

Appendix E: What Is a Full Substantiation?

Examples of Substantiations

Potential

Not Substantiated	Substantiated
This officer has assumed her new tasks in an efficient and effective manner. She has demonstrated many strong abilities and skills and can be depended upon. Although there is no doubt that this officer is capable of taking on greater responsibilities, she is a relatively junior officer at her group and level. I am confident that her future reports will demonstrate excellent performance. <i>What is wrong?</i> Does not address strengths and/or weaknesses in relation to current job; demonstrates a common <u>misconception</u> that a recently promoted officer or officer in a new assignment cannot be seen as performing in an overall superior or outstanding manner and should therefore be downgraded to allow room for growth in future reports. Employee should receive credit for what he or she has done, regardless of the situation.	This officer has quickly assumed a key role in an extremely busy division with a challenging job package. Her desire to pursue trade policy interests is being realized, and it is in this area that she demonstrates a special propensity to undertake the co-ordinating role required by the geographic division. Her analysis of issues and their implications for Canada is growing in breadth and depth. Building on past experience, she demonstrates solid insight into trade development and directs sectoral interests for which she is responsible in a confident and beneficial manner which serves her well in confronting the challenges of a HQ assignment. She has already demonstrated a notable capacity to keep informed on a complex array of issues and to establish networks to advance Branch issues with considerable success. I am confident this officer will continue to build her already strong professional skills and can assume greater responsibilities.