



OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE

2021 Analytic Objectivity and Process Survey

ONI Key Findings

The Overall Classification of this briefing
is ~~SECRET//NOFORN~~

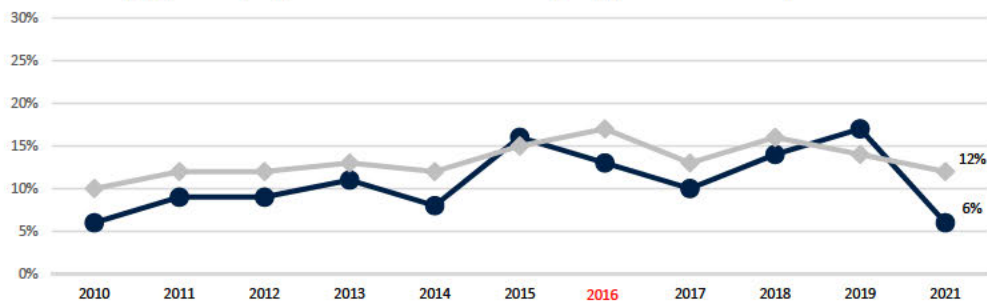
(b)(3), (b)(6)

Deputy ODNI Analytic Ombuds
DNI/MI

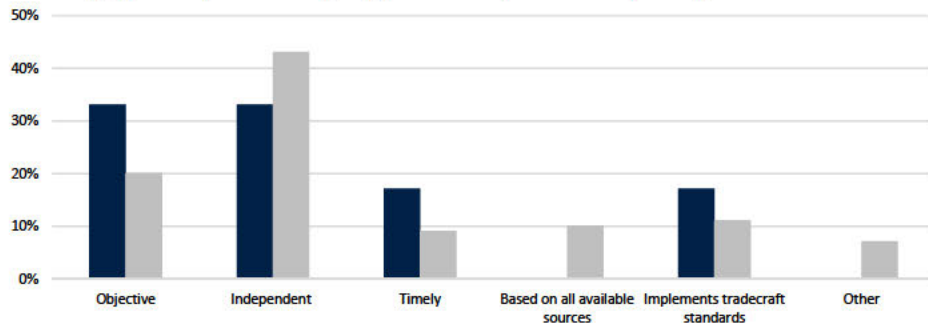
(U//FOUO) Real or Perceived Violations of ICD 203 Analytic Standards

(U//FOUO) In 2021, ODNI surveyed (b)(3) IC (104 ONI) analysts, analytic managers, and analytic enablers.^{1,2}

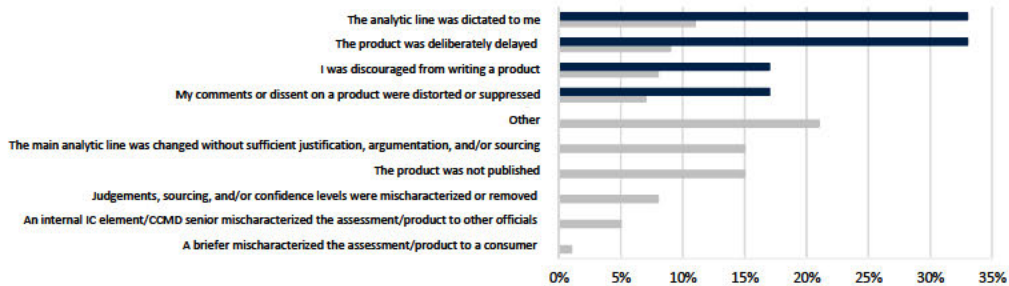
(U//FOUO) Experiences with Distortion/Suppression of Analysis^{3,4,5,6}



(U//FOUO) Distortion/Suppression Experiences by Analytic Standard

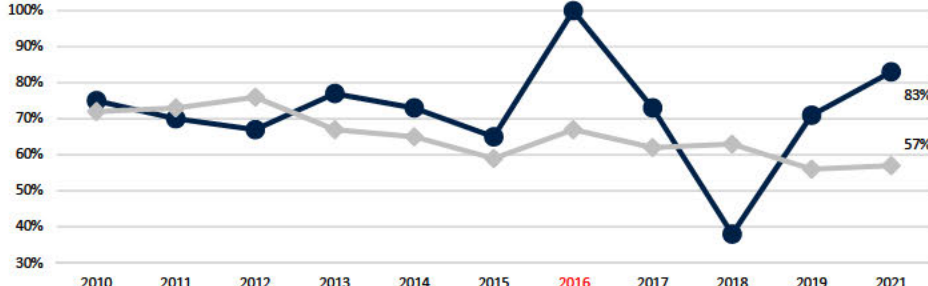


(U//FOUO) Characterizing Distortion/Suppression Experiences



Graphics legend: ONI ■ IC ■

(U//FOUO) Seeking Assistance for Distortion/Suppression⁷



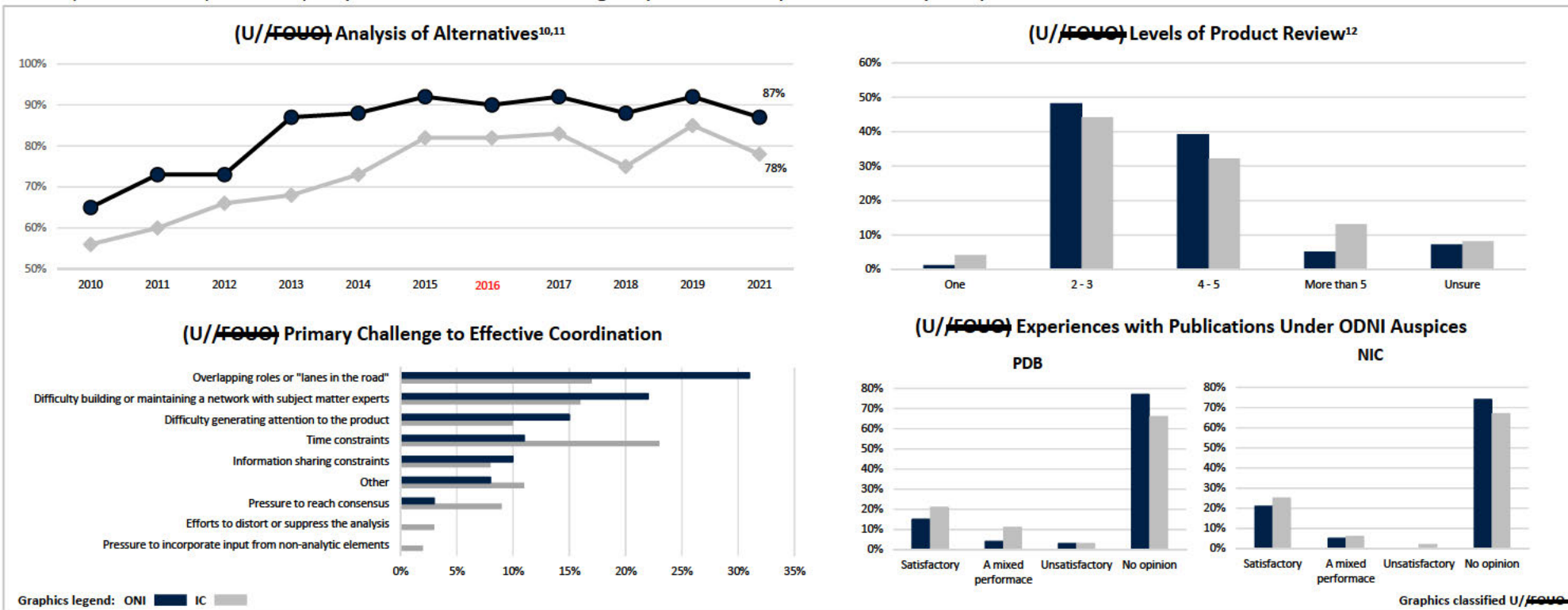
Graphics classified U//FOUO

1 (U//FOUO) 2021 findings reflect a +/- 2% IC and +/- 9% ONI margin of error (MOE)
 2 (U//FOUO) 67% of ONI respondents indicated knowing how to contact the analytic ombuds, an increase from 2019 and higher than the IC finding of 66%
 3 (U//FOUO) 3/6 ONI respondents (29% of IC respondents) indicated experiences with distortion and/or suppression of analysis occurred rarely (once or twice)
 4 (U//FOUO) 2/6 ONI respondents (11% of IC respondents) indicated receiving feedback during the distortion and/or suppression of analysis experience that dissent or analysis of alternatives were not accepted
 5 (U//FOUO) 3/6 ONI respondents indicated an individual internal to ONI was the primary source of the most significant distortion and/or suppression experience
 6 (U//FOUO) 5/6 ONI respondents (49% of IC respondents) indicated that supporting or protecting bureaucratic interests was an important factor in the most significant distortion and/or suppression experience
 7 (U//FOUO) 1/1 ONI respondent (36% of IC respondents) did not seek assistance to resolve the matter due to the perception that doing so would not prompt any change

ODNI did not meet the +/- 10% MOE threshold for tailored findings in 2016

(U//~~FOUO~~) Perspectives on Analytic Practices

(U//~~FOUO~~) 92% of ONI (88% of IC) respondents indicated feeling empowered to uphold ICD 203 principles.^{8,9}



8 (U//~~FOUO~~) 87% of ONI respondents indicated that ONI encourages raising questions and voicing concerns to ensure that analysis adheres to ICD 203 principles, higher than the IC finding of 83%

9 (U//~~FOUO~~) ONI respondents indicated that training is the primary way in which ONI could better promote analysis that adheres to ICD 203 principles

10 (U//~~FOUO~~) 10% of ONI respondents selected N/A in response to the measure on analysis of alternatives

11 (U//~~FOUO~~) 71% of ONI respondents who indicated routinely considering alternatives noted that this analysis was always or frequently reflected in the disseminated product, higher than the IC finding of 55%

12 (U//~~FOUO~~) 61% of ONI respondents indicated always or frequently having an opportunity to discuss product review feedback, higher than the IC finding of 60%

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**Office of the Director of National Intelligence
2022 Analytic Objectivity and Process Survey**

(U) In accordance with Public Law 93-579 (Privacy Act of 1974) providing personal information is completely voluntary. The National Security Act of 1947, as amended; the Intelligence Reform and Terrorism Prevention Act of 2004; Executive Order 12333, as amended; and other applicable provisions of law authorize the collection of this information.

Why should I participate in this survey?

(U) Since 2006, ODNI has administered the Analytic Objectivity and Process Survey (AOPS) to collect data to evaluate how well the IC is preserving analytic objectivity. Intelligence Community Directive (ICD) 203 *Analytic Standards* provides that analysis must be: **objective, independent of political consideration, timely, based on all available sources of intelligence information, and implement and exhibit Analytic Tradecraft Standards.**

(U) The Standards promote a common ethic for achieving analytic rigor and excellence and for integrity in analytic practice. **The ODNI Analytic Ombudsman safeguards adherence to the Standards and addresses concerns regarding lack of objectivity, bias, politicization, or other issues.**

(U) The AOPS is an anonymous survey. Responses to this survey are voluntary. There is no penalty if you choose not to respond. To collect data that is statistically representative, ODNI encourages maximum participation among analysts, analytic managers, and analytic enablers (methodologists, data scientists, editors, product reviewers, tradecraft specialists, etc.). **ODNI shares aggregated survey findings with Congress and IC element/CCMD stakeholders. ODNI collaborates with IC element/CCMD partners to take measures to address matters surfaced in the AOPS findings.** ODNI does not report individual responses.

How do I participate in this survey?

(U) Please answer questions within the context of the past year/365 days and with respect to your current assignment and IC element/CCMD. Constrain comments to a classification level consistent with the platform on which you are responding. Only include information that may be externally distributed according to your organization's policies. **No question is mandatory/required in order to proceed.**

(U) If you have questions about this survey, please contact Deputy ODNI Analytic Ombudsman (b)(3), (b)(6) [redacted] (b)(3), (b)(6) [redacted]

DEMOGRAPHICS

1/36. In which IC element/CCMD do you work?

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(b)(3) [redacted]

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Please choose only one of the following:

CIA

DEA

DHS – I&A

DHS – Field Components

DIA (includes MSIC and NCMI)

DOE – IN Headquarters

DOE – Field Intelligence Element

DOE – CI Field Office

FBI – Field Intelligence Element

FBI – Headquarters Intelligence Element

NGA

NRO

NSA

ODNI – NCPC

ODNI – NCSC

ODNI – NCTC

ODNI – NIC

ODNI – PDB

ODNI – Other

State INR

Treasury OIA

US Air Force – NASIC

Department of the Air Force – USSF/S2

Department of the Air Force – Other than NASIC or USSF/S2

US Army – NGIC

US Army – Other than NGIC

US Coast Guard – ICC

US Coast Guard – Other than ICC

US Marine Corps – MCIA

US Marine Corps – Other than MCIA

US Navy – ONI

- 125/1007 +/- 8% margin of error top secret 120 secret 1 unclassified 4

US Navy – Other than ONI

US Forces Korea

USAFRICOM

USCENTCOM

USCYBERCOM

USEUCOM

USINDOPACOM

USNORTHCOM

USSOCOM

USSOUTHCOM

USSPACECOM

USSTRATCOM

USTRANSCOM

Other (constrain comments to a classification level consistent with the platform on which you are responding)

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2/36. Which of the following best describes your work role?

Please choose only one of the following:

Analyst ONI: 78% (96/123) IC: 63% (b)(3)

Manager of analysts ONI: 7% (8/123) IC: 18% (b)(3)

Analytic enabler (e.g., methodologist, data scientist, editor, product reviewer, tradecraft specialist, etc.) ONI: 12% (15/123) IC: 13% (b)(3)

Other (constrain comments to a classification level consistent with the platform on which you are responding) ONI: 3% (4/123) IC: 6% (b)(3)

3/36. How long have you been involved in analytic work in the IC?

Please choose only one of the following:

Less than 5 years ONI: 30% (37/124) IC: 23% (b)(3)

5 – 9 years ONI: 13% (16/124) IC: 17% (b)(3)

10 – 19 years ONI: 37% (46/124) IC: 37% (b)(3)

20 years or more ONI: 20% (25/124) IC: 23% (b)(3)

DISTORTION AND/OR SUPPRESSION OF ANALYSIS

(U) Intelligence Community Directive 203 *Analytic Standards* addresses the responsibility of intelligence analysts to strive for excellence, integrity, and rigor in their analytic thinking and practices. The analytic standards are: objective, independent of political consideration, timely, based on all available sources of intelligence information, and implement and exhibit Analytic Tradecraft Standards:

1. Properly describes quality and credibility of underlying sources, data and methodologies;
2. Properly expresses and explains uncertainties associated with major analytic judgments;
3. Properly distinguishes between underlying intelligence information and analysts' assumptions and judgments;
4. Incorporates analysis of alternatives;
5. Demonstrates customer relevance and addresses implications;
6. Uses clear and logical argumentation;
7. Explains change to or consistency of analytic judgments;
8. Makes accurate judgments and assessments; and
9. Incorporates effective visual information where appropriate.

4/36. In the past year, have you experienced distortion and/or suppression of analysis in violation of ICD 203?

Please choose only one of the following:

Yes ONI: 11% (12/113) IC: 18% (b)(3) Aggregate without ONI: 18% (b)(3)

No ONI: 89% (101/113) IC: 82% (b)(3)

Not applicable to my work role ONI: 9 respondents IC (b)(3) respondents

5/36. How often did you experience distortion and/or suppression of analysis? (skip logic: Q4/Yes)

Please choose only one of the following:

Constantly (daily) ONI: 0% (0/12) IC: 6% (b)(3)

Frequently (weekly or monthly) ONI: 33% (4/12) IC: 30% (b)(3)

Occasionally (more than twice but less than monthly) ONI: 33% (4/12) IC: 38% (b)(3)

Rarely (once or twice) ONI: 33% (4/12) IC: 26% (b)(3)

6/36. When considering your most significant experience with distortion and/or suppression of

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analysis, which Analytic Standard was primarily violated? (skip logic: Q4/Yes)

Please choose only one of the following:

Analytic Standard A—Objective ONI: 17% (2/12) IC: 22% (b)(3)

Analytic Standard B—Independent of political consideration ONI: 42% (5/12) IC: 31% (b)(3)

Analytic Standard C—Timely ONI: 25% (3/12) IC: 8% (b)(3)

Analytic Standard D—Based on all available sources of intelligence information ONI: 17% (2/12) IC: 15% (b)(3)

Analytic Standard E—Implements and exhibits Analytic Tradecraft Standards ONI: 0% (0/12) IC: 17% (b)(3)

Other (constrain comments to a classification level consistent with the platform on which you are responding) ONI: 0% (0/12) IC: 7% (b)(3)

7/36. When considering your most significant experience with distortion and/or suppression of analysis, what form did it take? (skip logic: Q4/Yes)

Please choose only one of the following:

A dictated/predetermined analytic line ONI: 25% (3/12) IC: 23% (b)(3)

A changed analytic line absent sufficient sourcing or argumentation ONI: 17% (2/12) IC: 9% (b)(3)

Distorted or suppressed judgments, sourcing, uncertainty, assumptions, or confidence language ONI: 8% (1/12) IC: 19% (b)(3)

Distorted or suppressed analysis of alternatives or dissent ONI: 8% (1/12) IC: 8% (b)(3)

Discouraged analysis/production on a particular topic absent sufficient reasoning ONI: 17% (2/12) IC: 11% (b)(3)

Delayed, shelved, or recalled analysis absent sufficient reasoning ONI: 17% (2/12) IC: 12% (b)(3)

Distorted or suppressed input to, or comments on, a product ONI: 0% (0/12) IC: 4% (b)(3)

Information to which I did not have access changed the analysis ONI: 0% (0/12) IC: 1% (b)(3)

Analysis mischaracterized in conveyance to a consumer ONI: 0% (0/12) IC: 5% (b)(3)

A deliberately distorted product classification ONI: 0% (0/12) IC: 1% (b)(3)

Other (constrain comments to a classification level consistent with the platform on which you are responding) ONI: 8% (1/12) IC: 6% (b)(3)

(b)(3), (b)(5), (b)(6)

8/36. What feedback or explanation did you receive on this matter? (skip logic: Q4/Yes)

Please choose only one of the following:

I did not receive feedback or explanation ONI: 25% (3/12) IC: 27% (b)(3)

The analysis did not meet threshold or priority for publication ONI: 0% (0/12) IC: 4% (b)(3)

The analysis did not meet one or more of the analytic tradecraft standards ONI: 8% (1/12) IC: 2% (b)(3)

Dissent or alternative analysis was not accepted ONI: 0% (0/12) IC: 15% (b)(3)

Concurrence from a particular component was required for publication ONI: 17% (2/12) IC: 10% (b)(3)

Content was changed or deleted to better meet customer needs ONI: 0% (0/12) IC: 11% (b)(3)

Content was changed or deleted because of differing views from the field ONI: 0% (0/12) IC: 5% (b)(3)

Content was changed or deleted because the analysis was too long, complicated, or technical ONI: 0% (0/12) IC: 2% (b)(3)

Information to which I did not have access changed the analysis ONI: 0% (0/12) IC: 1% (b)(3)

The assessment was policy prescriptive ONI: 8% (1/12) IC: 2% (b)(3)

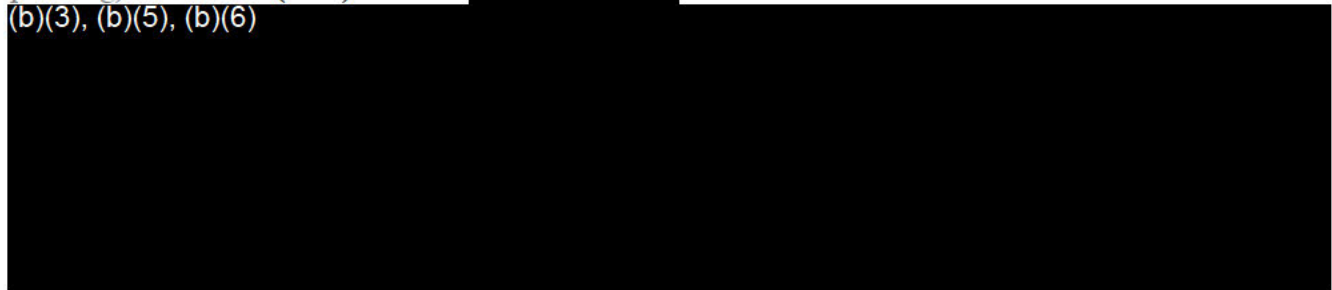
Other (constrain comments to a classification level consistent with the platform on which you are

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responding) ONI: 42% (5/12) IC: 21% (b)(3)

(b)(3), (b)(5), (b)(6)



9/36. Who was the primary source of your most significant experience with distortion and/or suppression of analysis? (skip logic: Q4/Yes)

Please choose only one of the following:

Analyst within my IC element/CCMD ONI: 8% (1/12) IC: 11% (b)(3)

Manager/supervisor within my IC element/CCMD ONI: 25% (3/12) IC: 29% (b)(3)

Reviewer within my IC element/CCMD ONI: 17% (2/12) IC: 13% (b)(3)

Senior executive/military officer within my IC element/CCMD ONI: 0% (0/12) IC: 18% (b)(3)

Intelligence professional from another IC element/CCMD ONI: 25% (3/12) IC: 13% (b)(3)

Intelligence professional at an OONI component (NIC, NIM, PDB, etc.) ONI: 0% (0/12) IC: 7%

(b)(3)

Other (constrain comments to a classification level consistent with the platform on which you are

responding) ONI: 25% (3/12) IC: 9% (b)(3)

(b)(3), (b)(5), (b)(6)



10/36. In your perception, to what extent were the following factors a motive for your most significant experience with distortion and/or suppression of analysis? (skip logic: Q4/Yes)

Maintain an existing analytic line or status quo on a topic ONI: 33% (4/12) IC: 39% (b)(3)

Align to an individual's perspective ONI: 58% (7/12) IC: 60% (b)(3)

Support/protect operational equities ONI: 0% (0/12) IC: 17% (b)(3)

Support/protect bureaucratic interests ONI: 25% (3/12) IC: 42% (b)(3)

Provoke or prevent policymaker action or response ONI: 17% (2/12) IC: 27% (b)(3)

Support or oppose a policy agenda or narrative ONI: 42% (5/12) IC: 35% (b)(3)

Please choose only one of the following:

Not a factor

Somewhat a factor

A moderate factor

An important factor

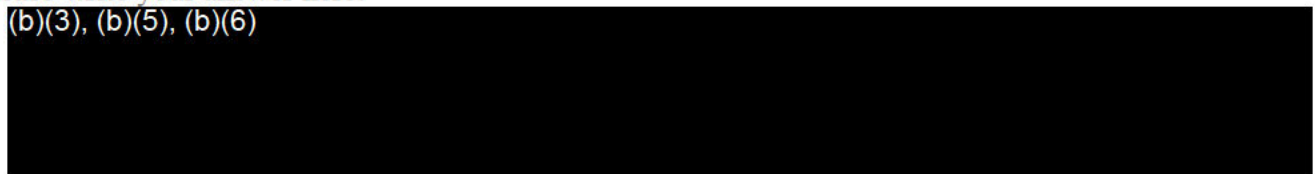
Unsure

11/36. Please provide a brief description of your most significant experience with distortion and/or suppression of analysis. (skip logic: Q4/Yes)

Constrain comments to a classification level consistent with the platform on which you are responding

Please write your answer here:

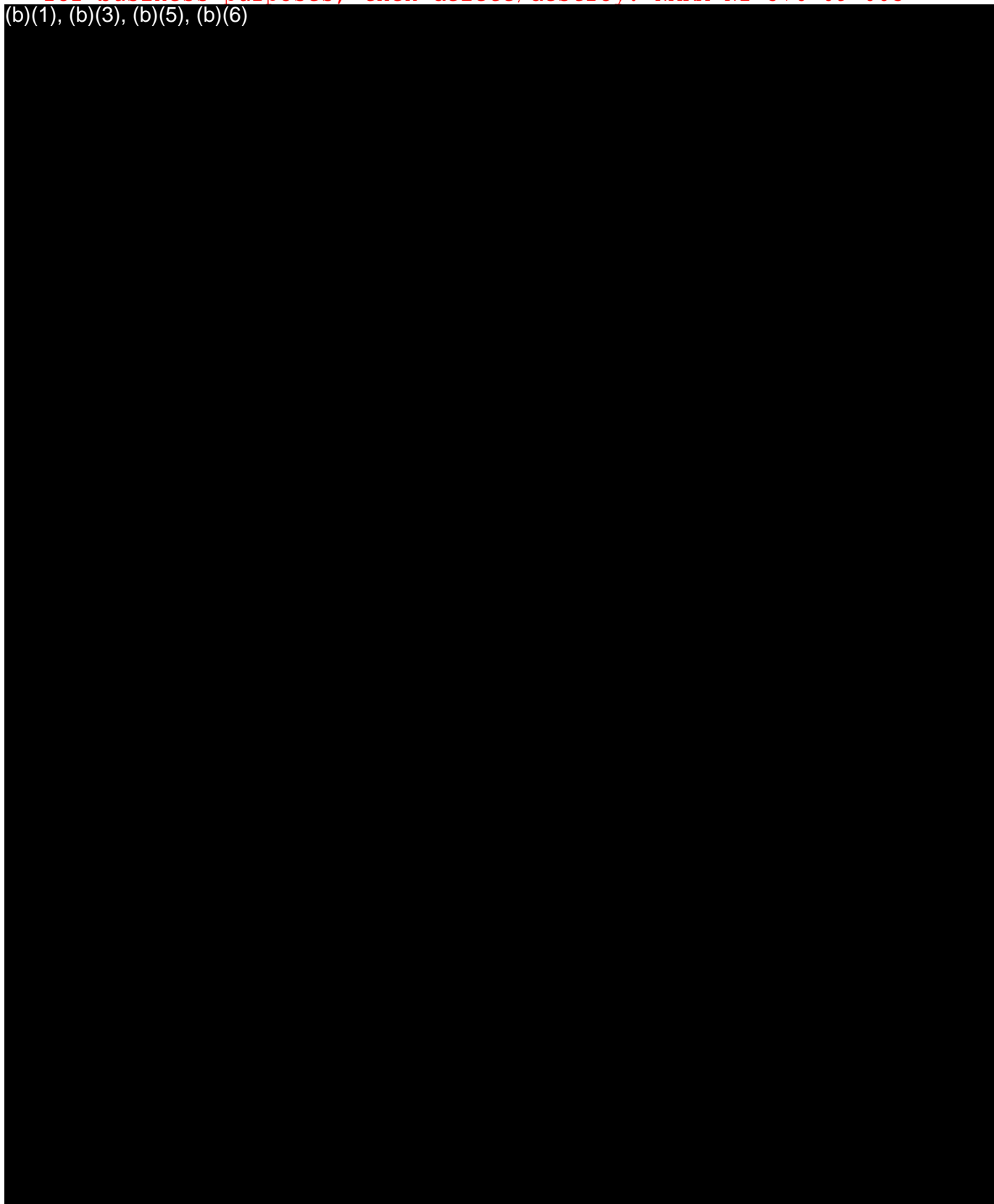
(b)(3), (b)(5), (b)(6)



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(b)(1), (b)(3), (b)(5), (b)(6)



12/36. Did you seek assistance to address this matter? (skip logic: Q4/Yes)

Please choose only one of the following:

Yes ONI: 64% (7/11) IC: 66% (b)(3)

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No ONI: 36% (4/11) IC: 34% (b)(3)

13/36. Did you seek assistance from the analytic ombuds? (skip logic: Q4/Yes AND Q12/Yes)

Please choose only one of the following:

Yes ONI: 29% (2/7) IC: 19% (b)(3)

No ONI: 71% (5/7) IC: 81% (b)(3)

14/36. What is the primary reason you did not seek assistance from the analytic ombuds? (skip logic: Q4/Yes AND Q13/No)

Please choose only one of the following:

Did not believe anything would change ONI: 20% (1/5) IC: 17% (b)(3)

Did not know who to go to for help ONI: 0% (0/5) IC: 10% (b)(3)

Concerns regarding retribution ONI: 0% (0/5) IC: 11% (b)(3)

Concerns regarding confidentiality ONI: 0% (0/5) IC: 3% (b)(3)

Concerns regarding rank, tenure, or other power imbalances among individual(s) involved ONI: 20% (1/5) IC: 6% (b)(3)

Time constraints/press of business ONI: 0% (0/5) IC: 6% (b)(3)

I was dissuaded me from seeking assistance ONI: 0% (0/5) IC: 5% (b)(3)

Did not know a process exists for addressing the matter ONI: 0% (0/5) IC: 13% (b)(3)

Presumed others involved would seek assistance ONI: 20% (1/5) IC: 3% (b)(3)

Other (constrain comments to a classification level consistent with the platform on which you are responding) ONI: 40% (2/5) IC: 26% (b)(3)

(b)(3), (b)(5), (b)(6)

15/36. What is the primary reason you did not seek assistance? (skip logic: Q4/Yes AND Q12/No)

Please choose only one of the following:

Did not believe anything would change ONI: 0% (0/4) IC: 38% (b)(3)

Did not know who to go to for help ONI: 0% (0/4) IC: 2% (b)(3)

Concerns regarding retribution ONI: 0% (0/4) IC: 21% (b)(3)

Concerns regarding confidentiality ONI: 0% (0/4) IC: 2% (b)(3)

Concerns regarding rank, tenure, or other power imbalances among individual(s) involved ONI: 25% (1/4) IC: 14% (b)(3)

Time constraints/press of business ONI: 0% (0/4) IC: 7% (b)(3)

I was dissuaded me from seeking assistance ONI: 25% (1/4) IC: 1% (b)(3)

Did not know a process exists for addressing the matter ONI: 25% (1/4) IC: 5% (b)(3)

Presumed others involved would seek assistance ONI: 0% (0/4) IC: 1% (b)(3)

Other (constrain comments to a classification level consistent with the platform on which you are responding) ONI: 25% (1/4) IC: 11% (b)(3)

(b)(3), (b)(5), (b)(6)

ICD 203 ANALYTIC STANDARDS

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16/36. What is your IC element/CCMD's greatest challenge in achieving analytic objectivity? Constrain comments to a classification level consistent with the platform on which you are responding Please write your answer here:

ONI: bias (15/73) lack of information (11/73) resource constraints (7/73) continual learning (7/73) analytic product review practices (7/73)

IC: bias (b)(3) coordination/collaboration (b)(3) resource constraints (b)(3)

17/36. Are you empowered to uphold ICD 203 principles?

Please choose only one of the following:

Yes ONI: 91% (96/106) IC: 87% (b)(3)

No ONI: 9% (10/106) IC: 13% (b)(3)

18/36. Does your IC element/CCMD encourage raising questions and voicing concerns to ensure analysis adheres to ICD 203 principles?

Please choose only one of the following:

Yes ONI: 89% (93/104) IC: 83% (b)(3)

No ONI: 11% (11/104) IC: 17% (b)(3)

19/36. What is the primary way in which your IC element/CCMD could better promote analysis that adheres to ICD 203 principles?

Please choose only one of the following:

Training on the Analytic Standards ONI: 36% (38/106) IC: 23% (b)(3)

Promote awareness of the analytic ombuds as a resource to address concerns ONI: 6% (6/106) IC: 7% (b)(3)

Consistent and transparent product review and feedback practices ONI: 12% (13/106) IC: 20% (b)(3)

Consistent and transparent product coordination practices ONI: 8% (9/106) IC: 6% (b)(3)

Communication, guidance, and strategic messaging about the Analytic Standards ONI: 8% (8/106) IC: 10% (b)(3)

Leadership commitment to preserve objective analysis independent from political consideration ONI: 12% (13/106) IC: 16% (b)(3)

Address resource-to-task imbalances ONI: 10% (11/106) IC: 11% (b)(3)

Other (constrain comments to a classification level consistent with the platform on which you are responding) ONI: 8% (8/106) IC: 8% (b)(3)

(b)(3), (b)(5), (b)(6)

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(b)(3), (b)(5), (b)(6)

20/36. Are you aware of your IC element/CCMD analytic ombuds role and responsibilities?

Please choose only one of the following:

Yes ONI: 70% (73/105) IC: 63% (b)(3)

No ONI: 30% (32/105) IC: 37% (b)(3)

21/36. Do you know how to contact your IC element/CCMD analytic ombuds? (skip logic: Q20/Yes)

Please choose only one of the following:

Yes ONI: 93% (66/71) IC: 88% (b)(3)

No ONI: 7% (5/71) IC: 12% (b)(3)

22/36. Are you aware of the IC Analytic Ombudsman role and responsibilities?

Please choose only one of the following:

Yes ONI: 70% (73/104) IC: 59% (b)(3)

No ONI: 30% (31/104) IC: 41% (b)(3)

23/36. Do you know how to contact the IC Analytic Ombudsman? (skip logic: Q22/Yes)

Please choose only one of the following:

Yes ONI: 79% (58/73) IC: 78% (b)(3)

No ONI: 21% (15/73) IC: 22% (b)(3)

PUBLICATIONS UNDER ODNI AUSPICES—PDB

24/36. In terms of effectively upholding ICD 203 principles, how would you rate your experience with the President's Daily Brief over the past year?

Please choose only one of the following:

Satisfactory ONI: 49% (17/35) IC: 64% (b)(3)

A mixed performance ONI: 40% (14/35) IC: 29% (b)(3)

Unsatisfactory ONI: 11% (4/35) IC: 7% (b)(3)

No applicable to my work role ONI: 71 respondents IC (b)(3) respondents

25/36. What was the primary challenge to effectively upholding ICD 203 principles in your experience with the President's Daily Brief? (skip logic: Q24/A mixed performance OR Unsatisfactory)

Please choose only one of the following:

Time constraints ONI: 22% (4/18) IC: 9% (b)(3)

Levels of review ONI: 0% (0/18) IC: 9% (b)(3)

Threshold for publication ONI: 17% (3/18) IC: 8% (b)(3)

Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent ONI: 17% (3/18) IC: 24% (b)(3)

Pressure to maintain the existing analytic line or status quo on a topic ONI: 6% (1/18) IC: 10% (b)(3)

Efforts to distort or suppress analysis due to considerations regarding the consumer ONI: 11% (2/18) IC: 15% (b)(3)

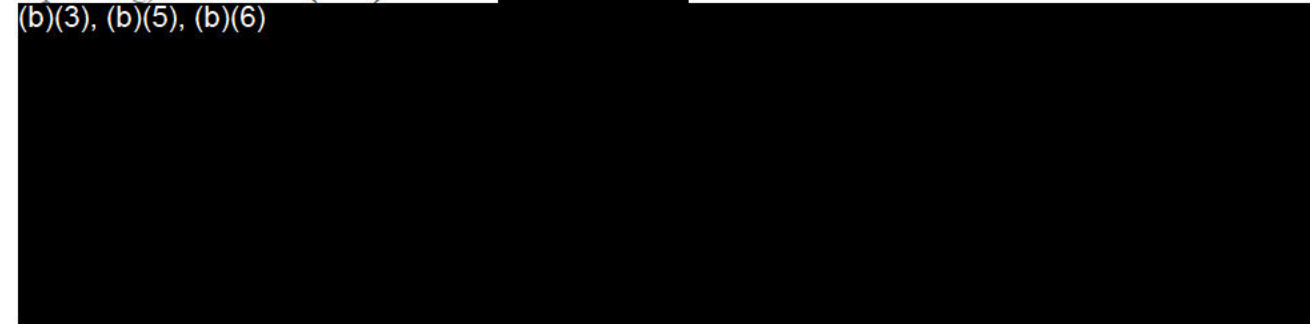
Information sharing constraints, including compartmentalization ONI: 0% (0/18) IC: 10% (b)(3)

Other (constrain comments to a classification level consistent with the platform on which you are

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responding) ONI: 28% (5/18) IC: 13% (b)(3)
(b)(3), (b)(5), (b)(6)



PUBLICATIONS UNDER ODNI AUSPICES—NIC

26/36. In terms of effectively upholding ICD 203 principles, how would you rate your experience with the National Intelligence Council over the past year?

Please choose only one of the following:

Satisfactory ONI: 76% (28/37) IC: 74% (b)(3)

A mixed performance ONI: 19% (7/37) IC: 19% (b)(3)

Unsatisfactory ONI: 5% (2/37) IC: 4% (b)(3)

No applicable to my work role ONI: 66 respondents IC (b)(3) respondents

27/36. What was the primary challenge to effectively upholding ICD 203 principles in your experience with the National Intelligence Council? (skip logic: Q26/A mixed performance OR Unsatisfactory)

Please choose only one of the following:

Time constraints ONI: 25% (2/8) IC: 14% (b)(3)

Levels of review ONI: 25% (2/8) IC: 8% (b)(3)

Threshold for publication ONI: 0% (0/8) IC: 5% (b)(3)

Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent ONI: 0% (0/8) IC: 24% (b)(3)

Pressure to maintain the existing analytic line or status quo on a topic ONI: 13% (1/8) IC: 16% (b)(3)

Efforts to distort or suppress analysis due to considerations regarding the consumer ONI: 0% (0/8) IC: 8% (b)(3)

Information sharing constraints, including compartmentalization ONI: 0% (0/8) IC: 11% (b)(3)

Other (constrain comments to a classification level consistent with the platform on which responding) ONI: 38% (3/8) IC: 14% (b)(3)



ANALYTIC PRODUCT REVIEW

28/36. How many levels of review are involved in the analytic product type that you typically prepare/support?

Please choose only one of the following:

One ONI: 5% (5/96) IC: 3% (b)(3)

2-3 ONI: 46% (44/96) IC: 47% (b)(3)

4-5 ONI: 36% (35/96) IC: 33% (b)(3)

More than 5 ONI: 9% (9/96) IC: 14% (b)(3)

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Unsure ONI: 3% (3/96) IC: 3% (b)(3)
Not applicable to my work role ONI: 7 respondents IC: (b)(3) respondents

29/36. How frequently do you have an opportunity to discuss feedback from product review?
Please choose only one of the following:

Always ONI: 33% (31/95) IC: 33% (b)(3)
Frequently ONI: 41% (39/95) IC: 35% (b)(3)
Sometimes ONI: 11% (10/95) IC: 20% (b)(3)
Rarely ONI: 16% (15/95) IC: 10% (b)(3)
Never ONI: 0% (0/95) IC: 2% (b)(3)
Not applicable to my work role ONI: 8 respondents IC: (b)(3) respondents

30/36. What is the primary constraint to discussing product review feedback? (skip logic: Q29/Sometimes OR Rarely OR Never)
Constrain comments to a classification level consistent with the platform on which you are responding
Please write your answer here:

ONI: time (9/17) accessibility (2/17) standard practices (2/17) power (2/17)
IC: time (b)(3) lack of feedback/no feedback (b)(3) accessibility (b)(3)

ANALYTIC PRODUCT COORDINATION

31/36. Intelligence Community Standard (ICS) 203-01 *Intelligence Analysis Coordination* notes that effective coordination of products increases analytic rigor, clarifies judgments, and resolves or sharpens statements of disagreement. What is the primary challenge to effective coordination for the analytic product type that you typically prepare/support?

Please choose only one of the following:
Difficulty generating attention to the product ONI: 9% (8/91) IC: 8% (b)(3)
Difficulty building or maintaining a network with all pertinent subject matter experts ONI: 15% (14/91) IC: 13% (b)(3)
Overlapping roles or "lanes in the road" ONI: 21% (19/91) IC: 16% (b)(3)
Efforts to distort or suppress the analysis ONI: 0% (0/91) IC: 2% (b)(3)
Adjudicating differing perspectives ONI: 7% (6/91) IC: 9% (b)(3)
Pressure to reach consensus ONI: 5% (5/91) IC: 7% (b)(3)
Information sharing constraints ONI: 7% (6/91) IC: 6% (b)(3)
Time constraints ONI: 16% (15/91) IC: 20% (b)(3)
Pressure to incorporate input from non-analytic elements ONI: 0% (0/91) IC: 3% (b)(3)
No challenges ONI: 11% (10/91) IC: 10% (b)(3)
Not applicable to my work role ONI: 8 respondents IC: (b)(3) respondents
Other (constrain comments to a classification level consistent with the platform on which you are responding) ONI: 9% (8/91) IC: 7% (b)(3)
(b)(3), (b)(5), (b)(6)

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(b)(3), (b)(5), (b)(6)



ANALYTIC TRADECRAFT STANDARD 4 (ALTERNATIVES)

32/36. When thinking through analytic issues and/or preparing analytic products, is consideration of alternative explanations and/or outcomes a routine part of your analytic process?

Please choose only one of the following:

Yes ONI: 95% (87/92) IC: 89% (b)(3)

No ONI: 5% (5/92) IC: 11% (b)(3)

Not applicable to my work role ONI: 9 respondents IC: (b)(3) respondents

33/36. How often are the results of the alternative considerations included in the published product? (skip logic: Q32/Yes)

Please choose only one of the following:

Always ONI: 34% (30/87) IC: 23% (b)(3)

Frequently ONI: 40% (35/87) IC: 30% (b)(3)

Sometimes ONI: 23% (20/87) IC: 34% (b)(3)

Rarely ONI: 2% (2/87) IC: 12% (b)(3)

Never ONI: 0% (0/87) IC: 1% (b)(3)

34/36. Which of the following is the primary reason the alternative considerations were excluded from the published product? (skip logic: Q33/Rarely OR Never)

Please choose only one of the following:

Time constraints ONI: 0% (0/2) IC: 6% (b)(3)

Product template constraints ONI: 0% (0/2) IC: 32% (b)(3)

Perceived to undermine confidence in the analytic judgments ONI: 0% (0/2) IC: 12% (b)(3)

Perceived as not relevant or did not add value to the product ONI: 50% (1/2) IC: 37% (b)(3)

Perceived that the consumer would be averse to alternatives ONI: 0% (0/2) IC: 4% (b)(3)

Other (constrain comments to a classification level consistent with the platform on which you are responding) ONI: 50% (1/2) IC: 9% (b)(3)

(b) (5)

ANALYTIC TRADECRAFT STANDARD 7 (CONSISTENCY)

35/36. What is the primary challenge to conveying significant differences in analytic judgments and/or dissent in the analytic product type that you typically prepare?

Please choose only one of the following:

Pressure to maintain the existing analytic line or status quo on a topic ONI: 10% (9/91) IC: 12% (b)(3)

Perception that the consumer is averse to products conveying differing views ONI: 3% (3/91) IC: 7% (b)(3)

Perception that differing views undermine the main analytic judgment ONI: 14% (13/91) IC: 12% (b)(3)

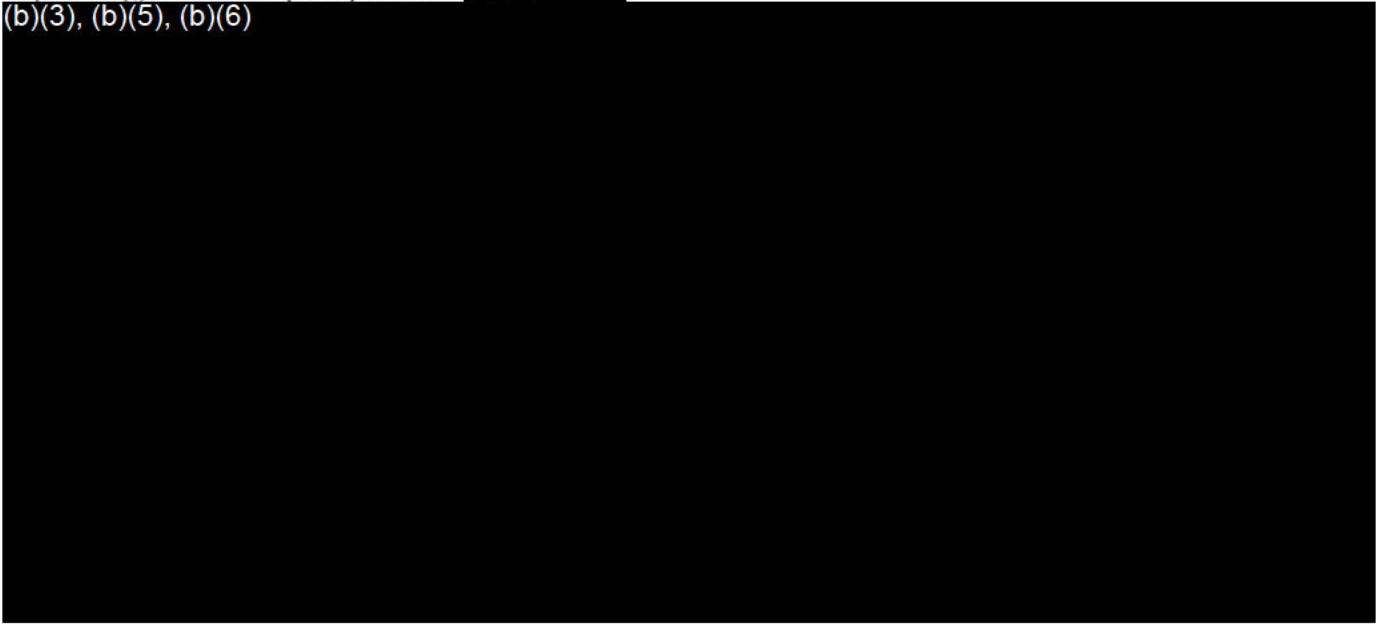
Pressure to reach consensus ONI: 10% (9/91) IC: 13% (b)(3)

Difficulty adjudicating conflicting input ONI: 16% (15/91) IC: 13% (b)(3)

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Policies delineating lead, collaboration, and coordination roles ONI: 1% (1/91) IC: 4% (b)(3)
Information sharing constraints including compartmentalization ONI: 10% (9/91) IC: 9% (b)(3)
No challenges ONI: 27% (25/91) IC: 24% (b)(3)
Not applicable to my work role ONI: 9 respondents IC: (b)(3) respondents
Other (constrain comments to a classification level consistent with the platform on which you are responding) ONI: 8% (7/91) IC: 6% (b)(3)
(b)(3), (b)(5), (b)(6)

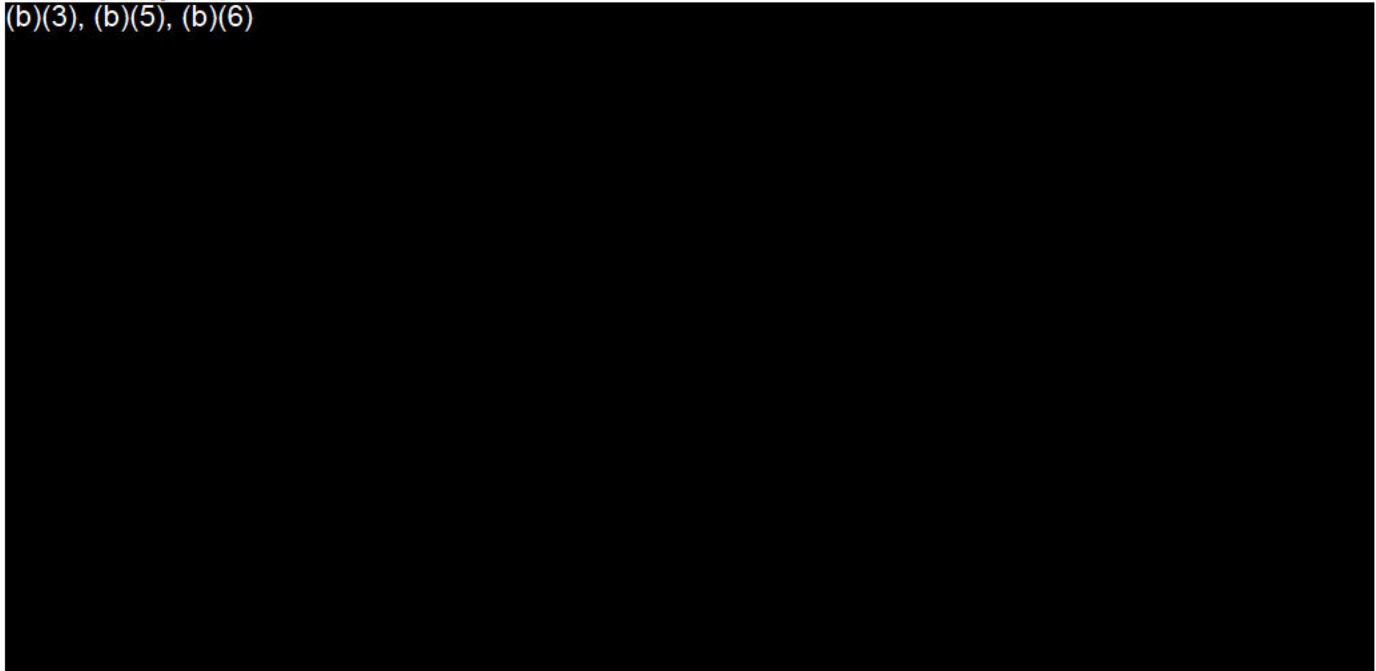


(U) By clicking the “Next” button on this screen your response to this survey will automatically submit and no further changes will be possible.

36/36. Before submitting your survey response, is there anything else you would like to share regarding analytic objectivity?

Constrain comments to a classification level consistent with the platform on which you are responding
Please write your answer here:

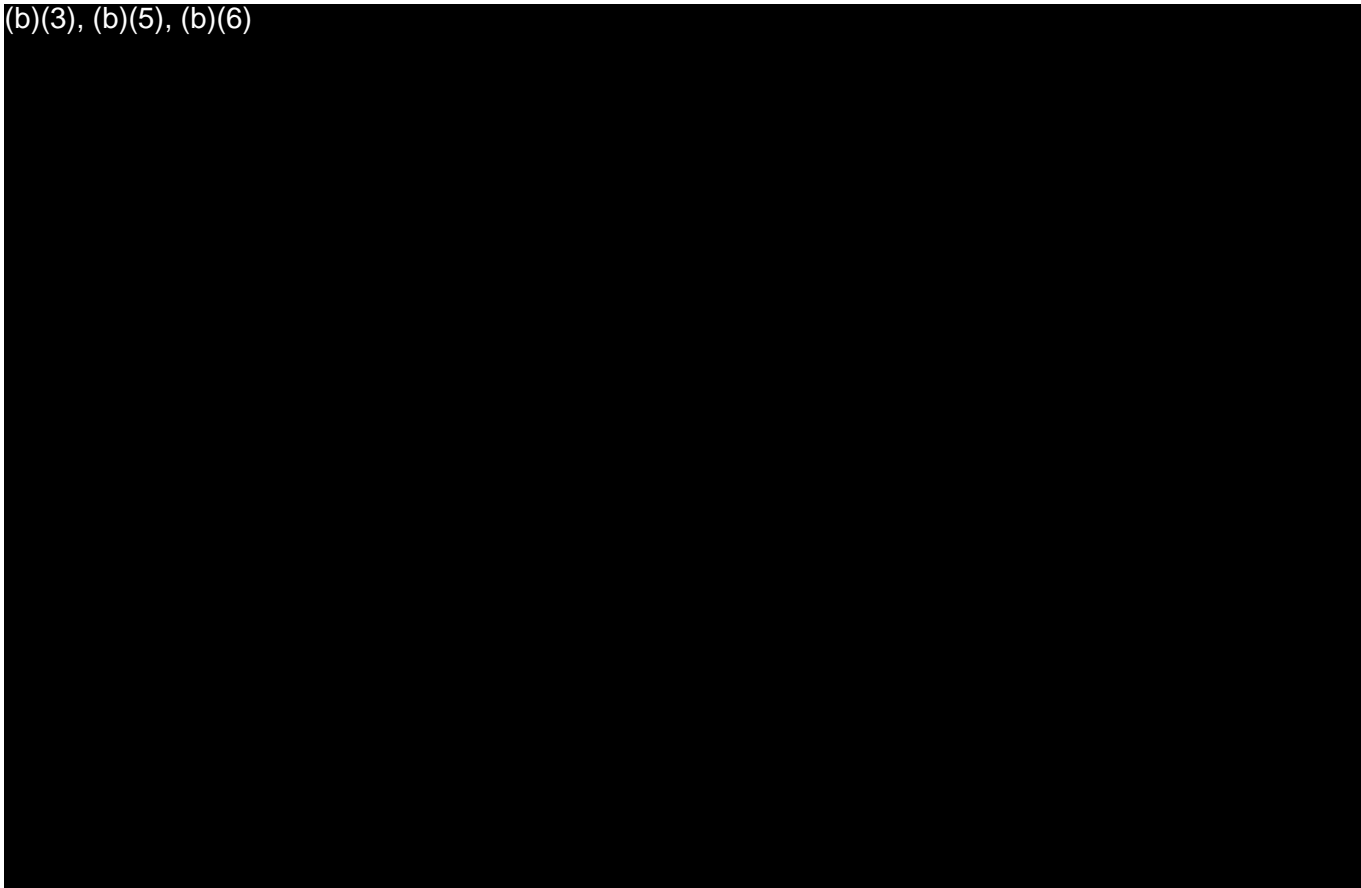
(b)(3), (b)(5), (b)(6)



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(b)(3), (b)(5), (b)(6)



THANK YOU

(U) Thank you for participating in the 2022 Analytic Objectivity and Process Survey (AOPS).

(U) For IC element/CCMD-specific AOPS findings, please contact your analytic ombuds. For a list of analytic ombuds points of contact, please see ([link](#)) on the Top Secret network.

(U) If you have questions about this survey, please contact Deputy ODNI Analytic Ombuds (b)(3), (b)(6)

(b)(3), (b)(6)



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