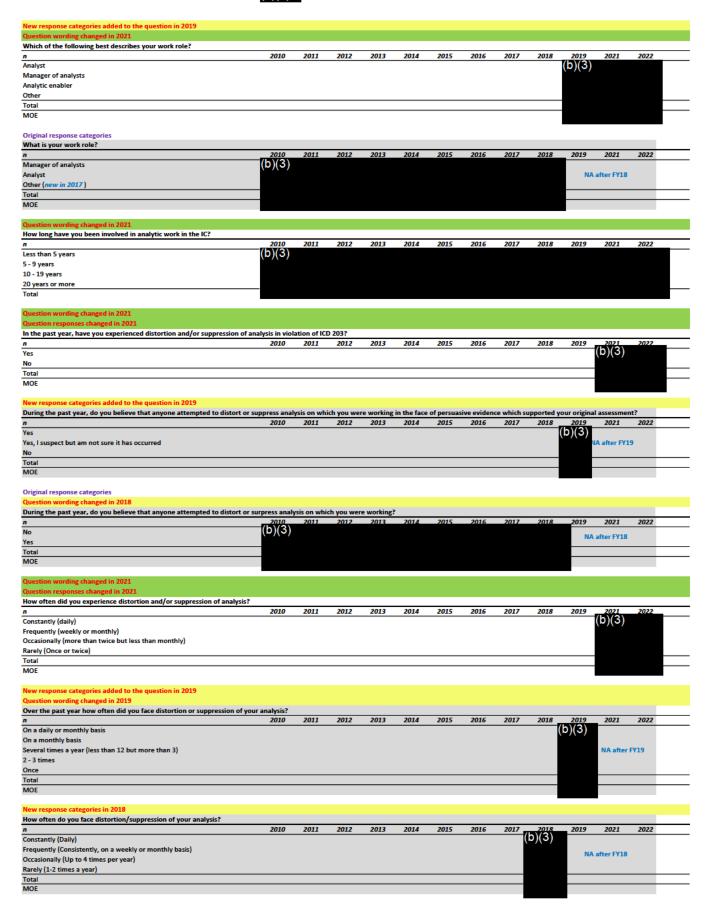
Total Population

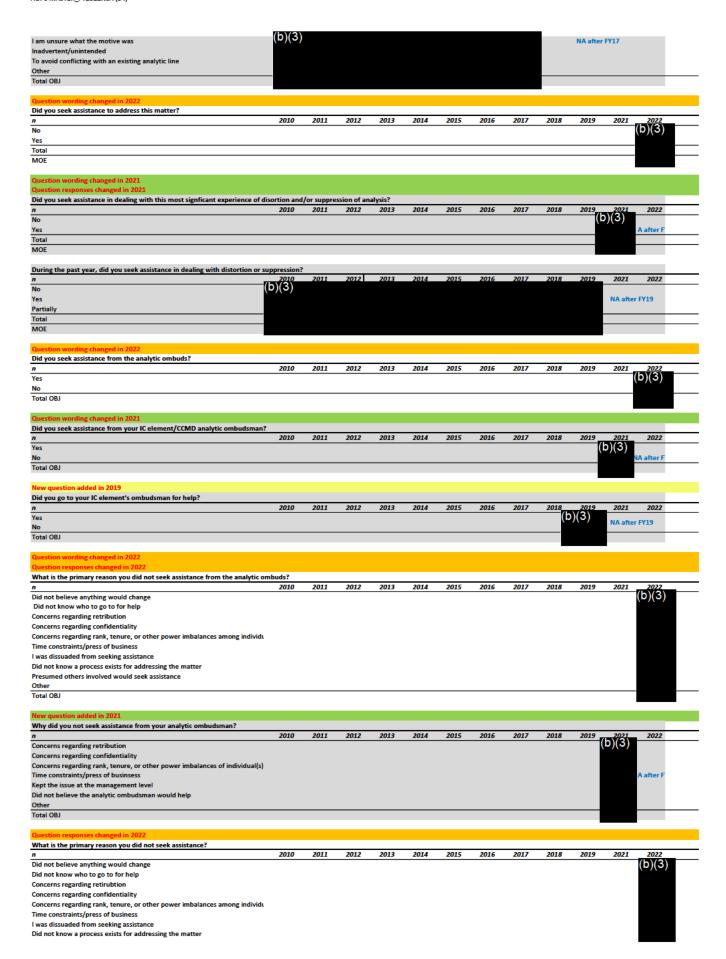


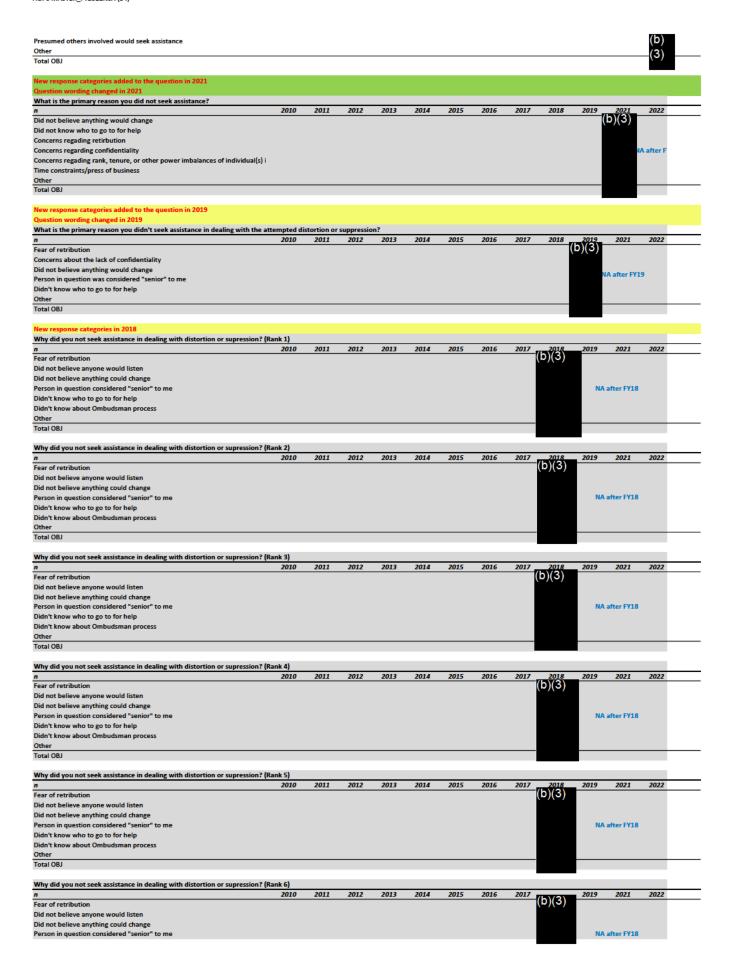


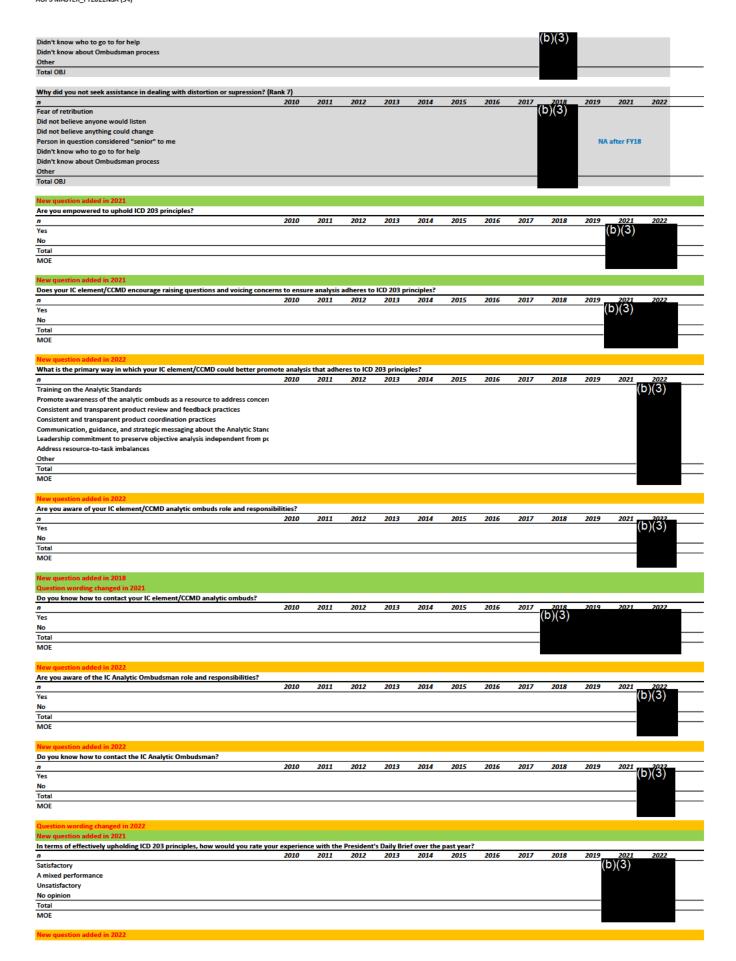
Original response categories How many times has someone atte 2017 2018 ²⁰¹⁰ (b)(3) 2016 2019 2021 2022 Once Twice NA after FY17 More than three times When considering your most signficant expeirence with distortion and/or suppression of analysis, which Analytic Standard was primarily violated? 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 (b)(3) Analytic Standard A - Objective Analytic Standard B - Independent of political consideration Analytic Standard C - Timely Analytic Standard D - Based on all available sources of intelligence informati Anatlyic Standard E - Implements and exhibits Analytic Tradecraft Standards Other Total OBJ When considering your most significant experience with distortion and/or suppression of analysis, what form did it take? 2014 2015 2016 2017 2018 2019 (b)(3)A dictated/predetermined analytic line A changed analytic line absent sufficient sourcing or argumentation Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or Distorted or suppressed analysis of alternativess or dissent Discouraged analysis/production on a particular topic absent sufficient reason Delayed, shelved, or recalled analysis absent sufficient reasoning Distorted or suppressed input to, or comments on, a product Information to which I did not have access changed the analysis Analysis mischaracterized in conveyance to a consumer A deliberately distorted product classification Other Total OBJ When considering your most significant experience of distortion and/or suppression of analysis, what form did it take? 2012 2014 2015 2016 2017 2018 2019 2022 (b)(3)My product was not published The product was deliberately delayed I was discouraged from writing a product The main analytic line was changed without sufficient justification, argu-Judgements, sourcing, and/or confidence levels were mischaracterized or re A briefer mischaracterized the assessment/product to a consumer An internal IC element/CCMD senior mischaracterized the assessment/prod My comments or dissent on a product were distorted or suppressed Total OBJ When considering the <u>most signficant instance</u> of distortion or suppression, what form did it take? 2010 2011 2012 2013 2014 2015 2016 2021 2022 (b)(3)I was discouraged from writing a product My analytic line was dictated to me The main analytic line of my product was deliberately changed during review Analytic points, supporting evidence, and/or confidence levels in my produc A briefer either suppressed or misrepresented the analysis An internal agency senior changed, deleted, or added minor analytic points My comments or dissent on a product were suppressed or distorted Other What feedback or explanation did you receive on this matter? 2011 2012 2013 2014 2015 2016 2017 2018 2010 (b)(3)I did not receive feedback or explanation The anlysis did not meet one or more of the analytic tradecraft standards Dissent or alterantive analysis was not accepted Concurrence from a particular component was required for publication Content was changed or deleted to better meet customer needs Content was changed or deleted because of differeing views from the field Content was changed or deleted because it was too long, complicated, or te Information to which I do not have access changed the analysis The assessment was policy prescriptive Other What was the primary feedback or explanation given to you during or following this incident? 2014 2016 2017 2010 2011 2012 2013 2015 2018 (b)(3) 2021 2022 I was told my product did not meet threshold and/or was not a high enoug p I was told my logical argumentation was flawed or not convincing was told the sourcing I relied on was not reliable, complete, or persuasive e I was told that dissent was not accepted in this instance because it did not re

I was told that concurrence from a particular agency or office was required f I was told that my analysis was changed or deleted so that the product woul I was told additional/special compartmented information (which I do not ha A after FY19 I was told my assessment was policy prescriptive I was told that my product did not meet appropriate tradecraft standards I was told that my analysis was changed or deleted in response to policymak was told that my analysis was changed in response to differing views from I was told that my analysis was too complicated or technical and has to be si I did not receive any feedback or explanation as to why my product was dist Other Total OBJ Who was the primary source of your most significant experience with distortion and/or suppression of analysis? Analyst within my IC element/CCMD 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2021 (b)(3)Manager/supervisor within my IC element/CCMD Reviewer within my IC element/CCMD Senior executive/military officer within my IC element/CCMD Intelligence professional from another IC element/CCMD Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.) Other Total OBJ Who was the primary source of your most significant experience of distortion and/or suppression of analysis? 2011 2012 2013 2014 2015 2016 2017 2018 2019 2022 2010 (b)(3) Analyst within my IC element/CCMD Manager/supervisor within my IC eleme ent/CCMD Reviewer within my IC element/CCMD Senior executive within my IC elmement/CCMD Intelligence professional from another IC element/CCMD Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.) US Government official outisde of the IC Other Total OBJ se categories added to the question in 2019 Source 2010 2011 2012 2013 2014 2015 2016 2017 2018 2021 2022 (b)(3) Internal colleague First-level manager Mid-level/Senior supervisor within your IC eleme Non-supervisory internal analyst reviewer (e.g., SIOs) Non-analyst senior within your IC element IC senior leadership NA after FY19 External IC colleague or supervisor DNI element (NIC, NIM, etc.) US government official outside the IC Editor or senior reviewer of an IC publication Other Total OBJ Source 2010 2011 2012 2013 2014 2015 2016 2017 2021 2022 (b)(3) Internal colleague First-level manager Mid-level/Senior supervisor within your IC element External colleague Non-intelligence senior NA after FY18 External IC supervisor Non-supervisory reviewer DNI element (NIC, NIM, etc.) US government official outside the IC Total OBJ Original response categories Source 2012 2014 2018 2019 2021 2022 (b)(3) Non-supervisory professional within your IC element Supervisor within your IC element Intelligence professional outside your IC element NA after FY17 US government official outside the IC Total OBJ ng changed in 2021 In your perception, to what extent were the following factors a motive for your most signficant experience with distortion and/or suppression of analysis? Maintain an existing analytic line or status quo on a topic 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 (b)(3)Not a factor Somewhat a factor A moderate factor An important factor Unsure

28 55 ur perception, to what extent were the following factors a motive for your most signficant experience with distortion and/or suppression of analysis? Align to an individual's perspective 2011 2017 2010 2012 2013 2014 2015 2016 2018 2019 (b)(3) Not a factor A moderate factor An important factor Unsure In your perception, to what extent were the following factors a motive for your most signficant experience with distortion and/or suppression of analysis? Support/protect operational equities 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 Not a factor (b)(3)A moderate factor An important factor Unsure Total OBJ In your perception, to what extent were the following factors a motive for your most signficant experience with distortion and/or suppression of analysis? Support/protect bureaucratic interests 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 (b)(3) Not a factor Somewhat a factor A moderate factor Unsure Total OBJ In your perception, to what extent were the following factors a motive for your most signficant experience with distortion and/or suppression of analysis? Provoke or prevent policymaker action or response 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 (b)(3)Not a factor Somewhat a factor A moderate factor An important factor Unsure In your perception, to what extent were the following factors a motive for your most signficant experience with distortion and/or suppression of analysis? Support or oppose a policy agenda or narrative 2010 2011 2012 2013 2014 2015 2016 2017 2018 (b)(3)Not a factor Somewhat a factor A moderate factor An important factor Unsure Total OBJ Motive 2011 2012 2013 2014 2015 2016 2017 2022 (b)(3)Maintain an existing analytic line Support views of internal colleague(s) Support views of external colleague(s) Support views of external management Support views of governemnet/policy official(s) To suppress information deemed embarassing to the Department, Agency o To prevent policymaker action or response on a topic Not sure what the motive was Total OBJ Motive 2010 2011 2012 2013 2014 2015 2016 2017 2021 2022 2019 (b)(3) Maintain existing analytic line Support views of internal colleague Support views of external colleague Support views of external management Support views of government/policy official NA after FY18 To support increase/decrease of resources for operational, military or USG p Unsure what the motive was Other To suppress information deemed embarrassing to the Department, Agency (To prevent policymaker action\response Original response categories Motive 2022 2018 2019 2021 (b)(3) To support supervisor within your IC element To support IC personnel or management outside your IC element To support government official outside the IC





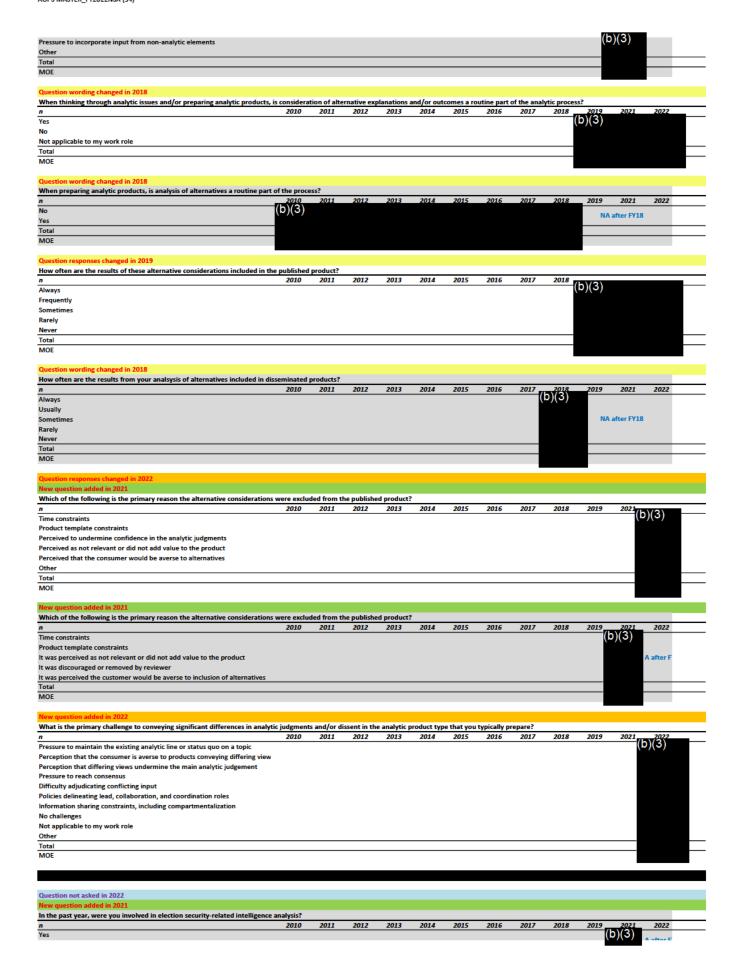


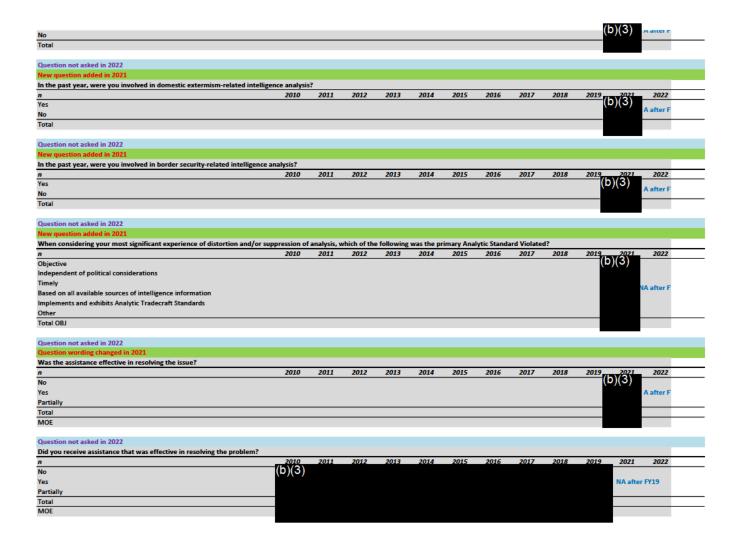
What was the primary challenge to effectively upholding ICD 203 principles in your experience with the President's Daily Brief? 2010 2011 2012 2013 2014 2015 2016 2018 2019 (b)(3) Time constraints Levels of review Threshold for publication Pressure to reach consensus, including distorting or suppressing analysis of Pressure to maintain the existing analytic line or status quo on a topic Efforts to distort or suppress analysis due to considerations regarding the co Information sharing constraints, including compartmentalization Other Total In terms of effectively upholding ICD 203 principles, how would you rate your experience with the Nati nal Intelligence Council over the past year? (b)(3) Satisfactory A mixed perform Unsatisfactory No opinion Total What was the primary challenge to effectively upholding ICD 203 principles in your experience with the National Intelligence Council?

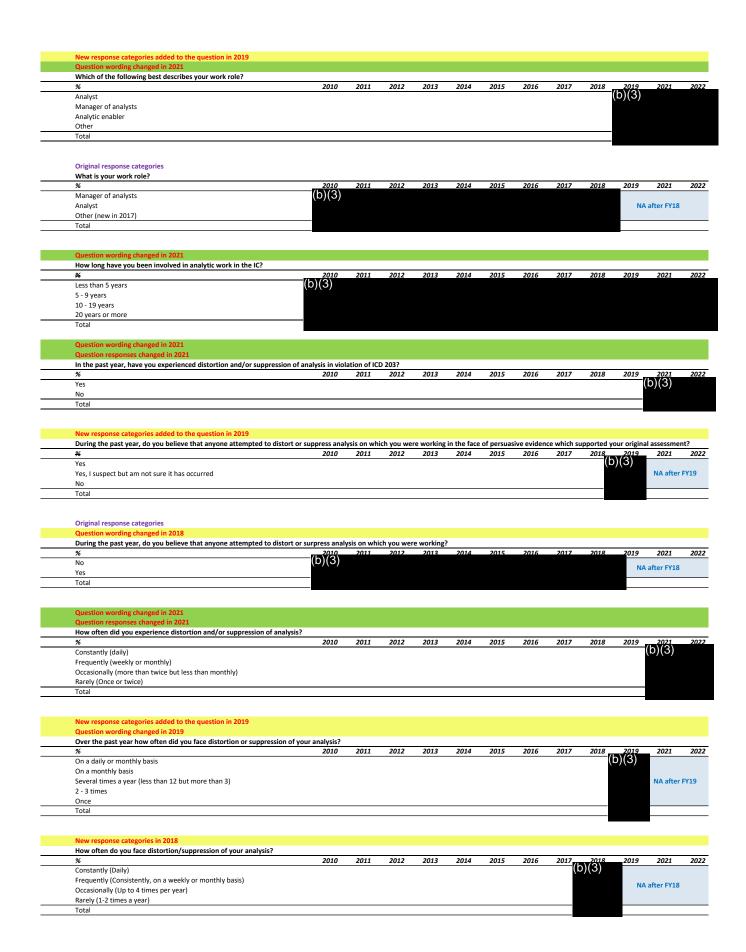
n 2010 2011 2012 2013 2014 2 2021 (b)(3) 2017 2019 Pressure to reach consensus, including distorting or suppressing analysis of a Pressure to maintain the existing analytic line or status quo on a topic Efforts to distort or suppress analysis due to considerations regarding the co Information sharing constraints, including compartmentalization Other Total MOE How many levels of review are involved in the analytic product type that you typically prepare/support? 2019 (b)(3) 2017 2018 2010 2011 2012 2013 2014 2015 2016 One 4-5 More than 5 Unsure Total How frequently do you have an opportunity to discuss feedback from product review? 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 (b)(3)Always Frequently Rarely Never Not applicable to my work role Total What is the primary challenge to effective coordination for the analytic product type that you typically prepare/support?

n 2010 2011 2012 2013 (b)(3) 2015 Difficulty generating attention to the product Difficulty building or maintaining a network with all pertinent subject matter Overlapping roles or "lanes in the road" Efforts to distort or suppress the analysis Adjudicating differering perspectives Pressure to reach consensus Information sharing constraints Pressure to incorporate input from non-analytic elements No challenges Not applicable to my work role Total MOE When considering the analytic product type that you typically prepare, what is the primary challenge to effective coordination?

n 2010 2011 2012 2013 2014 2019 2021 (b)(3) 2015 2016 2017 2018 2022 Difficulty generating attention to the product Difficulty building or maintaining a network with all pertinent subject matter Overlapping roles or "lanes in the road" Efforts to distort or suppress the analysis A after l Pressure to reach consensus Information sharing constraints Time constraints

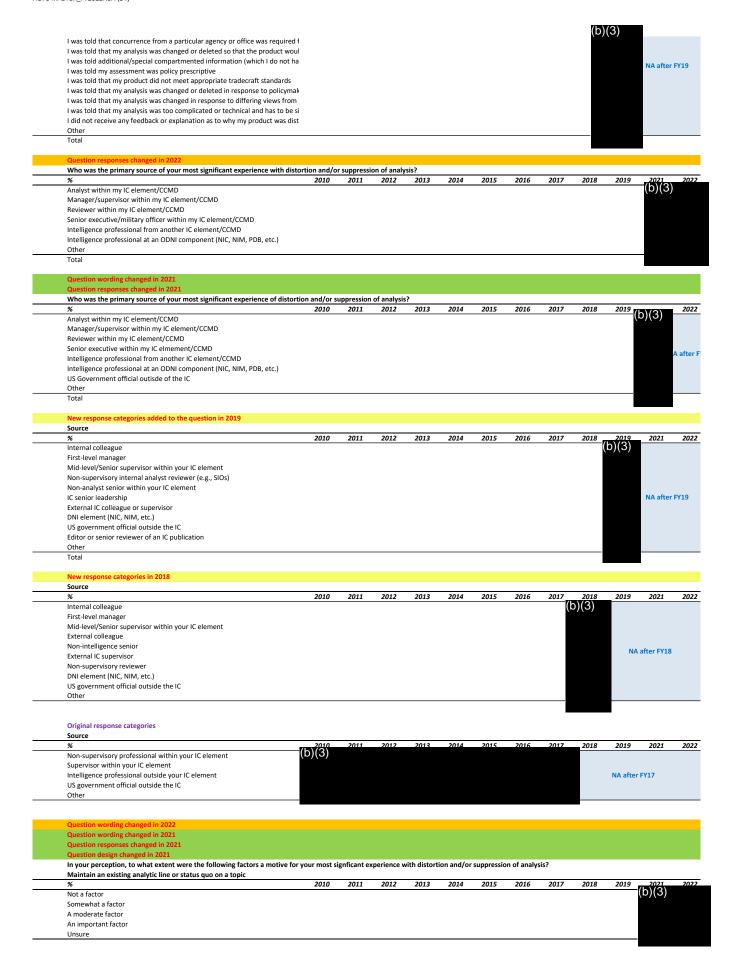






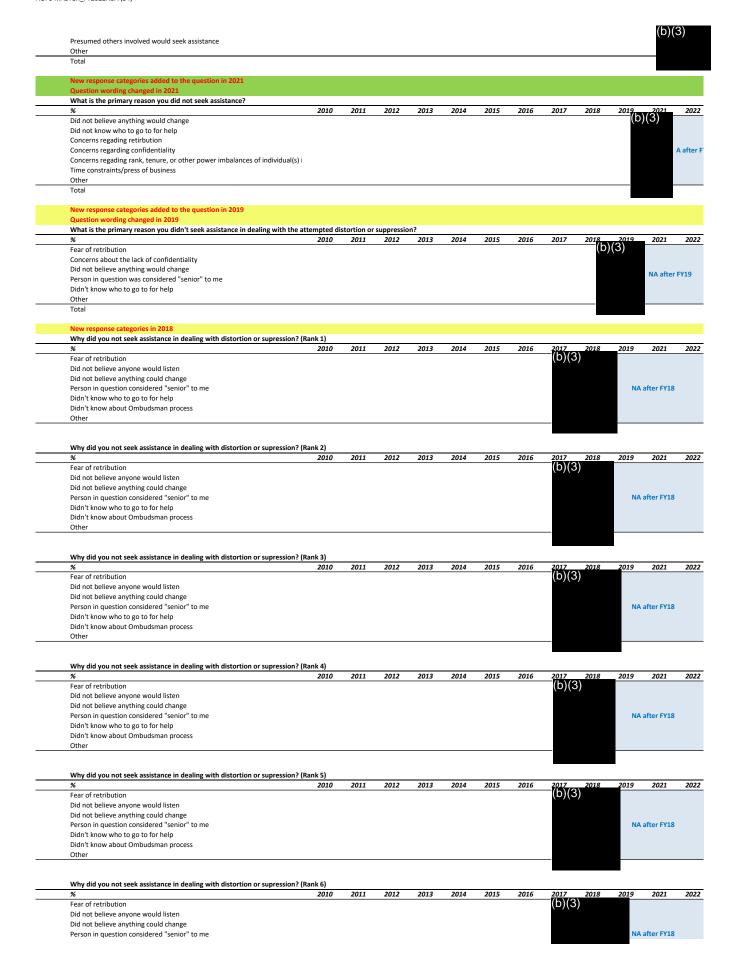
Original response categories How many times has someone attempted to distort or suppress analysis on which you were working in the face of persuasive evidence? 2017 2018 2019 2021 2022 (b)(3) Once NA after FY17 Three times More than three times Total When considering your most signficant expeirence with distortion and/or suppression of analysis, which Analytic Standard was primarily violated? 2010 2012 2013 2017 2018 2019 (b)(3)Analytic Standard A - Objective Analytic Standard B - Independent of political consideration Analytic Standard C - Timely Analytic Standard D - Based on all available sources of intelligence informati Anatlyic Standard E - Implements and exhibits Analytic Tradecraft Standards Other Total When considering your most significant experience of distortion and/or suppression of analysis, what form did it take (b)(3) 2010 2014 2015 2016 2017 2018 2019 A dictated/predetermined analytic line A changed analytic line absent sufficient sourcing or argumentation Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or Distorted or suppressed analysis of alternativess or dissent Discouraged analysis/production on a particular topic absent sufficient reason Delayed, shelved, or recalled analysis absent sufficient reasoning Distorted or suppressed input to, or comments on, a product Information to which I did not have access changed the analysis Analysis mischaracterized in conveyance to a consumer A deliberately distorted product classification Other Total When considering your most significant experience of distortion and/or suppression of analysis, what form did it take? 2019 (b)(3) 2015 2016 2017 2018 2022 My product was not published The product was deliberately delayed I was discouraged from writing a product The anlytic line was dictated to me The main analytic line was changed without sufficient justification, argumen A after F Judgements, sourcing, and/or confidence levels were mischaracterized or re A briefer mischaracterized the assessment/product to a consumer An internal IC element/CCMD senior mischaracterized the assessment/prod My comments or dissent on a product were distorted or suppressed Total When considering the most signficant instance of distortion or suppression, what form did it take? (b)(3) 2013 2014 2016 2022 My product was not published I was discouraged from writing a product My analytic line was dictated to me The main analytic line of my product was deliberately changed during review Analytic points, supporting evidence, and/or confidence levels in my produc NA after FY19 A briefer either suppressed or misrepresented the analysis An internal agency senior changed, deleted, or added minor analytic points My comments or dissent on a product were suppressed or distorted Other Total What feedback or explanation did you receive on this matter? 2017 2019 2010 2011 2012 2013 2014 2015 2016 2018 (b)(3) I did not receive feedback or explanation The analysis did not meet threshold or priority for publication The anlysis did not meet one or more of the analytic tradecraft standards Dissent or alterantive analysis was not accepted Concurrence from a particular component was required for publication Content was changed or deleted to better meet customer needs Content was changed or deleted because of differeing views from the field Content was changed or deleted because it was too long, complicated, or te Information to which I do not have access changed the analysis The assessment was policy prescriptive Other What was the primary feedback or explanation given to you during or following this incident? 2017 2012 2013 2014 2015 2016 2021 2022 2010 2011 (b)(3) I was told my product did not meet threshold and/or was not a high enoug p I was told my logical argumentation was flawed or not convincing I was told the sourcing I relied on was not reliable, complete, or persuasive ε

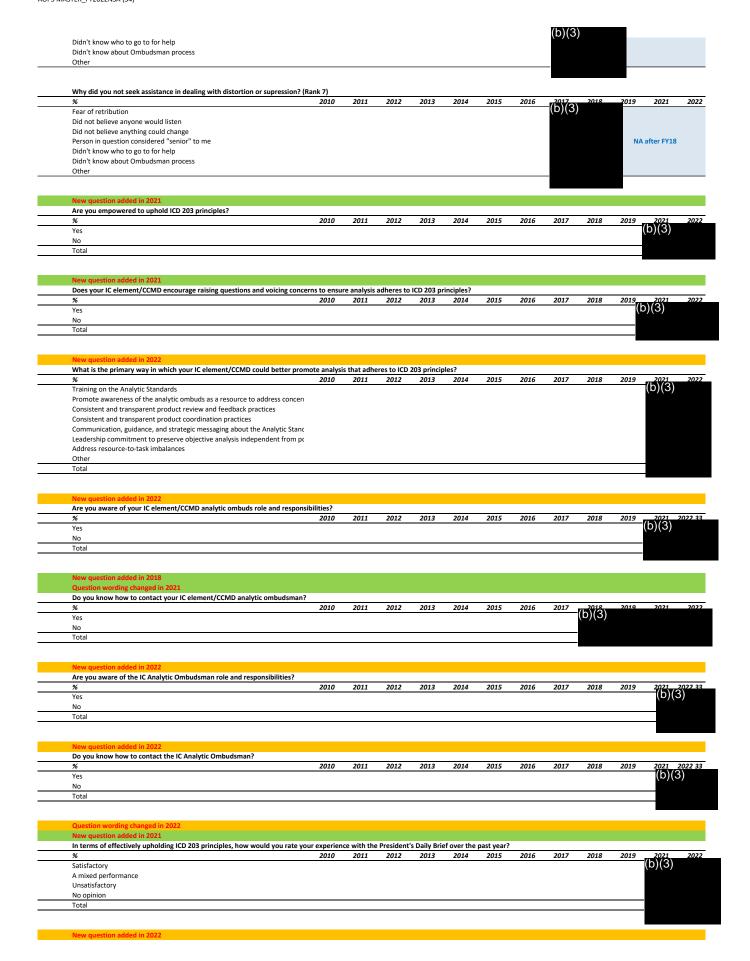
I was told that dissent was not accepted in this instance because it did not re



In your perception, to what extent were the following factors a motive for your most signficant experience with distortion and/or suppression of analysis? Align to an individual's perspective (b)(3) 2010 2011 2012 2013 2014 2015 2016 2017 Not a factor Somewhat a factor A moderate factor An important factor Unsure In your perception, to what extent were the following factors a motive for your most signficant experience with distortion and/or suppression of analysis? Support/protect operational equities (b)(3) 2010 2011 2012 2013 2014 2015 2016 2017 2018 Not a factor Somewhat a factor A moderate factor An important factor Unsure In your perception, to what extent were the following factors a motive for your most signficant experience with distortion and/or suppression of analysis? Support/protect bureaucratic interests (b)(3) 2018 2010 2011 2012 2013 2014 2015 2016 2017 Not a factor Somewhat a factor A moderate factor An important factor Unsure Total In your perception, to what extent were the following factors a motive for your most signficant experience with distortion and/or suppression of analysis? Provoke or prevent policymaker action or response 2019 202 (b)(3) 2010 2011 2012 2013 2014 2017 2018 Not a factor Somewhat a factor A moderate factor An important factor Unsure In your perception, to what extent were the following factors a motive for your most signficant experience with distortion and/or suppression of analysis? Support or oppose a policy agenda or narrative 2010 2012 2013 2014 (b)(3)Not a factor Somewhat a factor A moderate factor An important factor Unsure Total es added to the question in 2019 Motive 2012 2013 2014 2015 2016 2017 2021 2022 2018 (b)(3) Maintain an existing analytic line Support views of an internal supervisor/management Support views of internal colleague(s) Support views of external colleague(s) Support views of external management Support views of governemnet/policy official(s) NA after FY19 To support operational equities To suppress information deemed embarassing to the Department, Agency o To prevent policymaker action or response on a topic Not sure what the motive was Other Motive 2010 2012 2013 2014 2015 2016 2021 2022 2011 2019 (b)(3) Maintain existing analytic line Support views of internal supervisor/management Support views of internal colleague Support views of external colleague Support views of external management Support views of government/policy official NA after FY18 To support increase/decrease of resources for operational, military or USG p Unintentional Unsure what the motive was Other To suppress information deemed embarrassing to the Department, Agency (To prevent policymaker action\response Original response categories Motive 2019 2021 2022 2018 (b)(3) To support supervisor within your IC element To support IC personnel or management outside your IC element To support government official outside the IC

(b)(3)I am unsure what the motive was NA after FY17 Inadvertent/unintended To avoid conflicting with an existing analytic line Other Did you seek assistance in dealing with this most signficant experience of disortion and/or suppression of analysis? (b)(3) % 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 No Yes Did you seek assistance in dealing with this most signficant experience of disortion and/or suppression of analysis? 2019 2022 (b)(3) 2010 2011 2012 2013 2014 2015 2016 2017 2018 2022 Nο Yes During the past year, did you seek assistance in dealing with distortion or suppression? % 2021 2022 (b)(3) No NA after FY19 Yes (Yes/Partially) Total Did you seek assistance from the analytic ombuds? 202<u>1</u> (b)(3) 2014 2015 2018 2016 Yes Nο Total Did you seek assistance from your IC element/CCMD analytic ombudsman? 2010 2011 2012 2013 2014 2015 2016 2017 2018 2022 (b)(3) Yes No after F Did you go to your IC element's ombudsman for help? 2010 2011 2013 2014 2015 2016 2017 2022 % 2012 2018 2021 (b)(3) Yes NA after FY19 No Total Why did you not seek assistance from your analytic ombudsman? (b)(3) 2011 2012 2013 2014 2015 2016 2017 2018 Did not believe anything would change Did not know who to go to for help Concerns regarding retribution Concerns regarding confidentiality Concerns regarding rank, tenure, or other power imbalances among individu Time constraints/press of business I was dissuaded from seeking assistance Did not know a process exists for addressing the matter Presumed others involved would seek assistance Other Why did you not seek assistance from your analytic ombudsman? 2010 2011 2012 2013 2014 2015 2016 2017 2018 (b)(3) 2022 Concerns regarding retribution Concerns regarding confidentiality Concerns regarding rank, tenure, or other power imbalances of individual(s) Time constraints/press of businsess A after F Kept the issue at the management level Did not believe the analytic ombudsman would help Other Total What is the primary reason you did not seek assistance? (b)(3) 2011 2013 2014 2015 2016 2017 2018 Did not believe anything would change Did not know who to go to for help Concerns regarding retirubtion Concerns regarding confidentiality Concerns regarding rank, tenure, or other power imbalances among individu Time constraints/press of business I was dissuaded from seeking assistance Did not know a process exists for addressing the matter





What was the primary challenge to effectively upholding ICD 203 principles i %	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019 2021
Time constraints										2019 2021 (b)(3)
Levels of review										(/ (/
Threshold for publication										
Pressure to reach consensus, including distorting or suppressing analysis of a										
Pressure to maintain the existing analytic line or status quo on a topic										
Efforts to distort or suppress analysis due to considerations regarding the co										
Information sharing constraints, including compartmentalization										
Other										
Total										
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Question wording changed in 2022 New question added in 2021										
In terms of effectively upholding ICD 203 principles, how would you rate you										
% Satisfactory	2010	2011	2012	2013	2014	2015	2016	2017	2018	²⁰¹⁹ (b)(3)
A mixed performance										(3)(3)
Unsatisfactory										
No opinion										
Total										
New question added in 2022										
What was the primary challenge to effectively upholding ICD 203 principles i										
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	(b)(3)
Time constraints										(b)(3)
Levels of review										
Threshold for publication										
Pressure to reach consensus, including distorting or suppressing analysis of a										
Pressure to maintain the existing analytic line or status quo on a topic										
Efforts to distort or suppress analysis due to considerations regarding the co										
Information sharing constraints, including compartmentalization										
Other										
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Question wording changed in 2022 New question added in 2021										
How many levels of review are involved in the analytic product type that you	typically	prepare/su	pport?							
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	(b)(3)
One										(3)(3)
2 - 3										
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Total	ct review?	2011	2012	2013	2014	2015	2016	2017	2018	2019 2021
Total New question added in 2021 How frequently do you have an opportunity to discuss feedback from produce.		2011	2012	2013	2014	2015	2016	2017	2018	2019 2021 (b)(3)
Total New question added in 2021 How frequently do you have an opportunity to discuss feedback from products.		2011	2012	2013	2014	2015	2016	2017	2018	2019 (b)(3)
New question added in 2021 How frequently do you have an opportunity to discuss feedback from product % Always		2011	2012	2013	2014	2015	2016	2017	2018	2019 (b)(3)
Total New question added in 2021 How frequently do you have an opportunity to discuss feedback from product % Always Frequently		2011	2012	2013	2014	2015	2016	2017	2018	2019 2021 (b)(3)
New question added in 2021 How frequently do you have an opportunity to discuss feedback from product Malways Frequently Sometimes		2011	2012	2013	2014	2015	2016	2017	2018	2019 (b)(3)
Total New question added in 2021 How frequently do you have an opportunity to discuss feedback from product Always Frequently Sometimes Rarely Never Not applicable to my work role		2011	2012	2013	2014	2015	2016	2017	2018	2019 (b)(3)
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New question added in 2021 How frequently do you have an opportunity to discuss feedback from product % Always Frequently Sometimes Rarely Never Not applicable to my work role Total Question wording changed in 2022 Question responses changed in 2022 Question responses changed in 2022 What is the primary challenge to effective coordination for the analytic prod % Difficulty generating attention to the product Difficulty guidning or maintaining a network with all pertinent subject matter Overlapping roles or "lanes in the road" Efforts to distort or suppress the analysis	2010 uct type th	at you typ	ically prepa	ire/suppoi	t?					(b)(3)
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