</b>
<b>JOB TITLE</b>	<b>: Registered Valuer</b>
<b>LEVEL</b>	<b>: Level 8</b>

**RESPONSIBILITIES:**

Registered Valuer is a licensed professional who specializes in property valuation and provides expert opinions on the market value of properties. Registered Valuers play a crucial role in providing accurate and unbiased property valuations that are used for various purposes, including mortgage financing, property transactions, investment analysis, taxation, and legal matters. Their responsibilities revolve around conducting thorough valuations, preparing comprehensive reports, maintaining professional standards, and providing expert advice to clients. Ensuring compliance with relevant laws, regulations, and professional standards set by the Board of Valuers, Appraisers, Estate Agents and Property Managers (BOVAEP). Registered Valuers adhere to ethical guidelines, maintain confidentiality, and uphold the integrity of the valuation process.

**KNOWLEDGE:**

1. Principal of Valuation
2. Real Estate Laws and Regulations and Standards
3. Property inspection and assessment
4. Valuation methodologies
5. Market analysis
6. Finance and Accounting
7. Business ethics
8. Environmental and legal considerations
9. Environment, Social & Governance

**SKILLS:**

1. Communication – written and verbal

2. Problem-solving capacity
3. Negotiation
4. Planning and organizing
5. Information Technology
6. Customer service
7. Time Management
8. Interpersonal skills

**ATTRIBUTE/ ATTITUDE:**

1. Team work
2. Multi-tasking
3. Professionalism
4. Self-management/ Independent
5. Self-learning
6. Agility

<b>MSIC SECTION</b>	<b>: L – Real Estate Activities</b>
<b>MSIC DIVISION</b>	<b>: L68 – Real Estate Activities</b>
<b>MSIC GROUP</b>	<b>: L682 – Real Estate Activities on A Fee or Contract Basis</b>
<b>AREA</b>	<b>: Property Valuation Practice</b>
<b>JOB TITLE</b>	<b>: Assistant Valuation Manager / Probationary Valuer</b>
<b>LEVEL</b>	<b>: Level 7</b>

**RESPONSIBILITIES:**

Assistant Valuation Manager or Probationary Valuer refers to an individual who is in the early stages of their career as a property valuer and has obtained a Probationary Valuer (PV) license from the Board of Valuers, Appraisers, Estate Agents and Property Managers (BOVAEP). PV often work under the supervision and guidance of experienced and licensed Valuers. They assist senior valuers in conducting property valuations, market research, and feasibility studies. Conducting physical inspections of properties to collect relevant data and assess their condition, characteristics, and amenities. This includes measuring property dimensions, noting features, and taking photographs for documentation purposes. Assisting in the valuation process by collecting and analyzing data related to property sales, rental rates, market trends, and comparable property information. Probationary Valuers contribute to the valuation analysis under the supervision of senior valuers. Ensuring compliance with relevant laws, regulations, and professional standards set by the BOVAEP. Probationary Valuers adhere to ethical guidelines, maintain confidentiality, and assist in ensuring valuation processes are in compliance with legal requirements. Upon completing the probationary period and meeting the necessary requirements, they can apply for a full Valuer license.

**KNOWLEDGE:**

1. Principal of Valuation
2. Real Estate Laws and Regulations and Standards
3. Property inspection and assessment
4. Valuation methodologies
5. Market analysis
6. Finance and Accounting

7. Business ethics
8. Environmental and legal considerations

**SKILLS:**

1. Communication – written and verbal
2. Problem-solving capacity
3. Negotiation
4. Planning and organizing
5. Information Technology
6. Customer service
7. Time Management
8. Interpersonal skills

**ATTRIBUTE/ ATTITUDE:**

1. Team work
2. Multi-tasking
3. Professionalism
4. Self-management/ Independent
5. Self-learning
6. Agility

<b>MSIC SECTION</b>	<b>: L – Real Estate Activities</b>
<b>MSIC DIVISION</b>	<b>: L68 – Real Estate Activities</b>
<b>MSIC GROUP</b>	<b>: L682 – Real Estate Activities on A Fee or Contract Basis</b>
<b>AREA</b>	<b>: Property Valuation Practice</b>
<b>JOB TITLE</b>	<b>: Senior Valuation Executive</b>
<b>LEVEL</b>	<b>: Level 6</b>

**RESPONSIBILITIES:**

Senior Valuation Executive refers to an experienced professional in the field of property valuation. Their responsibilities encompass a range of tasks related to property valuation, market analysis, and client management. Conducting property valuations to determine the market value of various types of properties, including residential, commercial, industrial, and agricultural properties. Senior Valuation Executives utilize established valuation methodologies, data analysis, and their expertise to provide accurate and reliable valuations. Preparing detailed valuation reports that document the methodology, analysis, and findings of property valuations. Conducting physical inspections of properties to gather relevant information and assess their condition, features, and amenities. Senior Valuation Executives oversee and ensure the accuracy of data collection, measurements, and photographs taken during property inspections. Senior Valuation Executives play a critical role in providing accurate and reliable property valuations, market analysis, and expert advice to clients. Their responsibilities involve a combination of technical expertise, client management, leadership, and compliance with professional standards.

**KNOWLEDGE:**

1. Principal of Valuation
2. Real Estate Laws and Regulations and Standards
3. Property inspection and assessment
4. Valuation methodologies
5. Market analysis
6. Finance and Accounting
7. Business ethics
8. Environmental and legal considerations

**SKILLS:**

1. Communication – written and verbal
2. Problem-solving capacity
3. Negotiation
4. Planning and organizing
5. Information Technology
6. Customer service
7. Time Management
8. Interpersonal skills

**ATTRIBUTE/ ATTITUDE:**

1. Team work
2. Multi-tasking
3. Professionalism
4. Self-management/ Independent
5. Self-learning
6. Agility

<b>MSIC SECTION</b>	<b>: L – Real Estate Activities</b>
<b>MSIC DIVISION</b>	<b>: L68 – Real Estate Activities</b>
<b>MSIC GROUP</b>	<b>: L682 – Real Estate Activities on A Fee or Contract Basis</b>
<b>AREA</b>	<b>: Property Valuation Practice</b>
<b>JOB TITLE</b>	<b>: Valuation Executive</b>
<b>LEVEL</b>	<b>: Level 5</b>

**RESPONSIBILITIES:**

Valuation Executive is a professional who specializes in property valuation and provides expertise in determining the market value of properties. Valuation Executives play a crucial role in providing accurate and reliable property valuations to assist clients in making informed decisions. Their responsibilities involve conducting valuations, analyzing market data, preparing reports, maintaining compliance with regulations, and effectively communicating with clients. Ensuring compliance with relevant laws, regulations, and professional standards set by the Board of Valuers, Appraisers, Estate Agents and Property Managers (BOVAEP). Valuation Executives adhere to ethical guidelines, maintain confidentiality, and ensure valuation processes and reports are in compliance with legal requirements.

**KNOWLEDGE:**

1. Principal of Valuation
2. Real Estate Laws and Regulations and Standards
3. Property inspection and assessment
4. Valuation methodologies
5. Market analysis
6. Finance and Accounting
7. Business ethics
8. Environmental and legal considerations

**SKILLS:**

1. Communication – written and verbal
2. Problem-solving capacity

3. Negotiation
4. Planning and organizing
5. Information Technology
6. Customer service
7. Time Management
8. Interpersonal skills

**ATTRIBUTE/ ATTITUDE:**

1. Team work
2. Multi-tasking
3. Professionalism
4. Self-management/ Independent
5. Self-learning
6. Agility

<b>MSIC SECTION</b>	<b>: L – Real Estate Activities</b>
<b>MSIC DIVISION</b>	<b>: L68 – Real Estate Activities</b>
<b>MSIC GROUP</b>	<b>: L682 – Real Estate Activities on A Fee or Contract Basis</b>
<b>AREA</b>	<b>: Property Valuation Practice</b>
<b>JOB TITLE</b>	<b>: Assistant Valuation</b>
<b>LEVEL</b>	<b>: Level 4</b>

**RESPONSIBILITIES:**

Assistant Valuation is an entry-level position in the field of property valuation. Assistant Valuation is in a learning phase and works under the guidance and supervision of experienced valuers. They provide support in various valuation tasks, contribute to data collection and analysis, and assist in report preparation. As they gain experience and knowledge, they may progress to higher-level roles within the field of property valuation.

**KNOWLEDGE:**

1. Principal of Valuation
2. Real Estate Laws and Regulations and Standards
3. Property inspection and assessment
4. Valuation methodologies
5. Market analysis
6. Finance and Accounting
7. Business ethics
8. Environmental and legal considerations

**SKILLS:**

1. Communication – written and verbal
2. Problem-solving capacity
3. Negotiation
4. Planning and organizing
5. Information Technology
6. Customer service
7. Time Management

## 8. Interpersonal skills

### **ATTRIBUTE/ ATTITUDE:**

1. Team work
2. Multi-tasking
3. Professionalism
4. Self-management/ Independent
5. Self-learning
6. Agility

<b>MSIC SECTION</b>	<b>: L – Real Estate Activities</b>
<b>MSIC DIVISION</b>	<b>: L68 – Real Estate Activities</b>
<b>MSIC GROUP</b>	<b>: L682 – Real Estate Activities on A Fee or Contract Basis</b>
<b>AREA</b>	<b>: Property Management Practice</b>
<b>JOB TITLE</b>	<b>: Registered Property Manager</b>
<b>LEVEL</b>	<b>: Level 8</b>

### **RESPONSIBILITIES:**

Registered Property Manager is a professional who is registered with the Board of Valuers, Appraisers, Estate Agents and Property Managers (BOVAEP) and specializes in the management of real estate properties. Ensuring compliance with relevant laws, regulations, and legal requirements related to property management. Registered Property Managers stay updated on property-related regulations, tenancy laws, health and safety codes, and other legal obligations to ensure proper compliance and minimize risks. Registered Property Managers play a crucial role in ensuring the effective management and maintenance of properties on behalf of property owners. Their responsibilities encompass various aspects of property management, including tenant relations, lease management, property maintenance, financial management, compliance, and effective communication with stakeholders.

### **KNOWLEDGE:**

1. Real Estate Laws and Regulations and Standards
2. Maintenance and repairs
3. Tenant relations
4. Financial management
5. Leasing and marketing
6. Property inspections and compliance
7. Risk management
8. Business ethics

### **SKILLS:**

1. Communication – written and verbal
2. Problem-solving capacity

3. Negotiation
4. Planning and organizing
5. Information Technology
6. Customer service
7. Time Management
8. Interpersonal skills

**ATTRIBUTE/ ATTITUDE:**

1. Team work
2. Multi-tasking
3. Professionalism
4. Self-management/ Independent
5. Self-learning
6. Agility

<b>MSIC SECTION</b>	<b>: L – Real Estate Activities</b>
<b>MSIC DIVISION</b>	<b>: L68 – Real Estate Activities</b>
<b>MSIC GROUP</b>	<b>: L682 – Real Estate Activities on A Fee or Contract Basis</b>
<b>AREA</b>	<b>: Property Management Practice</b>
<b>JOB TITLE</b>	<b>: Assistant Property Manager / Probationary Property Manager</b>
<b>LEVEL</b>	<b>: Level 7</b>

**RESPONSIBILITIES:**

Probationary Property Manager refers to an individual who is in the early stages of his/her career as a property manager and has obtained a Probationary Property Manager (PPM) license from the Board of Valuers, Appraisers, Estate Agents and Property Managers (BOVAEP). Assisting in ensuring compliance with relevant laws, regulations, and legal requirements related to property management. Probationary Property Managers help ensure adherence to property-related regulations and assist in handling compliance issues. Probationary Property Manager, is in a learning phase and works under the guidance of experienced property managers. They assist in various property management tasks, contribute to tenant relations, lease management, property inspections, financial management, and compliance activities. Upon completing the probationary period and meeting the necessary requirements, they can apply for a full Property Manager license.

**KNOWLEDGE:**

1. Real Estate Laws and Regulations and Standards
2. Property operations and maintenance
3. Tenant relations
4. Financial management
5. Leasing and marketing
6. Property inspections and compliance
7. Risk management
8. Business ethics

**SKILLS:**

1. Communication – written and verbal
2. Problem-solving capacity
3. Negotiation
4. Planning and organizing
5. Information Technology
6. Customer service
7. Time Management
8. Interpersonal skills

**ATTRIBUTE/ ATTITUDE:**

1. Team work
2. Multi-tasking
3. Professionalism
4. Self-management/ Independent
5. Self-learning
6. Agility

<b>MSIC SECTION</b>	<b>: L – Real Estate Activities</b>
<b>MSIC DIVISION</b>	<b>: L68 – Real Estate Activities</b>
<b>MSIC GROUP</b>	<b>: L682 – Real Estate Activities on A Fee or Contract Basis</b>
<b>AREA</b>	<b>: Property Management Practice</b>
<b>JOB TITLE</b>	<b>: Senior Building Executive</b>
<b>LEVEL</b>	<b>: Level 6</b>

**RESPONSIBILITIES:**

Senior Building Executive typically refers to an experienced professional who is responsible for overseeing the management and operations of buildings, particularly in the context of commercial or residential complexes. Supervising and coordinating maintenance and repair activities within the building. Senior Building Executives work closely with maintenance staff, contractors, and service providers to ensure that routine maintenance tasks, such as plumbing, electrical, and HVAC systems, are performed efficiently. They also oversee repairs and improvements to the building's structure and facilities. Ensuring compliance with relevant building codes, regulations, and legal requirements. Senior Building Executives stay updated on local building regulations and work to ensure that the building meets the necessary standards and obtains required permits and certifications. Senior Building Executives play a critical role in managing and maintaining buildings to create safe, comfortable, and well-functioning spaces for tenants. Their responsibilities encompass various aspects of building operations, tenant management, maintenance, budgeting, compliance, and team leadership.

**KNOWLEDGE:**

1. Real Estate Laws and Regulations and Standards
2. Property operations and maintenance
3. Tenant relations
4. Financial management
5. Leasing and marketing
6. Property inspections and compliance
7. Risk management
8. Business ethics

**SKILLS:**

1. Communication – written and verbal
2. Problem-solving capacity
3. Negotiation
4. Planning and organizing
5. Information Technology
6. Customer service
7. Time Management
8. Interpersonal skills

**ATTRIBUTE/ ATTITUDE:**

1. Team work
2. Multi-tasking
3. Professionalism
4. Self-management/ Independent
5. Self-learning
6. Agility

<b>MSIC SECTION</b>	<b>: L – Real Estate Activities</b>
<b>MSIC DIVISION</b>	<b>: L68 – Real Estate Activities</b>
<b>MSIC GROUP</b>	<b>: L682 – Real Estate Activities on A Fee or Contract Basis</b>
<b>AREA</b>	<b>: Property Management Practice</b>
<b>JOB TITLE</b>	<b>: Building Executive</b>
<b>LEVEL</b>	<b>: Level 5</b>

**RESPONSIBILITIES:**

Building Executive is a professional responsible for the management and operations of a building, typically in a commercial or residential complex. Overseeing and managing the day-to-day operations of the building. This includes ensuring that the building is properly maintained, utilities are functioning effectively, and common areas are clean and well-maintained. Coordinating and overseeing maintenance and repair activities within the building. Building Executives schedule and supervise maintenance staff, contractors, and service providers to ensure that routine maintenance tasks and repairs are completed in a timely manner. This includes maintaining essential building systems such as electrical, plumbing, HVAC, and security systems. Building Executives play a vital role in ensuring the smooth operation and management of buildings. Their responsibilities encompass various aspects of building operations, tenant relations, maintenance, financial management, compliance, and emergency preparedness.

**KNOWLEDGE:**

1. Real Estate Laws and Regulations and Standards
2. Property operations and maintenance
3. Tenant relations
4. Financial management
5. Leasing and marketing
6. Property inspections and compliance
7. Risk management
8. Business ethics

**SKILLS:**

1. Communication – written and verbal
2. Problem-solving capacity
3. Negotiation
4. Planning and organizing
5. Information Technology
6. Customer service
7. Time Management
8. Interpersonal skills

**ATTRIBUTE/ ATTITUDE:**

1. Team work
2. Multi-tasking
3. Professionalism
4. Self-management/ Independent
5. Self-learning
6. Agility

<b>MSIC SECTION</b>	<b>: L – Real Estate Activities</b>
<b>MSIC DIVISION</b>	<b>: L68 – Real Estate Activities</b>
<b>MSIC GROUP</b>	<b>: L682 – Real Estate Activities on A Fee or Contract Basis</b>
<b>AREA</b>	<b>: Property Management Practice</b>
<b>JOB TITLE</b>	<b>: Site Supervisor</b>
<b>LEVEL</b>	<b>: Level 4</b>

**RESPONSIBILITIES:**

Site Supervisor is responsible for overseeing the daily operations and management of a specific property site, such as a construction site, development project, or real estate property. Supervising and managing all activities at the property site. This involves ensuring that work is progressing according to schedule, coordinating with contractors and subcontractors, and monitoring the quality of workmanship. Monitoring construction activities and ensuring that project plans and specifications are followed. Property Site Supervisors collaborate with architects, engineers, and contractors to ensure that construction works align with approved designs, building codes, and industry standards. Ensuring compliance with relevant regulations, permits, and approvals required for the project. Property Site Supervisors work closely with authorities, such as local councils and regulatory agencies, to obtain necessary permits and ensure adherence to legal requirements. The responsibilities of a Property Site Supervisor in Malaysia are centered around efficient project management, quality control, safety compliance, effective communication, and adherence to regulations. They play a crucial role in overseeing the successful execution of projects and ensuring that site operations run smoothly.

**KNOWLEDGE:**

1. Real Estate Laws and Regulations and Standards
2. Property operations and maintenance
3. Tenant relations
4. Financial management
5. Leasing and marketing
6. Property inspections and compliance
7. Risk management

8. Business ethics

**SKILLS**

1. Communication – written and verbal
2. Problem-solving capacity
3. Negotiation
4. Planning and organizing
5. Information Technology
6. Customer service
7. Time Management
8. Interpersonal skills

**ATTRIBUTE/ ATTITUDE:**

1. Team work
2. Multi-tasking
3. Professionalism
4. Self-management/ Independent
5. Self-learning
6. Agility

**ANNEX 4: LIST OF CONTRIBUTORS**

**L68 – REAL ESTATE ACTIVITIES OCCUPATIONAL FRAMEWORK  
DEVELOPMENT COMMITTEE**

**RESEARCHERS**

<b>NO.</b>	<b>NAME</b>	<b>POSITION</b>	<b>ORGANISATION</b>
1	Prof. Dr. Azahari bin Jamaludin	Researcher	Adimega Sdn. Bhd.
2	Siti Maimunah binti Ahmad	Research Assistant	Adimega Sdn. Bhd.
3	Nafsul Muthmainnah binti Zulkarnaen	Research Assistant	Adimega Sdn. Bhd.

**PANELISTS FGD 1**

<b>NO.</b>	<b>NAME</b>	<b>POSITION</b>	<b>ORGANISATION</b>
1	Muhazrol Bin Muhamad	Head of Bumiputera Segment	IQI Realty Sdn. Bhd.
2	Cynthia Fred	Regional Manager	MFMA Development Sdn. Bhd.
3	Khairuniswa Binti Mohamad Isa	Senior Realty Consultant	Meridin Properties Sdn. Bhd.
4	Ilani Binti Mohd. Jamin	Assistant Manager (Leasing & Inbound Marketing)	MFMA Development Sdn. Bhd.
5	Safiyah Binti Kamil	Real Estate Negotiator	Chester Properties Sdn. Bhd.
6	Dr. Sri Azra Binti Attan	Probationary Estate Agent	IQI Realty Sdn. Bhd.
7	Nurul Nazuha Binti Arrifin	Probationary Estate Agent	Chester Properties Sdn. Bhd.

<b>NO.</b>	<b>NAME</b>	<b>POSITION</b>	<b>ORGANISATION</b>
8	Thanabalan a/l Muthu	Senior Assistant Manager	Rahim & Co. International Sdn. Bhd.
9	Chong Loke Yew	Real Estate Negotiator	Hartamas Real Estate (M) Sdn Bhd

**PANELISTS FGD 2**

<b>NO.</b>	<b>NAME</b>	<b>POSITION</b>	<b>ORGANISATION</b>
1	Cynthia Fred	Regional Manager	MFMA Development Sdn. Bhd.
2	Khairuniswa Binti Mohamad Isa	Senior Realty Consultant	Meridin Properties Sdn. Bhd.
3	Ilani Binti Mohd. Jamin	Assistant Manager (Leasing & Inbound Marketing)	MFMA Development Sdn. Bhd.
4	Safiyah Binti Kamil	Real Estate Negotiator	Chester Properties Sdn. Bhd.
5	Dr. Sri Azra Binti Attan	Probationary Estate Agent	IQI Realty Sdn. Bhd.
6	Nurul Nazuha Binti Arrifin	Probationary Estate Agent	Chester Properties Sdn. Bhd.
7	Thanabalan a/l Muthu	Senior Assistant Manager	Rahim & Co. International Sdn. Bhd.
8	Tan Kian Aun	Registered Estate Agent	Hartamas Real Estate (M) Sdn Bhd

**PANELISTS FOR INTERVIEW**

<b>NO.</b>	<b>NAME</b>	<b>POSITION</b>	<b>ORGANISATION</b>
1	Vasanth a/l Kumar	Registered Property Manager	Sunway Group, Sunway Property Management
2	Wan Mohd Hamdan Bin Wan Hussin	Registered Property Manager	IQI Realty Sdn. Bhd

**PANELIST FOR FGD 3**

<b>NO.</b>	<b>NAME</b>	<b>POSITION</b>	<b>ORGANISATION</b>
1)	Sr Mohd Arif bin Mat Hassan	Head of Research & Innovation Centre (Registered Valuer & Registered Property Manager)	Institut Penilaian Negara (INSPEN) Jabatan Penilaian dan Perkhidmatan Harta, Kementerian Kewangan Malaysia
2)	Prof. (I) Sr Mohd Khairudin bin Abd Halim	Professor (Industry)	Department of Real Estate, Faculty of Built Environment, Universiti of Malaya
3)	Sr Suriyana binti Mustafar	Senior Lecturer	Faculty of Architecture, Planning and Surveying Universiti Teknologi MARA
4)	Sr Ungku Iskandar bin Ungku Ismail	Director	CBRE   WTW
5)	Sr Low Han Hoe	Senior Manager	Nawawi Tie Leung Real Estate Consultants Sdn. Bhd.

<b>NO.</b>	<b>NAME</b>	<b>POSITION</b>	<b>ORGANISATION</b>
6)	Sr Idzwan Izzuddin Shah bin Hj. Ishak	Managing Director	S.R Property Consultants
7)	Sr Saiful Bahri bin Ahmad Mokhtar	Director	Nilai Harta Consultant Sdn. Bhd.
8)	Sr Mohd Zaid bin Awang	Executive Director	Nilai Properties Realty Sdn. Bhd.
9)	Sr Mohd Fawzi bin Ibrahim	Director	MFI Real Estate Agency
10)	Azman bin Mat Yasin	Registered Estate Agent	RIZQ Realty
11)	Rohaizan bin Rahim	Registered Estate Agent	IQI Realty Sdn. Bhd.
12)	Mohd Uzair bin Shahrir	Registered Valuer, Estate Agent & Property Manager	Mitra Valuers & Property Consultants Sdn. Bhd.

**OCCUPATIONAL FRAMEWORK ASSESSMENT TECHNICAL COMMITTEE  
(JTPOF)**

<b>NO.</b>	<b>NAME</b>	<b>POSITION</b>	<b>ORGANISATION</b>
1)	Sr Hj. Ishak bin Ismail	President	Persatuan Perunding Hartanah Muslim Malaysia (PEHAM)
2)	Mohd Azizi Bin Mohd Nasir	Senior Assistant Director	Jabatan Tenaga Kerja Selangor
3)	Tan Kian Aun	Associate Director	Hartamas Real Estate (M) Sdn. Bhd.

<b>NO.</b>	<b>NAME</b>	<b>POSITION</b>	<b>ORGANISATION</b>
4)	Dr. Sr Ainoriza binti Mohd Aini	Senior Lecturer	Department of Real Estate, Faculty of Built Environment, Universiti of Malaya
5)	Sr Noor Bayati binti Mohamed	Founder & Principal	RIZQ Realty
6)	Mohd Muslih Thani bin Nubli	Probationary Estate Agent	MN Associates (KL) Sdn. Bhd.
7)	Mustaffa Kamal bin Bawaihi	Director	Corporate Relations Department (JPP), KL
8)	Ts. Kodsiah binti Mohd Juzad	Corporate Relations Officer	Deputy under Secretary Human Resources Policy, MOHR

**OCCUPATIONAL FRAMEWORK INTERNAL TECHNICAL COMMITTEE  
DEPARTMENT OF SKILLS DEVELOPMENT**

<b>NO.</b>	<b>NAME</b>	<b>POSITION</b>	<b>DIVISION/ CENTRE</b>
1)	Dr. Norhuda binti Salim	Head of Programme Skills Instructor Development Programme (PPK)	Centre of Instructors and Advanced Skills Training (CIAST)
2)	Ts. Dr. Wan Nasarudin bin Wan Jalal	Principal Assistant Director (Policy Coordination)	Planning, Development, and International Division (BPPA)
3)	Dr. Khuzainey binti Ismail	Senior Assistant Director (Policy Planning 2)	Planning, Development, and International Division (BPPA)
4)	Dr. Fairus Atida binti Said	Senior Assistant Director (SLDN Assessment)	Competencies Certification Division (BPK)
5)	Dr. Nor Salwa binti Hamdan	Senior Assistant Director (SLaPB Accreditation)	Accreditation Division (BPT)

<b>NO.</b>	<b>NAME</b>	<b>POSITION</b>	<b>DIVISION/ CENTRE</b>
6)	Ts. Dr. Norhayati binti Yahaya	Head of Unit (Competencies Advancement and Quality Assurance) Skills Professional Development (SPD) Programme	Centre of Instructors and Advanced Skills Training (CIAST)
7)	Ts. Dr. Nurul Amin bin Badrul	Head of Unit (Research and Innovation)	Centre of Instructors and Advanced Skills Training (CIAST)
8)	Dr. Saidi bin Zain	Innovation Coordinator Research and Innovation Unit	Centre of Instructors and Advanced Skills Training (CIAST)

**OCCUPATIONAL FRAMEWORK MANAGEMENT UNIT**  
**OCCUPATIONAL STANDARDS AND TVET CURRICULUM DIVISION**  
**(BSPKTVET) DEPARTMENT OF SKILLS DEVELOPMENT**

<b>NO.</b>	<b>NAME</b>	<b>POSITION</b>
1	Khadijah binti Isaak	Principal Assistant Director
2	Ahmad Azran bin Ranaai	Senior Assistant Director
3	Nazrul Hilmi bin Mohammad	Senior Assistant Director