



Guidelines for Moderation Exercise 2026

Ministry of Energy & Natural Resources

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Introduction

The Moderation Exercise is a critical component of the Performance Management System. It moves beyond individual supervisory ratings to ensure parity and objectivity across the entire Ministry. This document serves as the guidelines for the Performance Moderation Exercise (ModEx) within the Ministry of Energy & Natural Resources. It is designed to ensure a fair, consistent, and transparent process for evaluating our most valuable asset—our people. By adhering to the principles and procedures outlined in this Guidelines, we aim to foster a culture of high performance, accountability, and meritocracy, in full alignment with the Royal Civil Service Commission (RCSC) guidelines.

1: Purpose and Scope

1.1 Purpose

The purpose of this Guideline is to establish a consistent and objective framework for planning, monitoring, evaluating, and moderating civil servant performance in alignment with the Ministry/ Departmental goals and MaX guidelines.

1.2 Scope

This guideline is applicable to all civil servants under the Ministry of Energy & Natural Resources, excluding employees in the Operational Category (OC).

2: The Performance Management Cycle

The moderation exercise is the culmination of a year-long performance cycle. Understanding each phase is essential for a fair evaluation.

Phase 1: Performance Planning (Start of FY)

- Senior Civil Servants (P1 and above) develop Result Areas (KRA), Key Performance
- Indicators (KPIs) and Baseline/ Performance Standards aligned with agency targets within the FYP, under three broad areas - Business Delivery, Financial Prudence (as relevant) and Strategic HR Management.
- Supervisors set objectives for employees via the MaX online system.
- Employees develop KRA, KPIs and Baseline/ Performance Standards linked to the Ministry/ department's objectives/ targets and submit it via the system.
- Supervisors verify the Performance Dashboard entries of their staff.

Phase 2: Continuous Monitoring and Feedback (Ongoing)

- Employees update progress on the Performance Dashboard regularly and add activities as relevant.
- Staff must inform Supervisors if they wish to delete or edit an activity that was previously submitted.
- Supervisors provide continuous feedback via the system and through in-person meetings/ mentoring and coaching sessions.

Phase 3: Year-End Performance Evaluation

- Employees complete self-evaluation of their activities reflected under their Performance Dashboard providing details on how they achieved their targets.
- Supervisors complete their assessment of employees and assign differentiated ratings for the staff under their supervision.

3: Performance Moderation Exercise (ModEx)

The ModEx is a centralized process where a committee reviews all supervisory ratings to ensure they are fair, consistent, and justifiable. This chapter details the procedure.

Step 1: Compiling the Moderation Pool

The Human Resources Division (HRD) is responsible for compiling the list of all employees eligible for moderation.

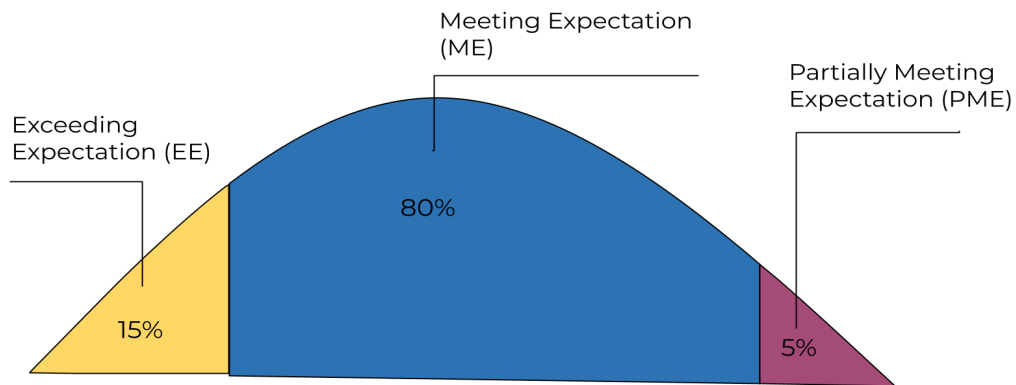
Included Pool	Excluded Pool
a) Employees who served the Agency for the particular appraisal period including those who are serving their probation period and those on any kind of contract.	a) Employees on leave (all types) for the entire appraisal period. b) Employees separated at any point during the appraisal period. c) Contract employees recruited on short term contracts (12 months or less)
b) Employees who joined on transfer during the appraisal period irrespective of the duration.	d) Employees who joined on transfer after the completion of the particular appraisal period.
c) Employees who joined or left the Agency for Medical Leave, Study Leave and Secondment during the appraisal period having served the Agency for six months and above.	e) Employees on temporary transfer to Special Projects. f) Employees on Secondment for the entire appraisal period.

Step 2: Applying the Bell Curve Distribution

There are two bell curves that will be applied for senior civil service and for the rest of the employees as per the MaX manual 2023.

For Senior Civil Service (Executives and P1 Managers)

Bell curve for SCS: Executives and P1 Managers

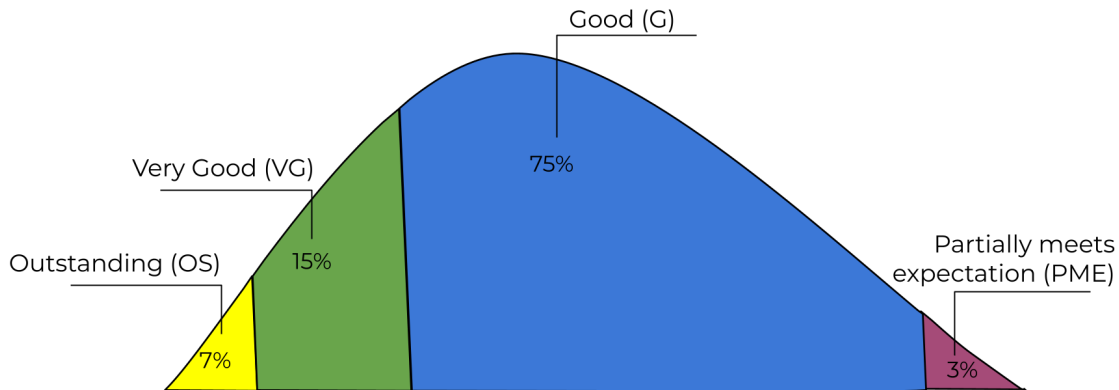


Methodology for determining the bell curve distribution:

- ★ 1st round off in EE category.
- ★ 2nd round off PME category and rest in ME.

Bell Curve for P1S, ES3/2/1, P2 and below, SSC

Bell curve for other categories (including specialists)



Methodology for determining the bell curve distribution

- ★ 1st round off in Outstanding category.
- ★ 2nd round off in the PME Category.
- ★ Third Round off in Very Good category and rest in Good.

Note- The total number of employees to be categorised under the EE and OS categories shall not exceed the assigned bell curve distribution, but the moderation committee can also choose to put less numbers of employees in this category. In the case of the PME category, the number identified for the agency is the minimum number of staff that have to be assigned in this performance category. However, agencies can identify more than the required numbers.

Step 3: Criteria for Moderation (Suggested)

Ratings may be evaluated against the following criteria. Each assessment must be supported by verifiable evidence, data and observations.

1: Performance

- Assessment of achievement of targets reflected in the Performance Dashboard. Chiefs/Offtg. Chiefs will compare the IWP of their OS candidates for performance differentiation.
- Key Considerations:
 - Level of achievement against approved targets and outputs (targets and outputs set should be commensurate with position level)
 - Quality, timeliness, and consistency of work.
 - Demonstrated competencies, professionalism, and work ethics.

Rating	Benchmark
Exceeding Expectations/ Outstanding	Performance is significantly and noticeably better than others. Routinely exceed job expectations. No major areas for improvement. The high quality of leadership and achievements, both in terms of the results achieved and the way he/she went about achieving those results.
Meeting Expectations/ Very Good	Meet overall baseline requirements. Performance is satisfactory. While no major improvement is needed, can afford to go the extra mile and perform at a higher level.
Good	Meet overall baseline requirements. Performance is satisfactory. There is some room for improvement.
Partially Meeting Expectation	Achieves some but not all targets. Inconsistencies in quality, timeliness, or effort. Requires close supervision or reminders. Improvement needed in specific areas.

Moderation Focus: Ensure ratings are objective, evidence-based, and consistent across agencies, in line with PMS guidelines and RCSC norms.

2: Job Size vs. Position Level

- Assessment of whether the duties and responsibilities performed are commensurate with the approved position level as per the Job Description developed by RCSC.
- Some of the key considerations while assessing this are:
 - Scope and complexity of functions performed vis-à-vis the approved JD.
 - Level of decision-making authority and accountability.
 - Supervisory and coordination responsibilities.
 - Management of financial, human, or physical resources.

Rating	Benchmark
Exceeding Expectation/ Outstanding	Performs responsibilities well beyond JD requirements. Handles complex and multiple assignments. Solves problems requiring advanced judgment or innovation. Contributions produce visible organizational/ system improvements.
Meeting Expectations/ Very Good	Performs responsibilities as per JD requirements and some beyond. Handles multiple assignments. Solves problems requiring judgment or innovation. Contributions produce visible system improvements.
Good	Performs most responsibilities as per JD requirements. Solves some problems requiring judgment. Contributions produce some system improvements.
Partially Meeting Expectation	Does not perform as per JD requirements. Needs close supervision. Improvement needed.
Moderation Focus: Identify cases where civil servants are performing duties significantly above or below their position level, ensuring equitable treatment and compliance with their JD.	

3: Impact

- Assessment of the extent to which the civil servant’s work has contributed to organizational outcomes, service delivery, and national priorities.
- Key Considerations:
 - Contribution to agency mandates and sectoral objectives.
 - Tangible improvements in service delivery, efficiency, or governance.
 - Scale and significance of beneficiaries affected.
 - Sustainability and long-term relevance of results achieved.

Rating	Benchmark
Exceeding Expectations/ Outstanding	Performs responsibilities with major contribution to agency mandates and sectoral objectives. Major tangible improvements in service delivery. The scale and significance of beneficiaries affected is large. Major achievement in sustainability and long-term relevance.
Meeting Expectations/ Very Good	Performs responsibilities with contribution to agency mandates. Tangible improvements in service delivery. The scale of beneficiaries affected is medium. Notable achievement in sustainability and long-term relevance.
Good	Performs responsibilities with contribution as per their IWP. Tangible improvements in service delivery. The scale of beneficiaries affected is minimal.
Partially Meeting Expectation	No contribution to agency mandates. No improvement in service delivery. Needs close supervision. Improvement needed.
Moderation Focus: Distinguish between completion of activities and achievement of meaningful results, consistent with RBM principles.	

4: Signaling Effect

- The actions and performance of an employee can influence other staff by signaling acceptable behaviors and performance standards recognition and work attitudes within the workplace such as volunteerism, initiative, recognition
- Key Considerations:
 - Alignment with civil service values, ethics, and professionalism.
 - Reinforcement of meritocracy, integrity, and accountability.
 - Precedent set for future performance expectations.
 - Impact on staff morale, trust, and organizational culture.

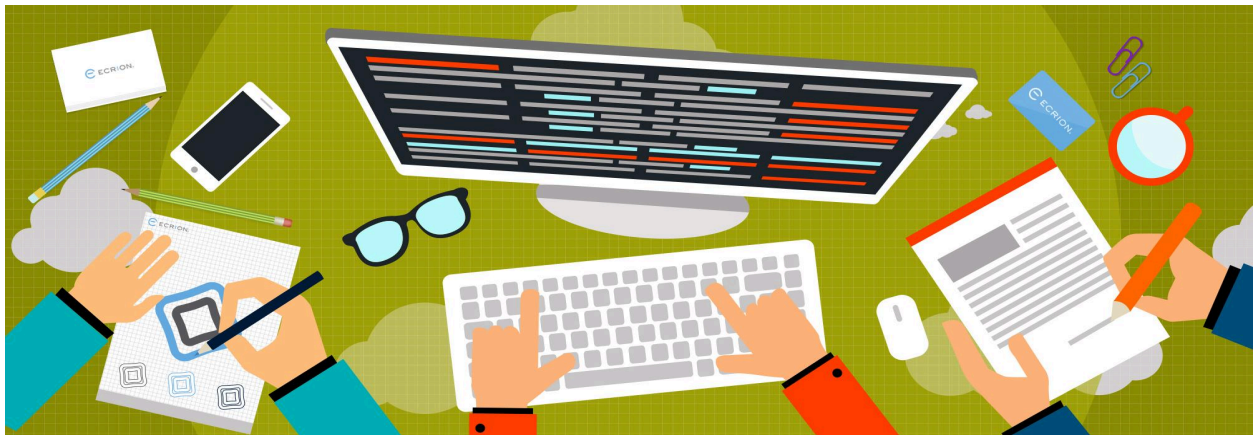
Rating	Benchmark
Exceeding Expectations/ Outstanding	Displays high standards of civil service values. Displays high levels of reinforcement of meritocracy, integrity, and accountability. Sets high precedence for future performance. High impact on staff morale, trust, and culture.
Meeting Expectations/ Very Good	Displays exemplary standards of civil service values. Displays exemplary levels of reinforcement of meritocracy, integrity, and accountability. Sets precedence for future performance. Major impact on staff morale, trust, and culture.
Good	Maintains standards of civil service values. Maintains meritocracy, integrity, and accountability. Displays signs of future potential. Maintains staff morale, trust, and culture.
Partially Meeting Expectation	Does not maintain standards of civil service values. Does not maintain meritocracy, integrity, and accountability. Performance needs improvement. Depletes staff morale, trust and culture.
Moderation Focus: Ensure moderation decisions strengthen confidence in the PMS and promotion system and reinforce behaviors consistent with RCSC values.	

Step 4: Procedure for Conducting Moderation

The Departments may consider performance as the primary factor. During the pre-moderation and moderation exercises, the Divisions will nominate their candidates for OS, VG and PME and share supporting documents to the HRO. The HRO will share the Performance Dashboard along with supporting documents with all the Moderation Committee members to serve as a comparative reference. The PD will also be discussed in detail during the moderation exercise to make informed decisions. If the Committee is not able to distinguish the candidates through performance alone then the other three criteria such as job size vis-a-vis position level, impact and signaling effect can be considered.

Step 5: Documenting and Communicating Results

All moderation decisions must be formally documented and the final moderation results must be communicated to all employees within five (5) working days of the conclusion of the ModEx.



4: Appeals and Review

4.1 Appeal Procedure

An employee who is unsatisfied with their moderated rating has the right to appeal.

Step 1: The employee submits a formal appeal to the Ministry Human Resources Committee (MHRC) within ten (10) working days of the results being communicated.

Step 2: The MHRC appoints an independent investigation team within five (5) working days from the date of the receipt of the appeal. The investigation, if required, will be conducted within ten (10) working days after formation of the investigation Committee. The investigation team

shall submit the investigation report within five(5) working days after the investigation. Based on the team's report, the MHRC renders the final decision within ten (10) working days.

Step 3: If the employee is unsatisfied with the MHRC's decision, they may appeal to the Royal Civil Service Commission (RCSC) within ten (10) working days of the MHRC decision.

Step 4: The RCSC's decision will be communicated within thirty five (35) days and shall be final and binding.

5. Post Moderation Actions to be taken for PME Candidate:

As per the BCSR 2023, supervisors shall monitor the overall performance of his employees, make provisions for improvement, and provide feedback and coaching on a continuous basis, which shall be documented in the online system. The following strategies shall be utilised:

- Develop Performance Improvement Plan (PIP) in consultation with the PME candidate.
- Support the employee in the form of capacity building, mentoring, coaching and implementation of Performance Improvement Plan (PIP)
- Review of current work responsibilities against the job descriptions and annual work plan with the intention to match his competency/ skills with the job.

4.2 Review and Updates

This Guideline will be reviewed annually and updated in line with revisions to the MaX Manual to ensure continued alignment with central guidelines and organizational best practices.

Glossary of Terms

- ModEx: Moderation Exercise.
- RCSC: Royal Civil Service Commission.
- HRD: Human Resources Division.
- MHRC: Ministry Human Resources Committee.
- PMS: Performance Management System.
- KPI: Key Performance Indicator.
- JD: Job Description.
- RBM: Results-Based Management.
- IWP: Individual Work Plan.
- OS: Outstanding
- VG: Very Good
- G: Good
- EE: Exceeding Expectation
- ME: Meeting Expectations
- PME: Partially Meeting Expectations