

OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE



# Analytic Integrity and Standards Evaluation Program:

## Key Results from FY2015 (ONI & IC)

L E A D I N G I N T E L L I G E N C E I N T E G R A T I O N

Analytic Integrity and Standards  
Office of the Deputy Director of  
National Intelligence for Intelligence Integration

August 2016



# Rationale for DDNI/II Analytic Evaluation Efforts

- ODNI's Analytic Integrity & Standards (AIS) group "shall perform, on a regular basis, detailed reviews of finished intelligence product or other analytic products" (IRTPA Section 1019)
- Evaluation criteria: ICD 203 – IC Analytic Standards

- A. Objectivity
- B. Independent of Political Considerations
- C. Timeliness
- D. Based on All Available Sources of Intelligence
- E. Exhibits Proper Standards of Analytic Tradecraft
  1. Properly describes quality, reliability of sources
  2. Properly caveats and expresses uncertainties or confidence in analytic judgments
  3. Properly distinguishes between underlying intelligence and analysts' assumptions, judgments
  4. Incorporates Alternative Analysis
  5. Relevance to US national security
  6. Logical argumentation
  7. Consistency, or highlights change
  8. Accurate judgments, assessments
  9. **Effective visual information (New; wasn't rated in FY15)**

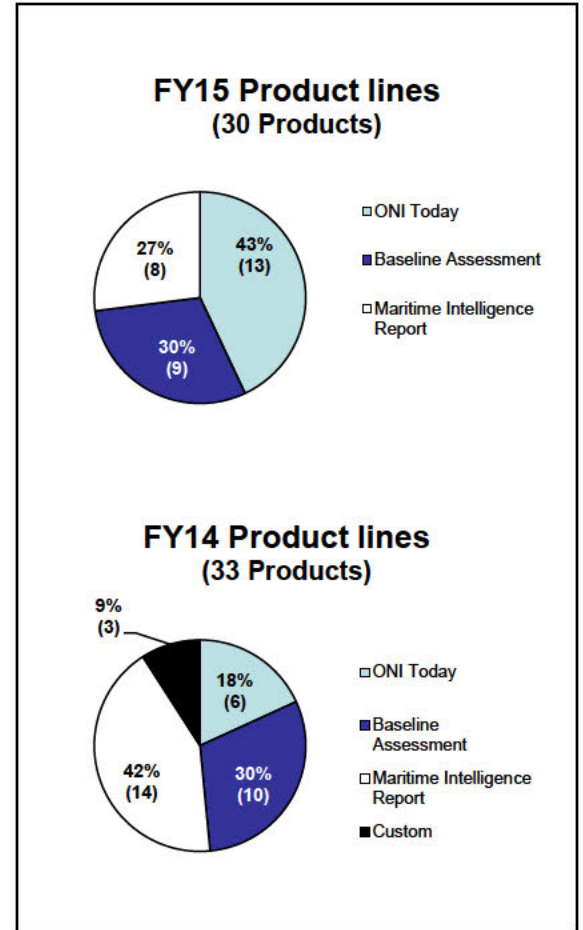
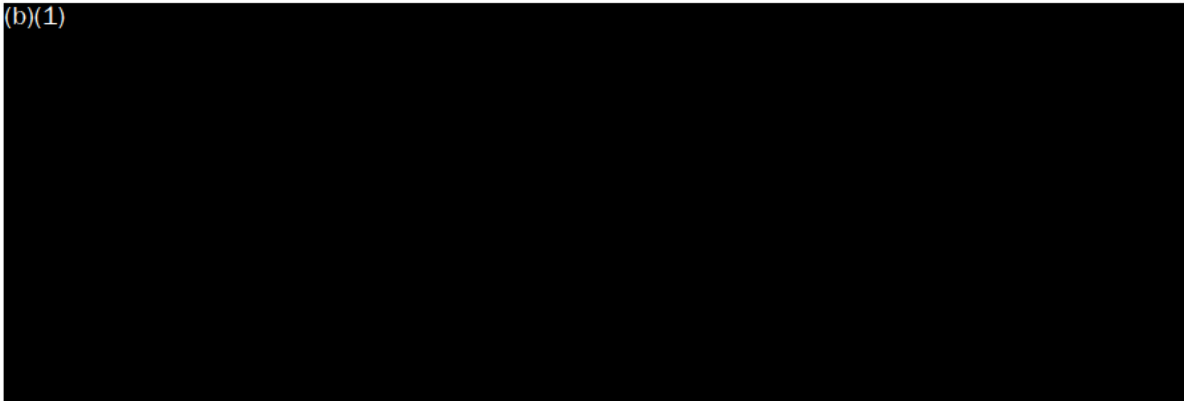
- Components:
  - Product evaluations
  - Analyst surveys
  - Consumer interviews



# Distribution of ONI Product Evaluations

## Products Evaluated

- 30 FY15 ONI products evaluated
  - 33 FY14 products evaluated
- Evaluations focus on *ONI Today*, *Baseline Assessments*, and *Maritime Intelligence Reports*
- Production dates range from October 2014 to May 2015



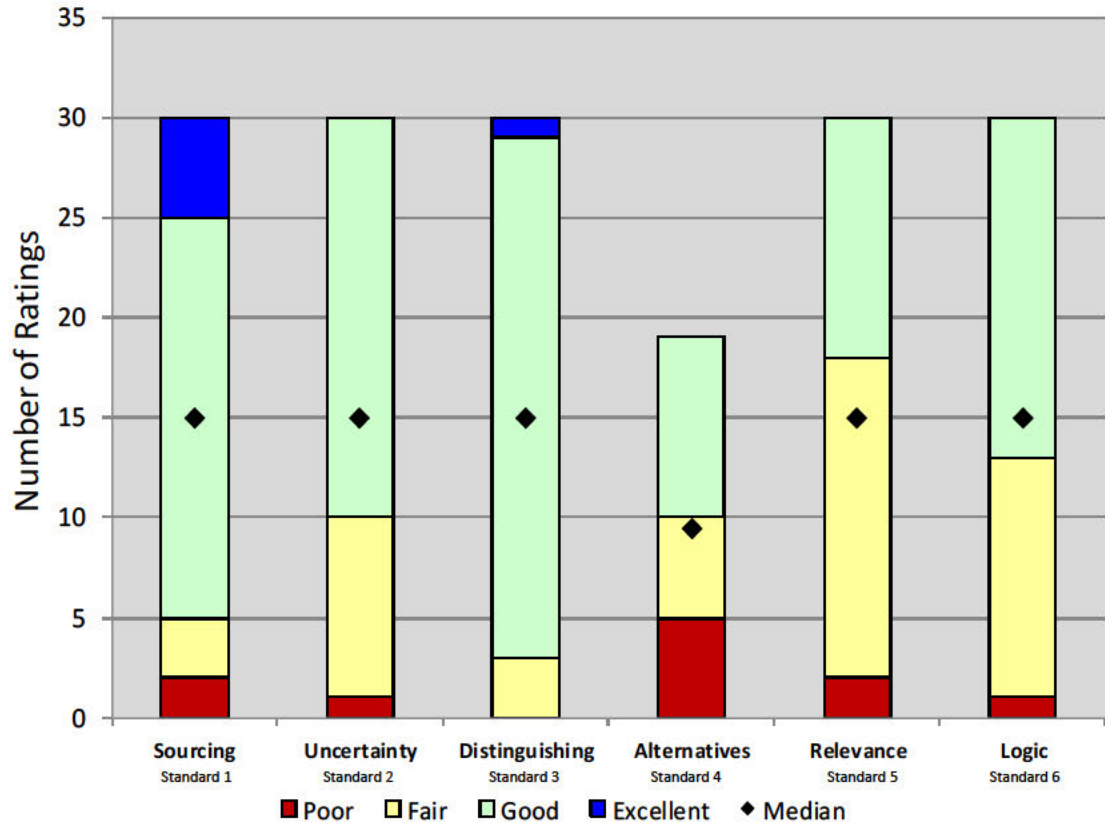


# ONI: Distribution of Ratings

## Evaluation Ratings by Standard

### Evaluations Profile

- 65% of all ratings "Good" or "Excellent"
- 6 "Excellent" ratings
  - Five for *Sourcing*
  - One for *Distinguishing*
- 11 "Poor" ratings
  - Five for *Alternatives*
  - Two each for *Sourcing* and *Relevance*
  - One each for *Uncertainty* and *Logic*
- Median scores:
  - "Good" on four standards
  - "Fair" on *Alternatives* and *Relevance*





# ONI: Rating Comparisons

(FY15/FY14/FY15 IC-Wide)

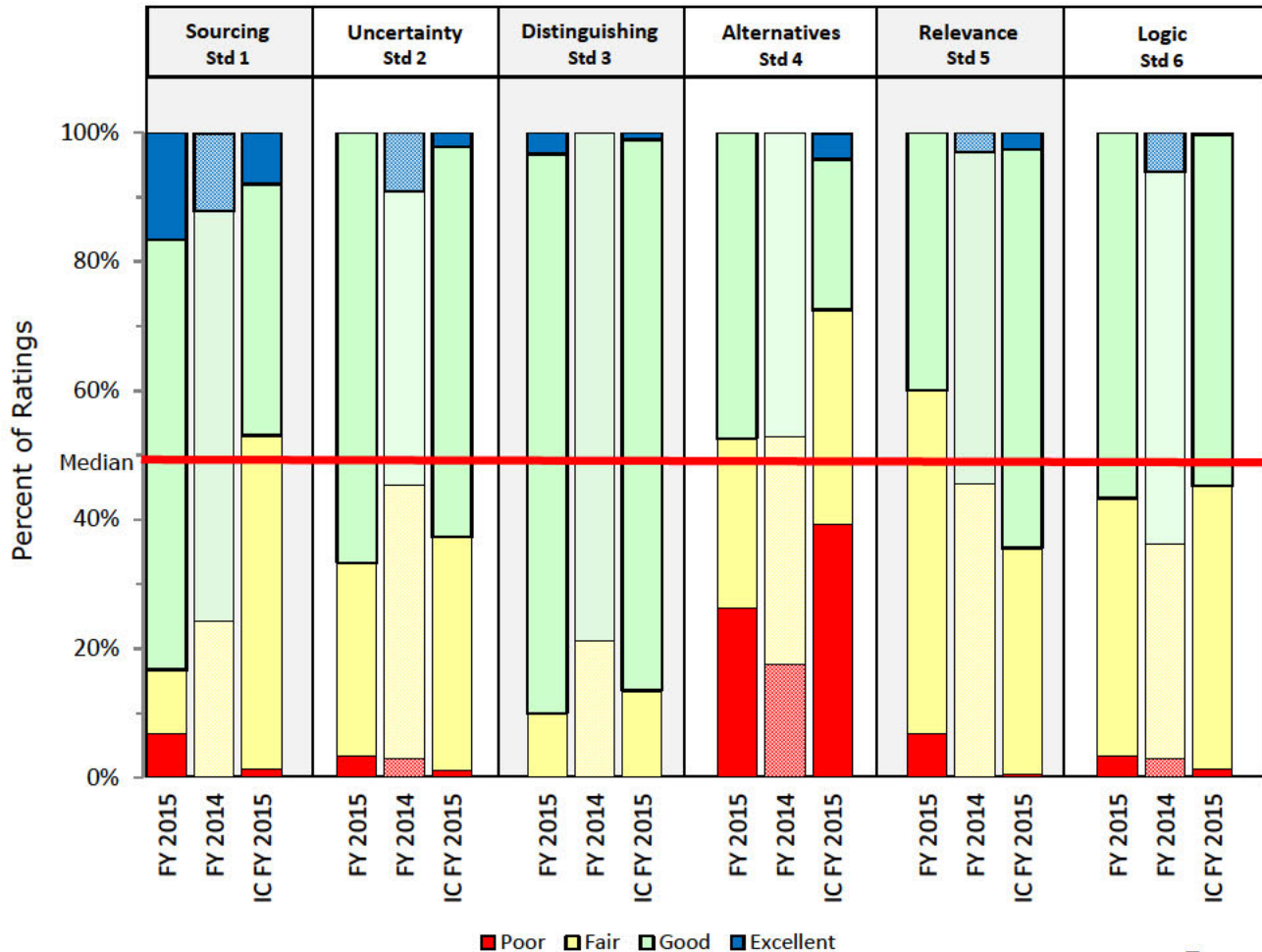
No significant change to overall ratings

Looking at individual standards:

- *Sourcing, Uncertainty, Distinguishing* improve
- Ratings for *Relevance* and *Logic* decline
- Larger share of "Poor" ratings for *Alternatives*

Compared to IC

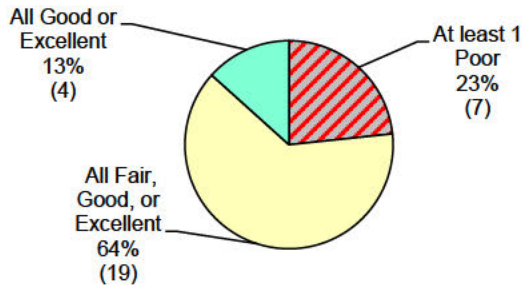
- ONI surpasses the IC in all standards except *Relevance*



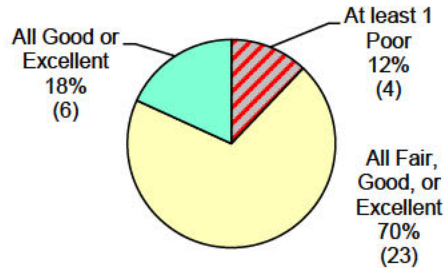


# FY 15 Product Ratings

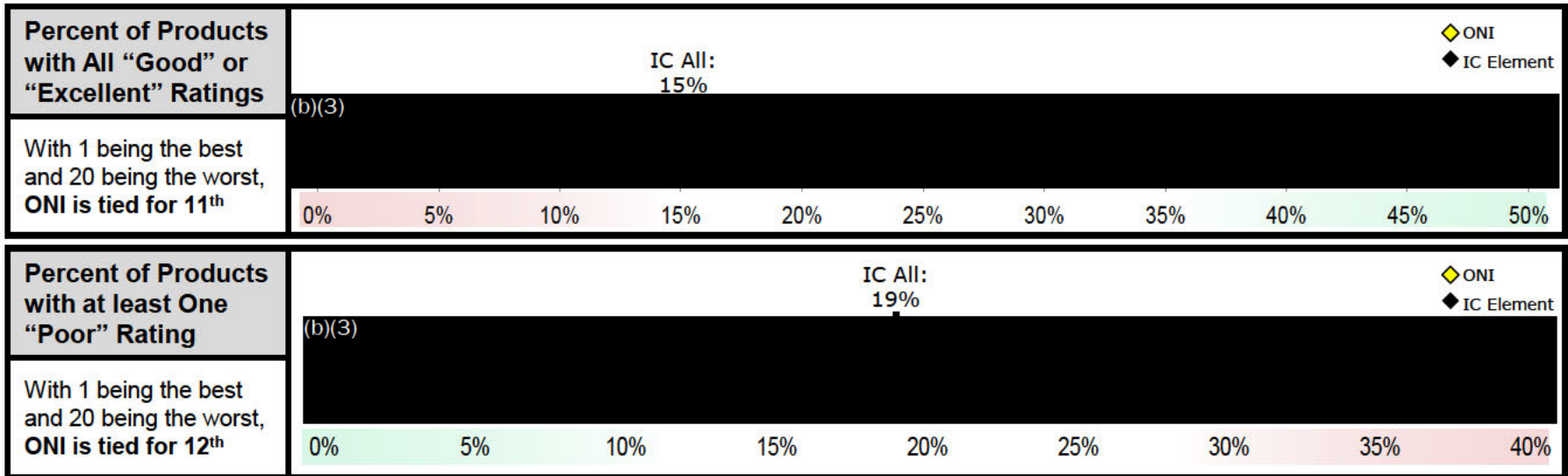
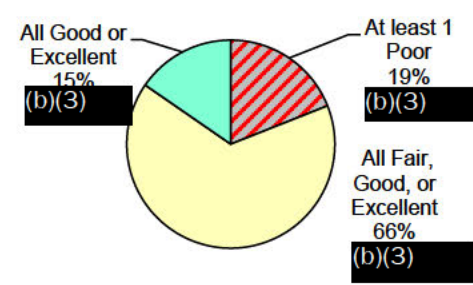
**Evaluated FY15 ONI Products**  
(As of 6 Jan 2016)



**Evaluated FY14 ONI Products**  
(As of 6 Jan 2016)



**All IC Evaluated FY15 Products**  
(As of 6 Jan 2016)

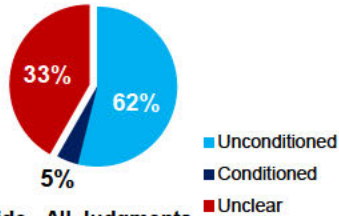




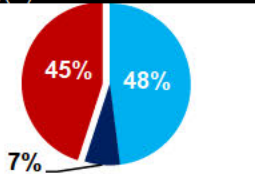
# Standard 8: Assessing Accuracy

## Phase One (Clarity of Judgments)

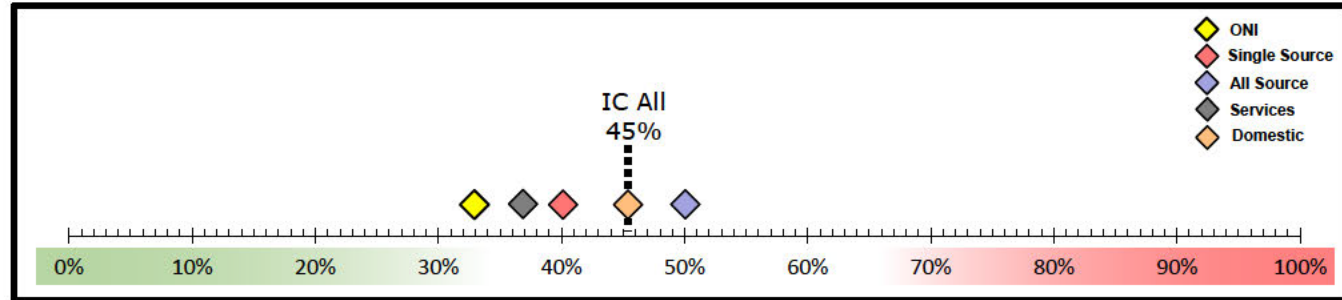
ONI - All Judgments  
(174)



IC-wide - All Judgments  
(b)(3)

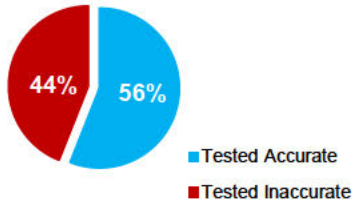


### Percent of All Judgments, Unclear

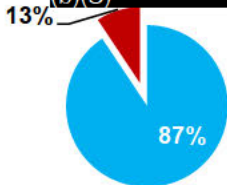


## Phase Two (Assessed for Accuracy)

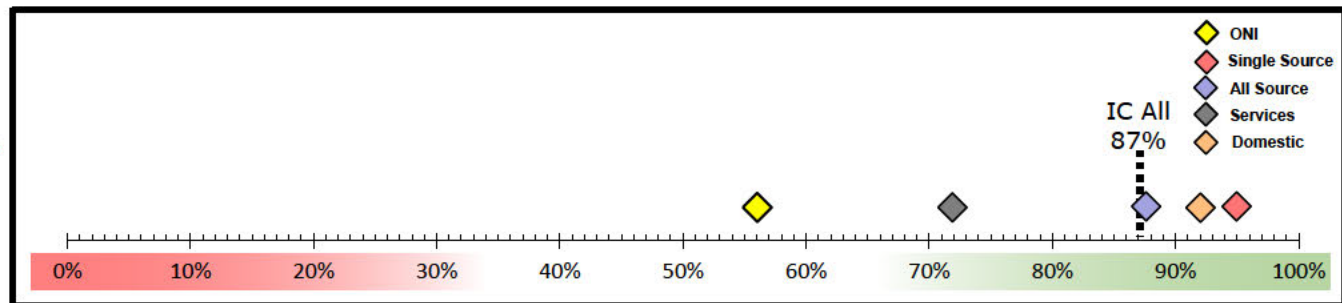
ONI - Future Judgments  
(9)



IC-wide - Future Judgments  
(b)(3)



### Percent of Future Judgments, Tested Accurate





# Tradecraft Summary & Recommendations

Category	Standard	Percent Good or Excellent		Top Performers
		ONI	IC	
Strengths	Distinguishes	90%	87%	DOE, IICT, OSE, OIA, USCG
	Sourcing	83%	47%	DOE, NGA, ONI, OSE, OIA
	Uncertainties	67%	63%	NGA, OSE, OIA
Areas for Improvement	Logic	57%	55%	NGA, NIC, OSE
	Alternatives	47%	28%	DOE, FBI, NIC
	Relevance	40%	64%	FBI, IICT, NIC

**Recommendations:**

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





# Analytic Objectivity & Process Survey: Overview of FY15 Program and Results

**Key finding: Most respondents (85% All, 84% ONI) reported workplace conditions that enabled them to produce analysis that was objective and free from political distortion.**

**Background:** Approximately (b)(3) analysts and managers responded to the 2015 survey. Of those respondents, **149 were analysts and managers from ONI**, significantly less than the number who participated in 2014 (301 analysts and managers) and 2013 (194 analysts and managers).

The work role distribution of all respondents in 2015 was similar to historical distributions, but the tenure composition of survey participants changed slightly from previous years. Comparing the tenure composition of respondents, ONI respondents in 2015 and over the past five years exhibited similar tenure levels to those of the IC as a whole.

		ONI		All	
		2015	2011 - 2015 Avg	2015	2011 - 2015 Avg
Work Role	Analysts	86%	81%	80%	84%
	Managers	14%	19%	20%	16%
Tenure in the IC	0-5 years	32%	36%	25%	39%
	6-10 years	25%	29%	21%	24%
	10+ years	43%	34%	53%	38%

Footnote: 1



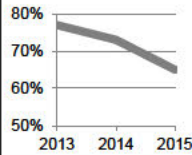
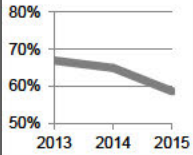
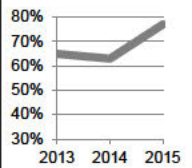
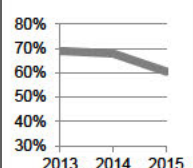
# Analytic Objectivity & Process Survey: Analysts' Perceptions of Attempted Distortion

Percent indicating "Yes"	ONI			All		
	2015	2011 – 2015 Average	5yr Trend	2015	2011 – 2015 Average	5yr Trend
During the past year, has anyone <b>attempted to distort or suppress analysis</b> on which you were working in the face of persuasive evidence?	<b>16%</b> (20 of 126) MOE : +/- 8%	<b>11%</b>		<b>15%</b> (b)(3) MOE : +/- 2%	<b>13%</b>	
<p>The figure below represents the percentage of analysts answering Yes to the question above in 18 different IC elements. With 1 being the best and 18 being the worst, <b>ONI ranks 12th</b>.</p> <p>IC All: 15%</p>						

Key: A



# Analytic Objectivity & Process Survey: Analysts' Perceptions of Attempted Distortion

	ONI			All		
	2015	2013 – 2015 Average	3yr Trend	2015	2013 – 2015 Average	3yr Trend
Percentage of respondents experiencing attempted distortion who <b>sought help</b> to resolve the most recent incident.	<b>65%</b> (13 of 20) MOE: +/- 20%	<b>72%</b>		<b>59%</b> (b)(3) MOE: +/-5%	<b>64%</b>	
Of those who sought help, the percentage of respondents experiencing attempted distortion who <b>received help that partially or wholly resolved</b> the most recent incident.	<b>77%</b> (10 of 13) MOE: +/- 25%	<b>68%</b>		<b>61%</b> (b)(3) MOE: +/-6%	<b>66%</b>	

*Note—*

*In 2013, the AOPS questions above were redesigned such that continuity with prior year results may be compromised. As such, results for the pertinent questions are presented for survey years 2013 – 2015.*



# Analytic Objectivity & Process Survey: Analysts' Perceptions of Attempted Distortion

What Product? <i>(Select all that Apply)</i>	ONI			All		
	2015	2011 – 2015 Rank	2011 – 2015 Average	2015	2011 – 2015 Rank	2011 – 2015 Average
Written analytic product	<b>75%</b> (15 of 20)	<b>#1</b>	<b>81%</b>	<b>85%</b> (b)(3)	<b>#1</b>	<b>79%</b>
Intelligence briefing	<b>45%</b> (9 of 20)	<b>#2</b>	<b>27%</b>	<b>33%</b> (b)(3)	<b>#2</b>	<b>23%</b>
President's Daily Brief (PDB)	<b>5%</b> (1 of 20)	<b>#6</b>	<b>6%</b>	<b>18%</b> (b)(3)	<b>#3</b>	<b>15%</b>
Non-text analytic product	<b>10%</b> (2 of 20)	<b>#5</b>	<b>8%</b>	<b>8%</b> (b)(3)	<b>#6</b>	<b>8%</b>
NIC product	<b>10%</b> (2 of 20)	<b>#4</b>	<b>11%</b>	<b>7%</b> (b)(3)	<b>#5</b>	<b>8%</b>
Other	<b>25%</b> (5 of 20)	<b>#3</b>	<b>12%</b>	<b>9%</b> (b)(3)	<b>#4</b>	<b>10%</b>

Footnote: 2



# Analytic Objectivity & Process Survey: Analysts' Perceptions of Attempted Distortion

Who Attempted? <i>(Select all that Apply)</i>	ONI			All		
	2015	2011 – 2015 Rank	2011 – 2015 Average	2015	2011 – 2015 Rank	2011 – 2015 Average
Supervisor in your IC element	<b>40%</b> (8 of 20)	<b>#2</b>	<b>41%</b>	<b>72%</b> (b)(3)	<b>#1</b>	<b>57%</b>
Intelligence professional outside your IC element	<b>45%</b> (9 of 20)	<b>#1</b>	<b>42%</b>	<b>38%</b> (b)(3)	<b>#2</b>	<b>36%</b>
Non-supervisory professional in your IC element	<b>60%</b> (12 of 20)	<b>#3</b>	<b>37%</b>	<b>38%</b> (b)(3)	<b>#3</b>	<b>28%</b>
USG official outside of IC	<b>25%</b> (5 of 20)	<b>#4</b>	<b>20%</b>	<b>11%</b> (b)(3)	<b>#4</b>	<b>14%</b>
Other	<b>10%</b> (2 of 20)	<b>#5</b>	<b>8%</b>	<b>3%</b> (b)(3)	<b>#5</b>	<b>5%</b>

Footnote: 2



# Analytic Objectivity & Process Survey: Analysts' Perceptions of Attempted Distortion

What was the Motive? <i>(Select all that Apply)</i>	ONI			All		
	2015	2014 – 2015 Rank	2014 – 2015 Average	2015	2014 – 2015 Rank	2014 – 2015 Average
To support the viewpoint or keep from offending IC personnel or management outside your IC element	20% (4 of 20)	#1	35%	31% (b)(3)	#1	32%
To support the viewpoint or keep from offending a supervisor within your IC element	10% (2 of 20)	#5	17%	28% (b)(3)	#3	30%
To support the viewpoint or keep from offending a government official outside the IC	25% (5 of 20)	#3	26%	33% (b)(3)	#2	31%
To avoid conflicting with an existing analytic line	45% (9 of 20)	<i>New in 2015</i>	-	43% (b)(3)	<i>New in 2015</i>	-
Inadvertent/unintended (e.g. formatting, bureaucratic processes)	10% (2 of 20)	#4	21%	15% (b)(3)	#6	15%
Unsure of motive	25% (5 of 20)	#2	29%	18% (b)(3)	#5	22%
Other	15% (3 of 20)	#6	17%	21% (b)(3)	#4	22%

Footnote: 2



# Analytic Objectivity & Process Survey: Analysts' Perceptions of Managements' Protection of Objectivity

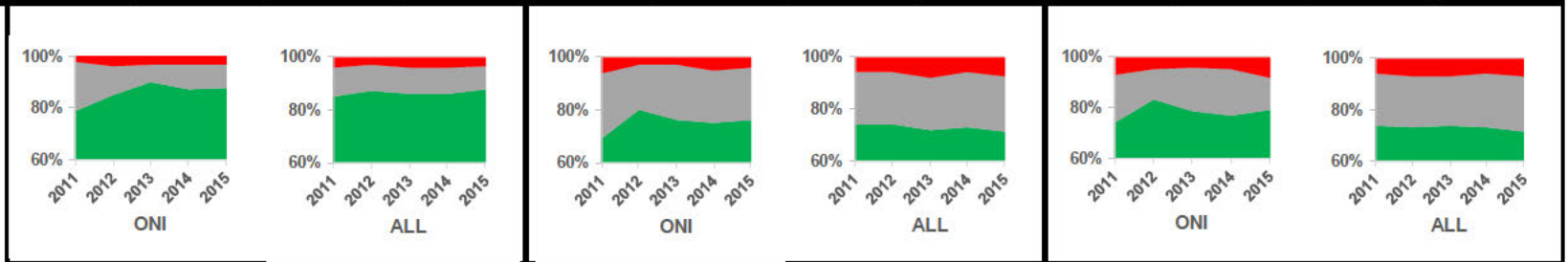
How would you rate the management of [YOUR EMPLOYMENT UNIT, YOUR IC ELEMENT, the ODNI] in terms of protecting analytic products from deliberate distortion?

**IMMEDIATE SUP.**

**ELEMENT SR. MGMT**

**ODNI**

	ONI		All		ONI		All		ONI		All	
	2015	2011 - 2015 Average	2015	2011 - 2015 Average	2015	2011 - 2015 Average	2015	2011 - 2015 Average	2015	2011 - 2015 Average	2015	2011 - 2015 Average
<b>Satisfactory</b>	88%	86%	87%	86%	76%	75%	72%	73%	79%	79%	71%	73%
<b>Mixed Performance</b>	9%	11%	9%	10%	20%	21%	21%	20%	13%	16%	22%	20%
<b>Unsatisfactory</b>	3%	3%	3%	4%	4%	4%	7%	7%	8%	6%	7%	7%
<b>Margin of Error (+/-)</b>	8%	-	2%	-	8%	-	2%	-	11%	-	3%	-



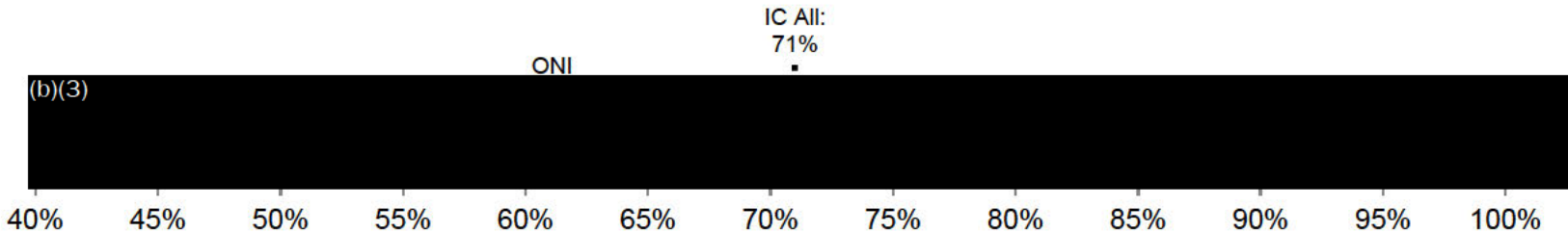
- Unsatisfactory
- A mixed performance
- Satisfactory



# Analytic Objectivity & Process Survey: Analytic Collaboration

Percent indicating "Daily" or "Weekly"	ONI			All		
	2015	2011 – 2015 Average	5yr Trend	2015	2011 – 2015 Average	5yr Trend
How often do you interact for analytic purposes with intelligence professionals <b>outside of your immediate employment unit but within your IC element?</b>	<b>63%</b> (87 of 139)  MOE : +/- 8%	<b>66%</b>		<b>71%</b> (b)(3)  MOE : +/- 2%	<b>67%</b>	

The figure below represents the percentage of analysts answering *daily* or *weekly* to the question above in 18 different IC elements.





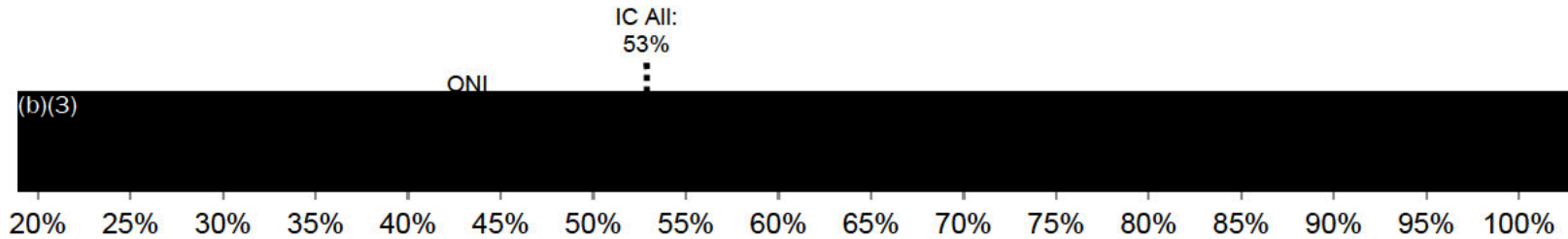


# Analytic Objectivity & Process Survey:

## Analytic Collaboration

Percent indicating "Daily" or "Weekly"	ONI			All		
	2015	2011 – 2015 Average	5yr Trend	2015	2011 – 2015 Average	5yr Trend
How often do you interact for analytic purposes with intelligence professionals <b>outside of your IC element but within the IC?</b>	<b>45%</b> (63 of 139)  MOE : +/- 8%	<b>49%</b>		<b>53%</b> (b)(3)  MOE : +/- 2%	<b>49%</b>	

The figure below represents the percentage of analysts answering *daily* or *weekly* to the question above in 18 different IC elements.

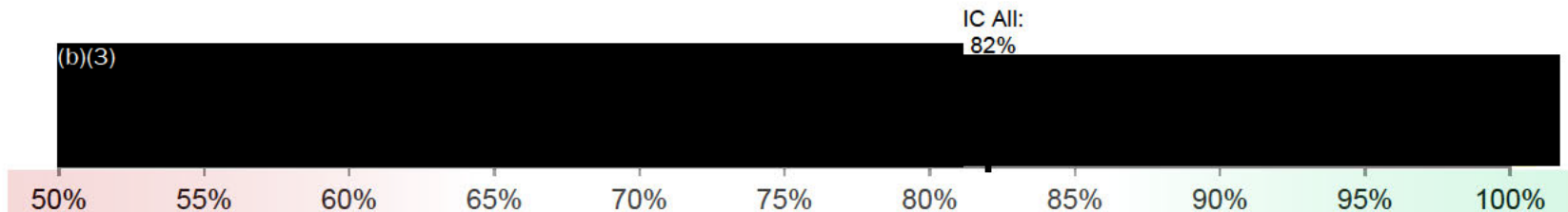




# Analytic Objectivity & Process Survey: Analysis of Alternatives

Percent indicating "Yes"	ONI			All		
	2015	2011 – 2015 Average	5yr Trend	2015	2011 – 2015 Average	5yr Trend
When making judgments is the <b>consideration of alternatives</b> (aka analysis of alternatives) a routine part of your workflow process?	<b>92%</b> (111 of 121)  MOE : +/- 9%	<b>83%</b>		<b>82%</b> (b)(3)  MOE : +/- 2%	<b>70%</b>	

The figure below represents the percentage of analysts answering Yes to the question above in 18 different IC elements. Among the 18 elements the ONI ranks 2nd.

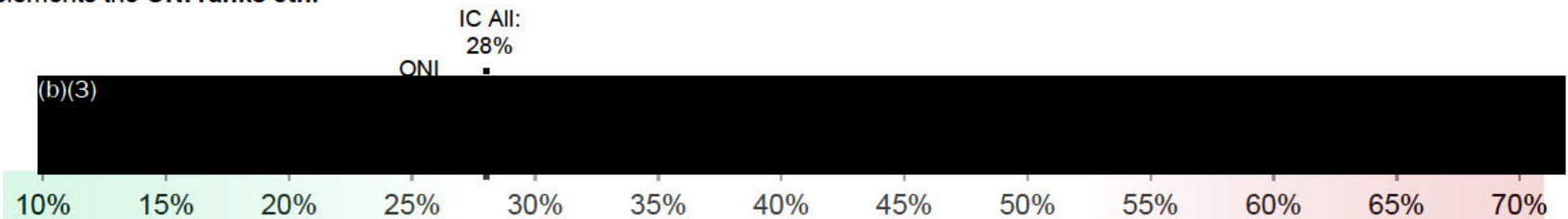




# Analytic Objectivity & Process Survey: Access to Information

Percent indicating "Daily" or "Weekly" or "Yes" (Survey Years 2011 - 2013)	ONI			All		
	2015	2011 - 2015 Average	5yr Trend	2015	2011 - 2015 Average	5yr Trend
How often do you have <b>difficulty obtaining access</b> to intelligence reports and/or finished analytic products needed to support your analytic work?	<b>27%</b> (33 of 124)  MOE : +/- 8%	<b>29%</b>		<b>28%</b> (b)(3)  MOE : +/- 2%	<b>30%</b>	

The figure below represents the percentage of analysts answering *daily* or *weekly* to the question above in 18 different IC elements. Among the 18 elements the **ONI ranks 8th**.







Note—  
Prior to 2014, respondents were asked "Do you have difficulty in obtaining access to intelligence reports and/or finished analytic products needed to support your analytic work?" and were given response options of "Yes" or "No." Responses of "Yes" in 2010-2013 and responses of "Daily" and "Weekly" in 2014 were used in 2014 to produce the chart above.



# Analytic Objectivity & Process Survey:

## Keys

A:

	ONI
	IC Element result with MOE < +/- 10%
	IC Element result with MOE ≥ +/- 10%
	95% Confidence Interval

## Footnotes

Margins of error (MOE) were estimated using a 95% confidence level. Organization population size was estimated from input provided by NIAB membership in response to an April 2013 AIS data call. All MOE calculations were rounded up to the next whole number.

**1:** MOE +/-2% for All, +/-8% for ONI

**2:** Results include only respondents indicating that someone attempted to distort or suppress analysis on which they were working in defiance of persuasive evidence during the past year; MOE +/-2% for All, +/- 20% for ONI



# Analytic Consumer Interview Program (ACIP): Overview of FY15 Program and Results

**Background:** AIS interviewed (b)(3) consumers from NSC, DOC, DOD, DOE, DHS, DOJ, ONDCP, State, USAID, and Treasury between March and October 2015. Additionally, AIS staff met with NIMs related to each focus area to create tailored questions in order to collect feedback and provide insight on select targets and goals of interest to the NIMs.

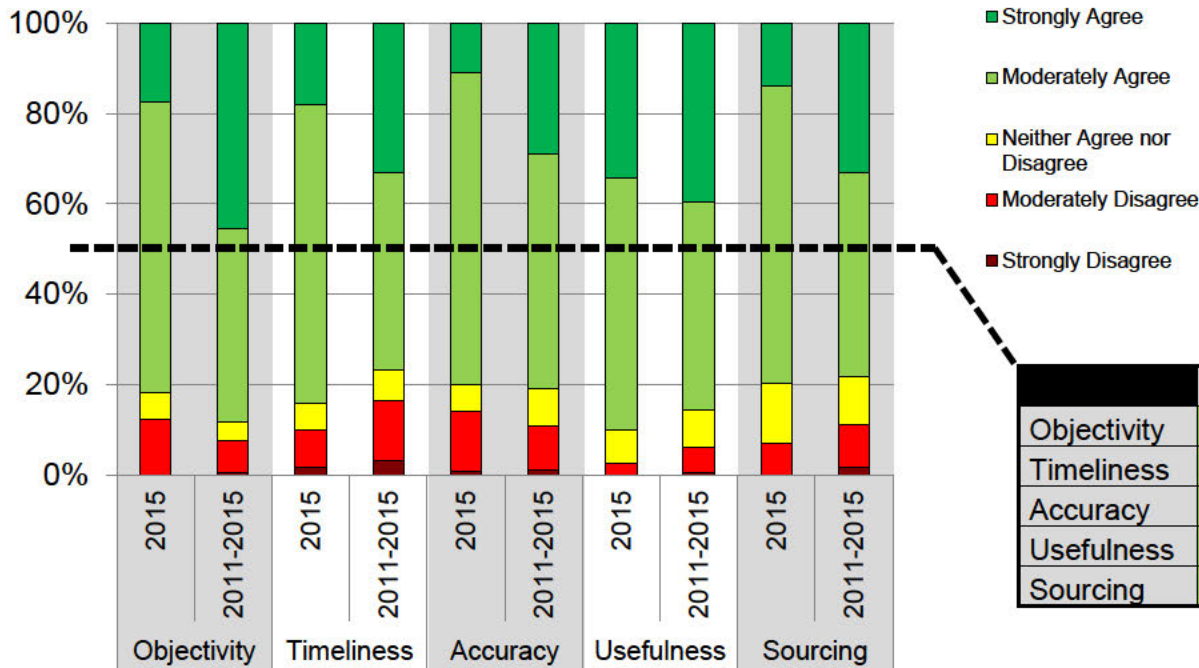
**Key Findings:** Interviewees gave the IC high marks for the objectivity, timeliness, accuracy, usefulness, and sourcing of finished analytic products.

- Results in 2015 were comparable to the aggregate ratings from 2011-2015 for objectivity, timeliness, accuracy, usefulness, and sourcing.
- Consumers were most satisfied with usefulness and least satisfied with sourcing.
- 2015 focus areas – (b)(1), (b)(3)  
(b)(1), (b)(3)
- 15% indicated routinely receiving ONI products (consumers primarily from DOD, Office of Naval Research, and DOE).



# Analytic Consumer Interview Program: Quality of IC-Wide Analytic Products & Support

2015 interviewees provided median ratings comparable to aggregate 2011-2015 scores for the topics of Objectivity, Timeliness, Accuracy, Usefulness, and Sourcing.



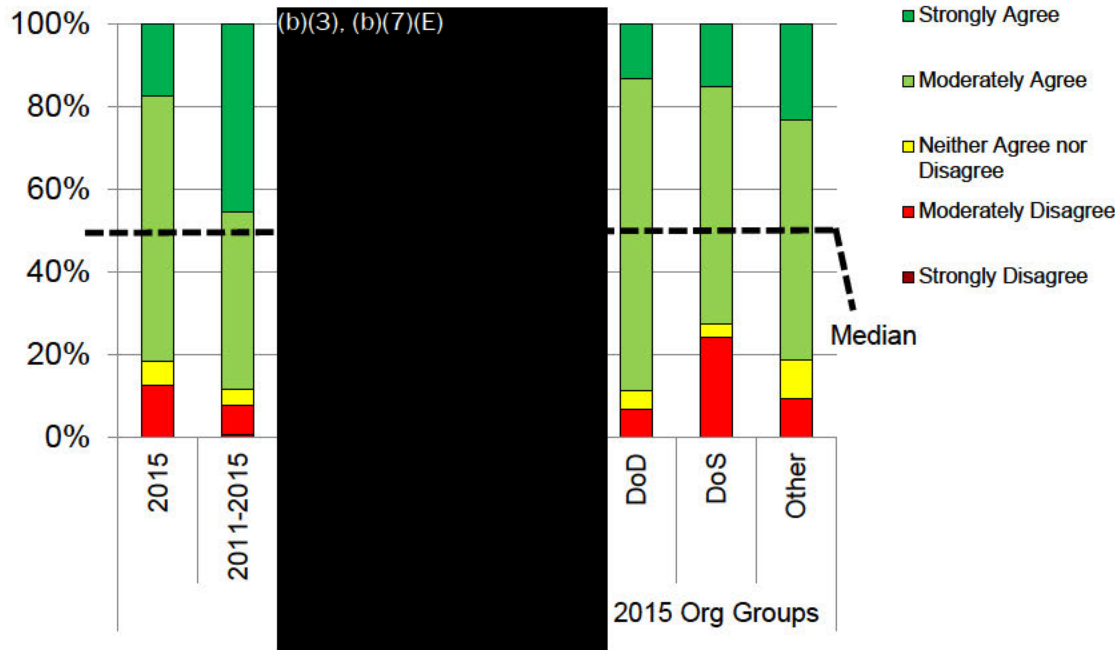
*Ratings for 2015 continue to show the trend of overall satisfaction.*

	2015 Median	2011-2015 Median	Δ
Objectivity	Moderately Agree	Moderately Agree	=
Timeliness	Moderately Agree	Moderately Agree	=
Accuracy	Moderately Agree	Moderately Agree	=
Usefulness	Moderately Agree	Moderately Agree	=
Sourcing	Moderately Agree	Moderately Agree	=



# Analytic Consumer Interview Program: Consumer Ratings on the Objectivity of IC Products

2015 interviewees ratings on the Objectivity of IC products varied the most across focus areas and organizational groups.

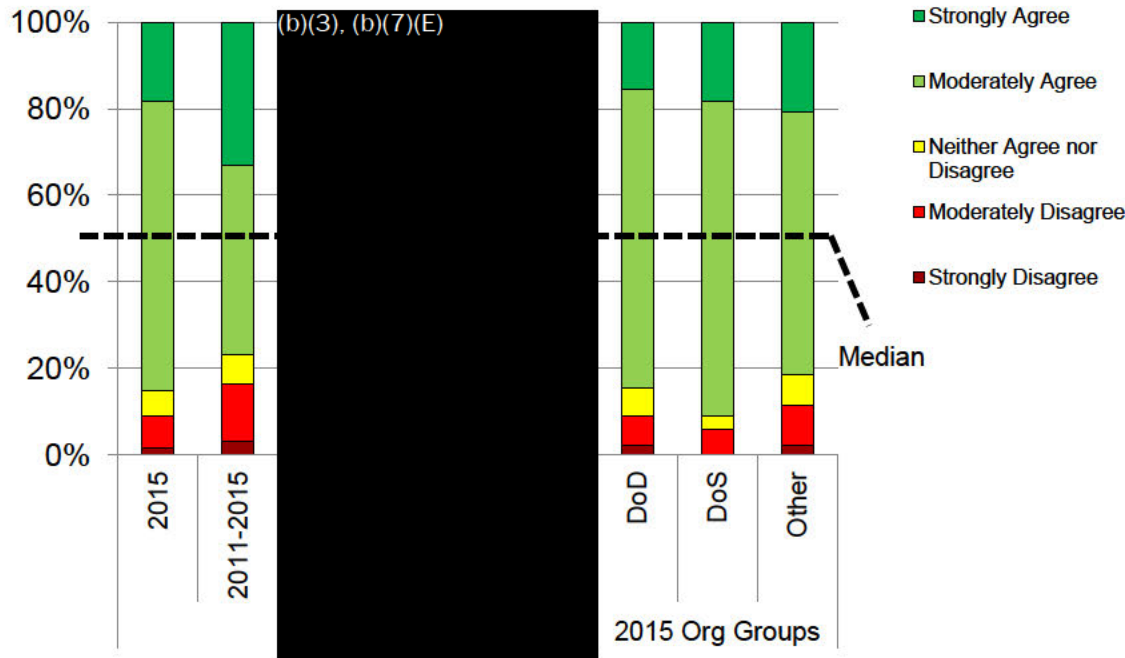


- (b)(3), (b)(7)(E) consumers gave higher ratings for Objectivity than other focus areas, while State consumers were the most critical.
- Analytic judgements are not biased by outside actors/politics. Perceived biases are attributed to differences in agency perspectives/agendas (63%).
- IC is considered to be objective, but utilized/tasked by policymakers. IC is frequently pulled into policy/political issues (16%).



# Analytic Consumer Interview Program: Consumer Ratings on the Timeliness of IC Products

2015 interviewees gave high and similar ratings across all focus areas and organizational groups on the Timeliness of the IC products they have received.



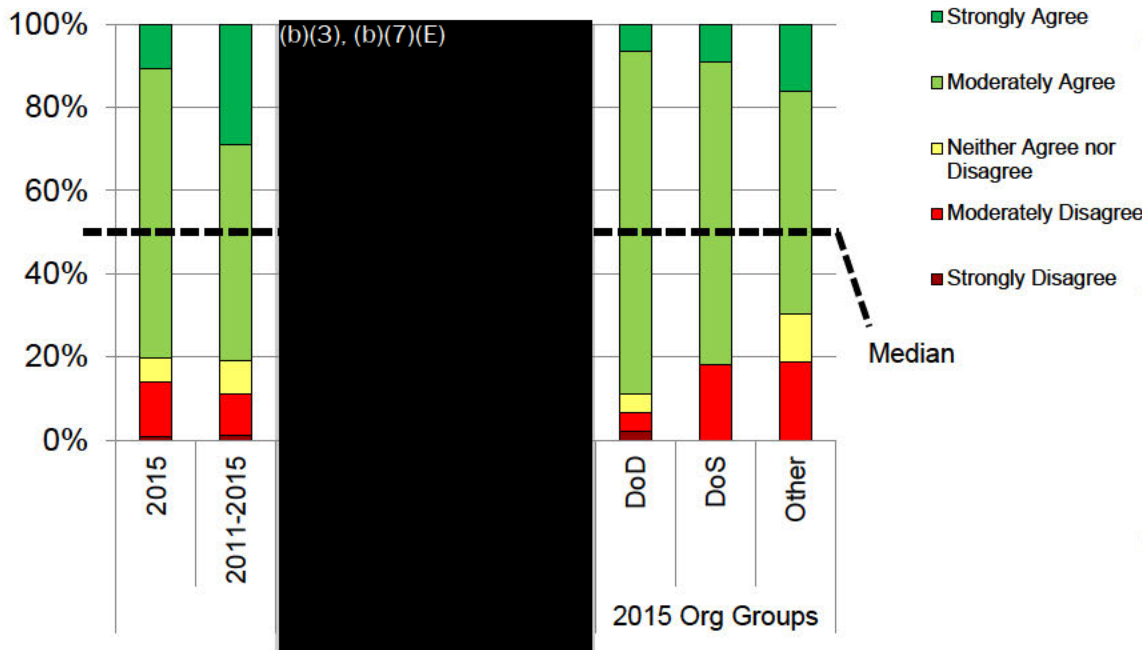
- (b)(3), (b)(7)(E) consumers gave the highest ratings among this year's focus areas, while State consumers saw IC products to be more timely than other organizational groups.
- Information provided in IC analytic products is often OBE, and policymakers cannot wait for finished analysis (36%).
- Understandable that finished analytic products require time; there are limits to reporting (27%).





# Analytic Consumer Interview Program: Consumer Ratings on the Accuracy of IC Products

2015 interviewees gave mixed ratings on the Accuracy of IC products across focus areas and organizational groups.

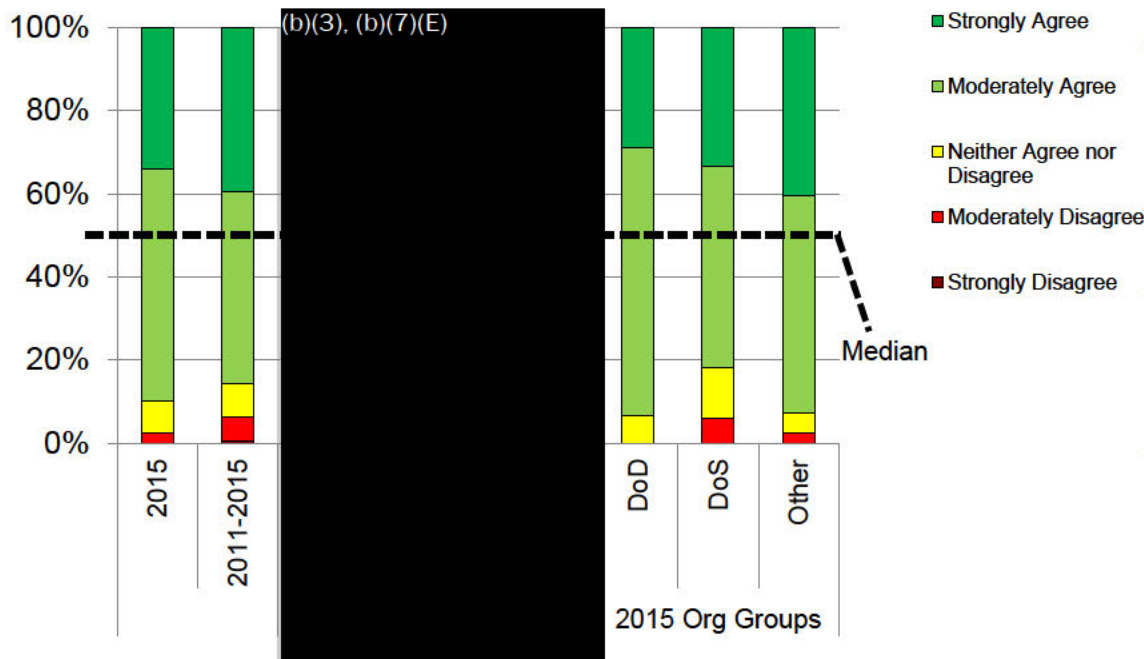


- (b)(3), (b)(7)(E) consumers provided the highest ratings on accuracy, while DOD consumers rated IC products' accuracy higher than other organizational groups.
- Interviewees were able to distinguish between raw reporting and analytic judgments, but were not always able to understand the rationale behind analytic confidence statements (56%).
- IC seen as an honest broker; interviewees confident in the analysis (23%).



# Analytic Consumer Interview Program: Consumer Ratings on the Usefulness of IC Products

2015 interviewees gave the highest ratings to the Usefulness of IC products across the five topic areas.

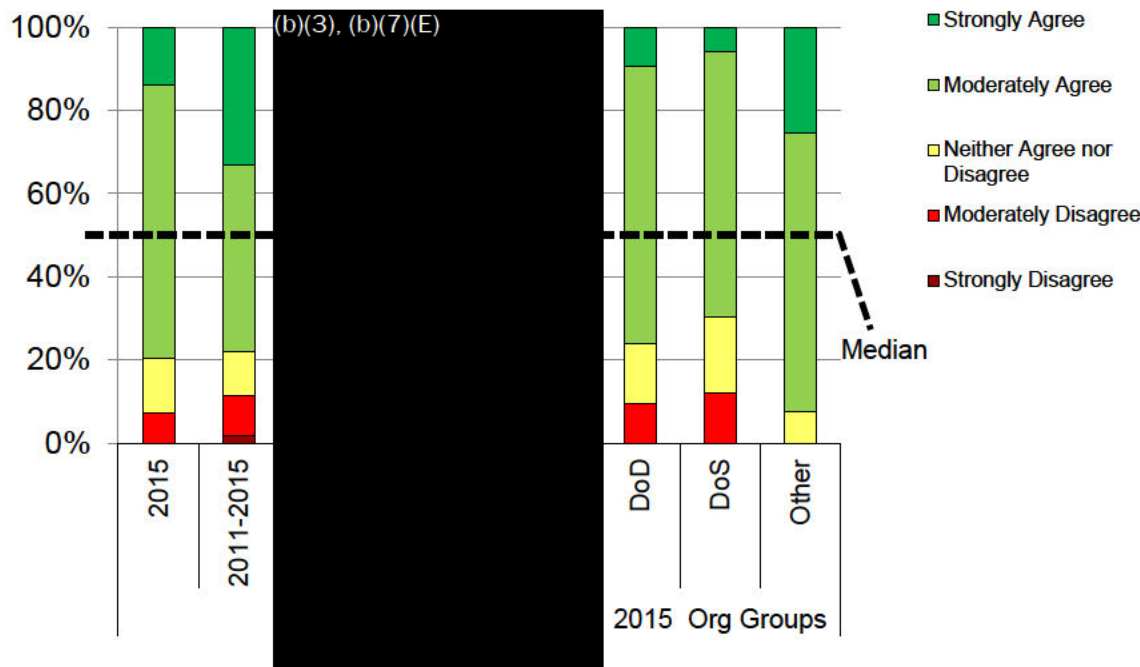


- (b)(3), (b)(7)(E) consumers provided higher usefulness ratings than other focus areas, while DOD consumers saw IC products to be more useful than other organization groups.
- Intelligence products are considered essential for work; provide mission critical support (66%).
- IC products are not crucial, but do provide context and/or flesh out topics/issue areas (31%).



# Analytic Consumer Interview Program: Consumer Ratings on the Sourcing of IC Products

2015 interviewees tended to give the lowest ratings to the Sourcing of IC products among the five topic areas.



- Across all groups, 2015 interviewees tended to provide moderate-to-positive ratings, with consumers from (b)(3), (b)(7)(E) and other organizations avoiding, altogether, to give strongly negative ratings.
- IC does provide enough source information; trust that the IC is providing good sources (35%).
- Analysts often do not explain the rationale behind their source choices and/or the confidence levels they ascribe to sources (35%).



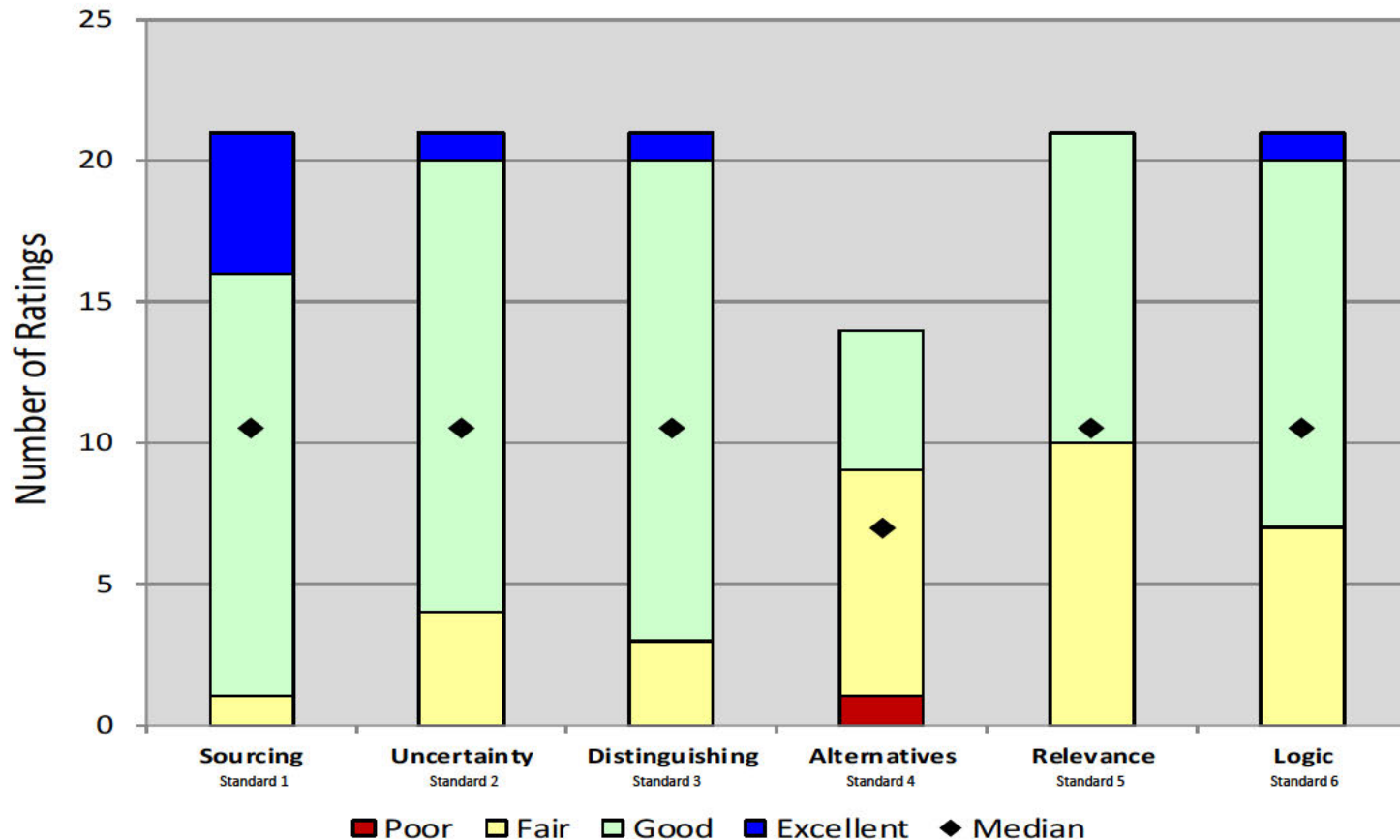
# Backup Slides



# ONI: Distribution of Ratings

FY 16 Products Evaluated as of 30 June 2016

## Evaluation Ratings by Standard

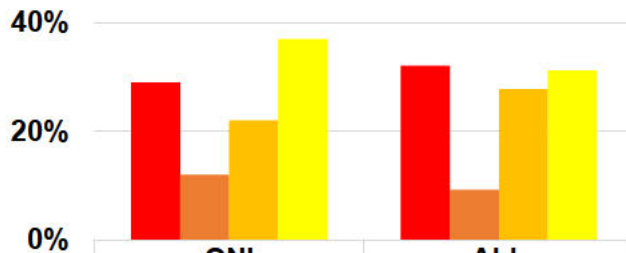




# Analytic Objectivity & Process Survey: Analysts' Perceptions of Attempted Distortion

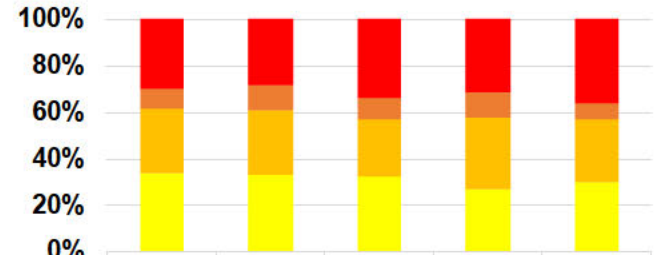
**How many attempts** were there to distort or suppress your analysis?

**2011 - 2015 Average: ONI & ALL**



	ONI	ALL
More than three times	29%	32%
Three times	12%	9%
Twice	22%	28%
Once	37%	31%

**ALL**



	2011	2012	2013	2014	2015
More than three times	30%	28%	34%	32%	36%
Three times	8%	11%	9%	11%	7%
Twice	28%	28%	25%	31%	27%
Once	34%	33%	32%	27%	30%

Over the last five years, respondents from ONI were more likely to experience **only one** incident of distortion or suppression as compared to all respondents IC wide.

The percentage of respondents IC-wide who experienced **only one** incident of distortion or suppression has **decreased** four of the past 5 years.

Footnote: 2



# Analytic Objectivity & Process Survey: Analysts' Perceptions of Attempted Distortion

During the past year, has anyone **attempted to distort or suppress analysis** on which you were working in the face of persuasive evidence?

<b>Work Role</b>	<b>Analysts</b>	90% (18 of 20)
	<b>Managers</b>	10% (2 of 20)
<b>Tenure in the IC</b>	<b>0-5 years</b>	20% (4 of 20)
	<b>6-10 years</b>	35% (7 of 20)
	<b>10+ years</b>	45% (9 of 20)

Key: A



# Analytic Objectivity & Process Survey:

## Analysts' Perceptions of Managements' Protection of Objectivity

How would you rate the management of [YOUR EMPLOYMENT UNIT, YOUR IC ELEMENT, the ODNI] in terms of protecting analytic products from deliberate distortion?

	Immediate Sup.		Sr. Element Mgmt.		ODNI	
	Analysts	Managers	Analysts	Managers	Analysts	Managers
<b>Satisfactory</b>	88%	94%	74%	89%	77%	92%
<b>Mixed performance</b>	9%	6%	22%	6%	16%	0%
<b>Unsatisfactory</b>	4%	0%	4%	6%	8%	8%

- Unsatisfactory
- A mixed performance
- Satisfactory





# Analytic Objectivity & Process Survey:

## Analytic Collaboration

How often do you interact for analytic purposes with intelligence professionals outside of your immediate employment unit but within your IC element?

Work Role	Analysts	66% (78 of 119)
	Managers	45% (9 of 20)
Tenure in the IC	0-5 years	66% (25 of 37)
	6-10 years	61% (17 of 28)
	10+ years	62% (45 of 73)

How often do you interact for analytic purposes with intelligence professionals outside of your IC element but within the IC?

Work Role	Analysts	47% (55 of 118)
	Managers	38% (8 of 20)
Tenure in the IC	0-5 years	47% (18 of 38)
	6-10 years	41% (12 of 29)
	10+ years	46% (33 of 72)



# Analytic Objectivity & Process Survey: Analysis of Alternatives & Access to Information

When making judgments is the **consideration of alternatives** (aka analysis of alternatives) a routine part of your workflow process?

Work Role	Analysts	92% (100 of 109)
	Managers	92% (11 of 12)
Tenure in the IC	0-5 years	88% (29 of 33)
	6-10 years	92% (24 of 26)
	10+ years	94% (58 of 62)

How often do you have **difficulty obtaining access** to intelligence reports and/or finished analytic products needed to support your analytic work?

Work Role	Analysts	23% (25 of 108)
	Managers	50% (8 of 16)
Tenure in the IC	0-5 years	34% (11 of 32)
	6-10 years	41% (11 of 27)
	10+ years	17% (19 of 65)

OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE



# (U) Analytic Integrity and Standards Evaluation Program:

## Key Results from 2017 (ONI & IC)

L E A D I N G I N T E L L I G E N C E I N T E G R A T I O N

Analytic Integrity and Standards  
Office of the Deputy Director of  
National Intelligence for Intelligence Integration

August 01, 2018

20-cv-02020 (DF-2020-00235) 000023

(b)(3)



# (U//~~FOUO~~) Rationale for DDNI//II Evaluation Efforts

(U//~~FOUO~~) ODNI's Analytic Integrity & Standards (AIS) group "shall perform, on a regular basis, detailed reviews of finished intelligence product or other analytic products" (IRTPA Section 1019)

(U//~~FOUO~~) Evaluation criteria: Intelligence Community Directive (ICD) 203 – Analytic Standards

- A. Objectivity
- B. Independent of Political Considerations
- C. Timeliness
- D. Based on All Available Sources of Intelligence
- E. Exhibits Proper Standards of Analytic Tradecraft
  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
  9. Incorporates effective visual information where appropriate (*FY 2016 – First year rated*)

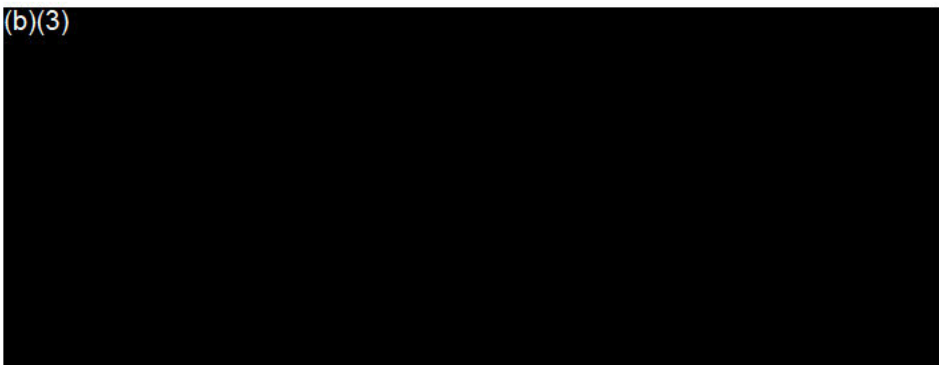
(U//~~FOUO~~) The AIS evaluation process and this briefing results from:

- Product evaluations
- Analyst survey
- Consumer interviews



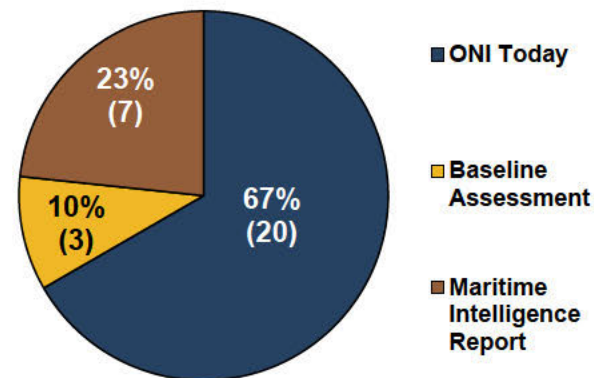
# (U//~~FOUO~~) Distribution of ONI Product Evaluations

(U//~~FOUO~~) FY 2017 product titles most often contained the terms:

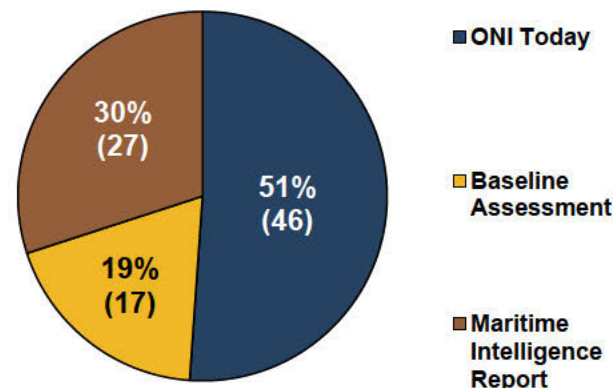


(U//~~FOUO~~) FY 2017 Product Lines

Production Dates: 06OCT16 – 30DEC16



(U//~~FOUO~~) FY 2015-17 Product Lines



Charts are classified U//~~FOUO~~

20-cv-02020 (DF-2020-00235) 000025

Legend	
5+ Mentions	
3-4 Mentions	
2 Mentions	



# (U//~~FOUO~~) ONI: FY 2017 Distribution of Ratings

## (U//~~FOUO~~) Evaluations Summary

(U//~~FOUO~~) 23 “Excellent” and 106 “Good” ratings (69% of all ratings).

(U//~~FOUO~~) 4 “Poor” ratings on four Standards (2% of all ratings).

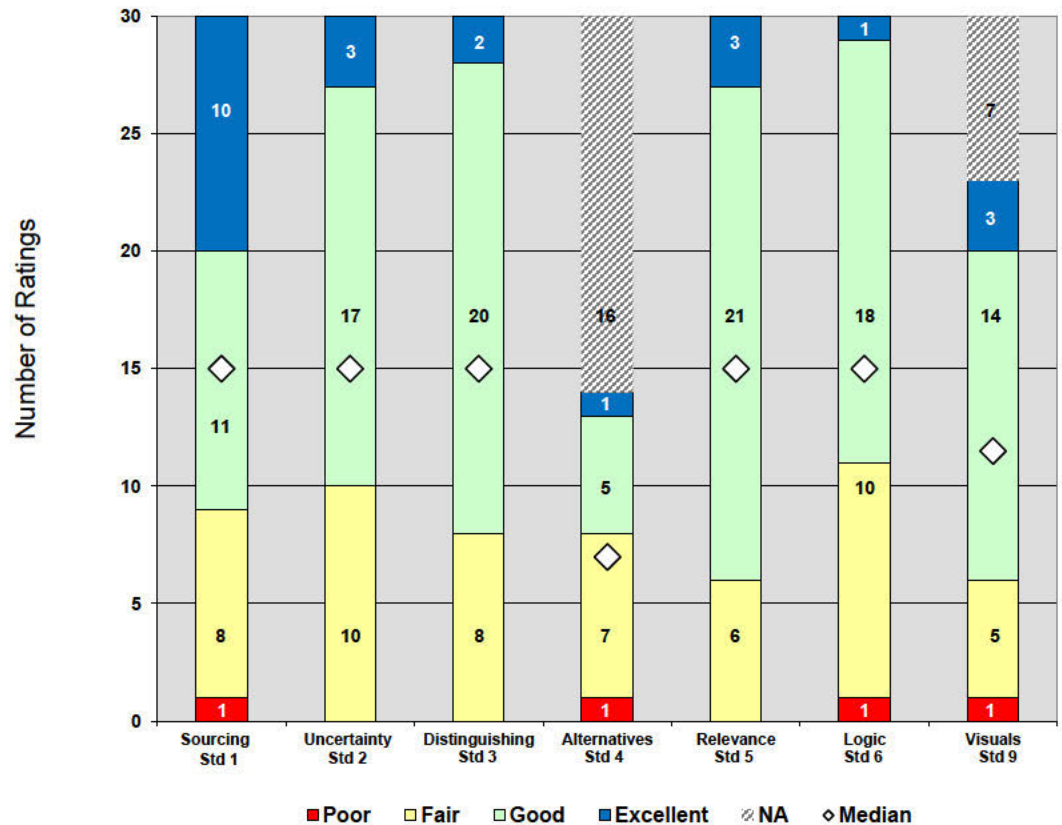
(U//~~FOUO~~) 23 “NA” determinations on *Alternatives* and *Visuals*.

(U//~~FOUO~~) ONI median scores:

- “Good” on six Standards.
- “Fair” on one Standard.

## (U//~~FOUO~~) Evaluation Ratings by Standard

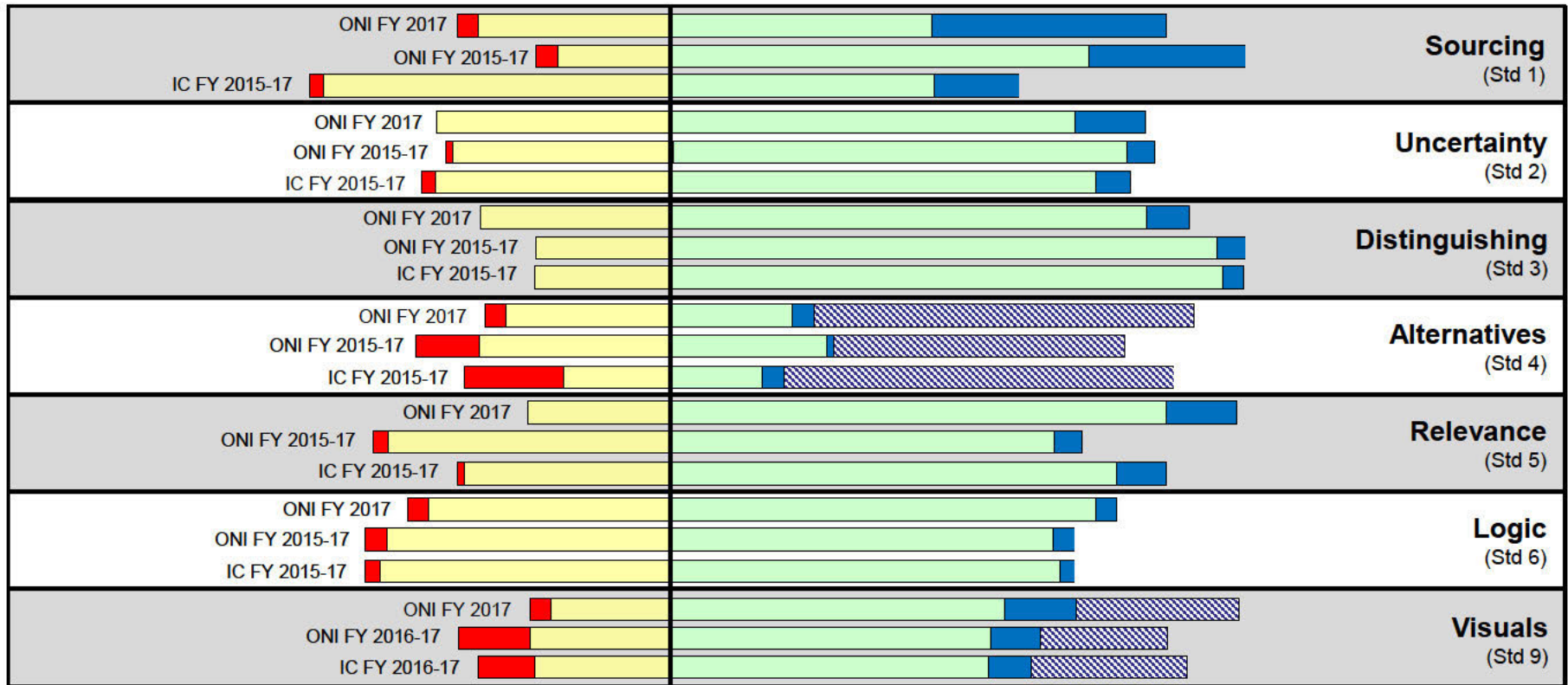
Graph is classified U//~~FOUO~~





# (U//~~FOUO~~) ONI: Rating Comparisons

Most Recent Fiscal Year and 3-Year Cumulative Ratings



■ Poor    
 ■ Fair    
 ■ Good    
 ■ Excellent    
  NA

Chart is classified ~~U//~~FOUO~~~~ (b) (3)

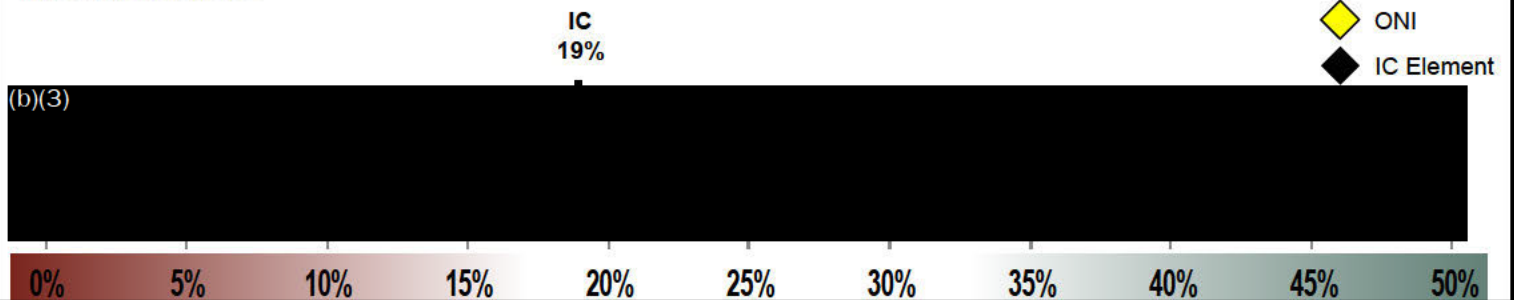


# (U//~~FOUO~~) Product Ratings Analysis

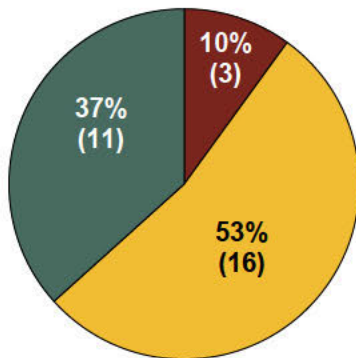
## (U//~~FOUO~~) FY 2015–17 Percentage of Products with All “Good” or “Excellent” Ratings

(U//~~FOUO~~) With 1 being the best and 18 being the worst, ONI is 9<sup>th</sup>.

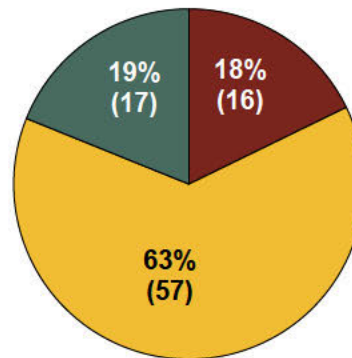
Table is classified U//~~FOUO~~



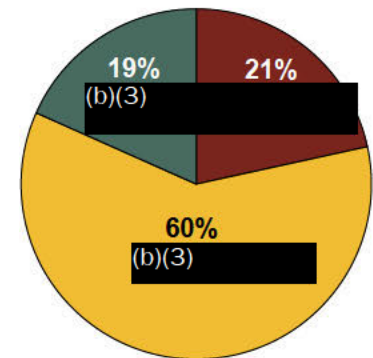
(U//~~FOUO~~) ONI FY 2017



(U//~~FOUO~~) ONI FY 2015–17



(U//~~FOUO~~) IC FY 2015–17



Charts are classified U//~~FOUO~~

■ At least 1 Poor    
 ■ All Fair, Good, or Excellent    
 ■ All Good or Excellent    
 ■ All Excellent (0)





# (U//~~FOUO~~) Tradecraft Summary

ONI FY 2015–17 / IC FY 2015–17

Standard	Percent Good or Excellent		Top Performers
	ONI	IC	
Sourcing (Std 1)	81%	49%	FBI, <b>ONI</b> , TREAS
Distinguishing (Std 3)	81%	81%	FBI, NGA, TREAS
Uncertainty (Std 2)	68%	65%	DHS, NGA, TREAS
Visuals (Std 9) <i>*FY 2016-17</i>	63%	66%	DOE, NASIC, NGA
Relevance (Std 5)	58%	70%	DHS, FBI, NCTC, NIC, TREAS
Logic (Std 6)	57%	57%	NGA, NIC, TREAS
Alternatives (Std 4)	40%	35%	DOE, FBI, NIC, TREAS

Table is classified U//~~FOUO~~

(U) Standards highlighted in yellow will be discussed further in the following slides.

(U) Top Performers cells which contain more than three entries is due to a tie between some of the agencies.



# (U//~~FOUO~~) Area for Improvement: Alternatives (Std 4)

## (U//~~FOUO~~) Performance on Standard

- Products which performed well provided an alternative assessment, discussed its likelihood, and provided the evidence or reasoning supporting it.
- One product did not include an alternative assessment when one was deemed necessary due to the uncertainty expressed in its assessment.
- 92 percent of ONI survey respondents indicated they routinely conduct Analysis of Alternatives (AOA); 77 percent indicated AOA is included in final products.

- **Recommend** (b)(3), (b) (5)



**(U//~~FOUO~~) FY 2017 Statistics**

30 products evaluated for *Alternatives*  
 16 products were determined NA for standard  
**# of Excellent Ratings: 1**  
**# of Good Ratings: 5**  
**# of Fair Ratings: 7**  
**# of Poor Ratings: 1**

---

**Alternatives:** Incorporates analysis of alternatives

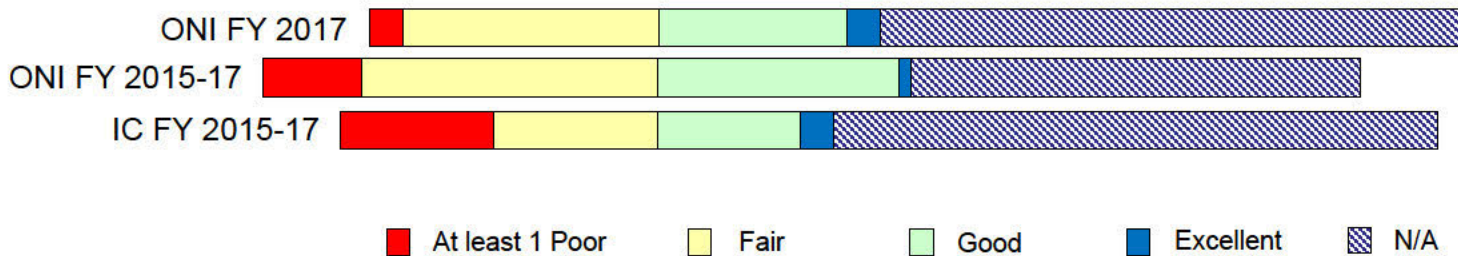


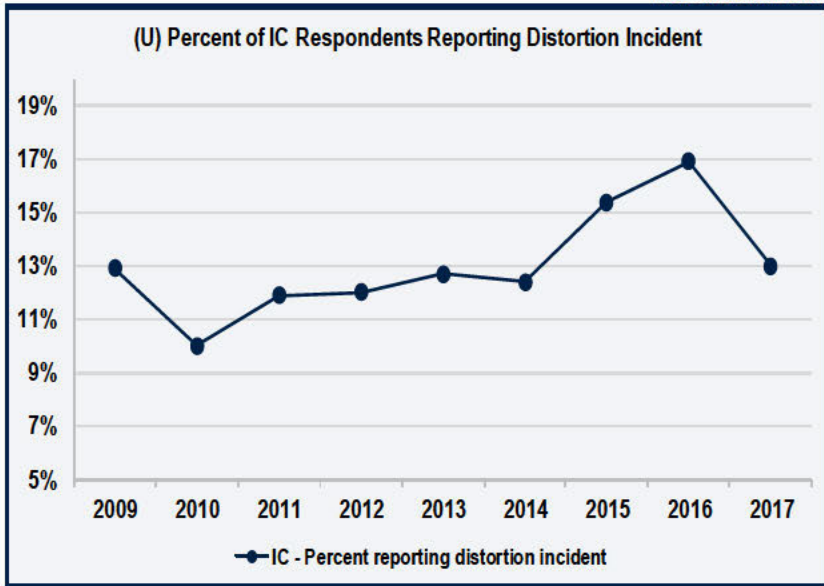
Chart is classified U//~~FOUO~~



# (U) Analytic Objectivity and Process Survey (AOPS)

## (U) Summary of AOPS Objectivity Results

Table is classified U//~~FOUO~~



(U//~~FOUO~~) Distortion rate **declined in FY 2017** following upward trend observed between FY 2014 – 16.

(U//~~FOUO~~) **Survey participation declining.**

Table is classified U//~~FOUO~~

	ONI	IC
Distortion Rate	10%	13%
Organizational Hindrance Rate	15%	19%
Organizational Mitigation Effort	62%	73%
Senior Mgmt Support	85%	76%
First-line Mgmt Support	90%	90%

(U//~~FOUO~~) ONI – **138** respondents.

(U//~~FOUO~~) FY 2017 response rate increased significantly from FY 2016.

(U//~~FOUO~~) ONI's distortion rate has decreased since FY 2015.

(U) Notes:

1. (U//~~FOUO~~) Overall margin of error (MOE) +/- 2% for the IC and +/- 8% for ONI.

2. (U//~~FOUO~~) MOEs were estimated using a 95% confidence level. ONI population size was estimated at (D) from input in response to ODNI's FY17 Human Capital Data Call. All MOE calculations were rounded up to the next whole number.



## (U) Description of Objectivity Concerns

### ONI



#### Politicization/Self-politicization

- Assessments modified/removed to avoid upsetting policy makers.
- Pressure to downplay drug trafficking in particular regions for fear of affecting state to state relations.

#### Bureaucratic Interference

- Management dictating analytic line.
- Analysis misrepresented to tell positive narrative.

#### Coordination

- External battles with other agencies over narcotics topics.

### IC



#### Politicization/Self-politicization

- External pressures from political discourse.
- Narrow policy-focused taskings.
- Risk-averse management.

#### Bureaucratic Interference

- Top-down direction for production.
- Analytic/Institutional mindsets.
- Edits without dialogue.
- Deference towards operational equities.

#### Coordination

- Holding products “hostage” to control disseminated analytic lines.
- “*Lanes in the Road.*”



# (U) IC Analytic Objectivity and Process Survey

(U//~~FOUO~~) ONI reports ability to access information comparable to the IC.

**64 percent** reported at least **occasional** access challenges. IC reports **60 percent**.

- |  |  |  |
|--|--|--|
| <ul style="list-style-type: none"> <li>• Sharing Problems</li> <li>• Technical Difficulties</li> <li>• Compartmentation</li> </ul> |  | <ul style="list-style-type: none"> <li>• Complicates coordination.</li> <li>• Impedes analysis.</li> <li>• Introduces bias towards sensitive reporting.</li> </ul> |
|--|--|--|

(U//~~FOUO~~) ONI reports higher rate of same or improved coordination than the IC.

**88 percent**  
Same or Improved  
Coordination  
*IC – 83 percent*

- Increased technological platforms.
- Organizational encouragement.
- IC positions on PDB Staff.
- Imperative of data overload.

**12 percent**  
Harder  
Coordination  
*IC – 17 percent*

- Pressure to modify analysis.
- Too many products to coordinate.
- POC challenges.
- Guidelines unclear and ignored.

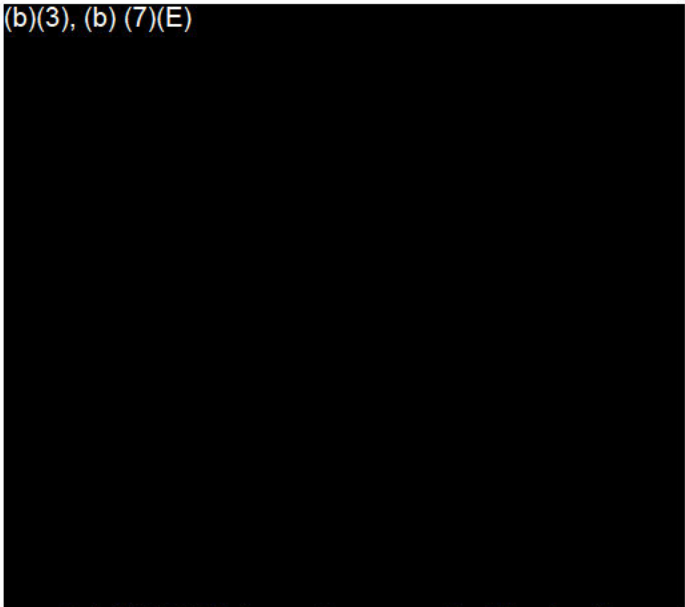
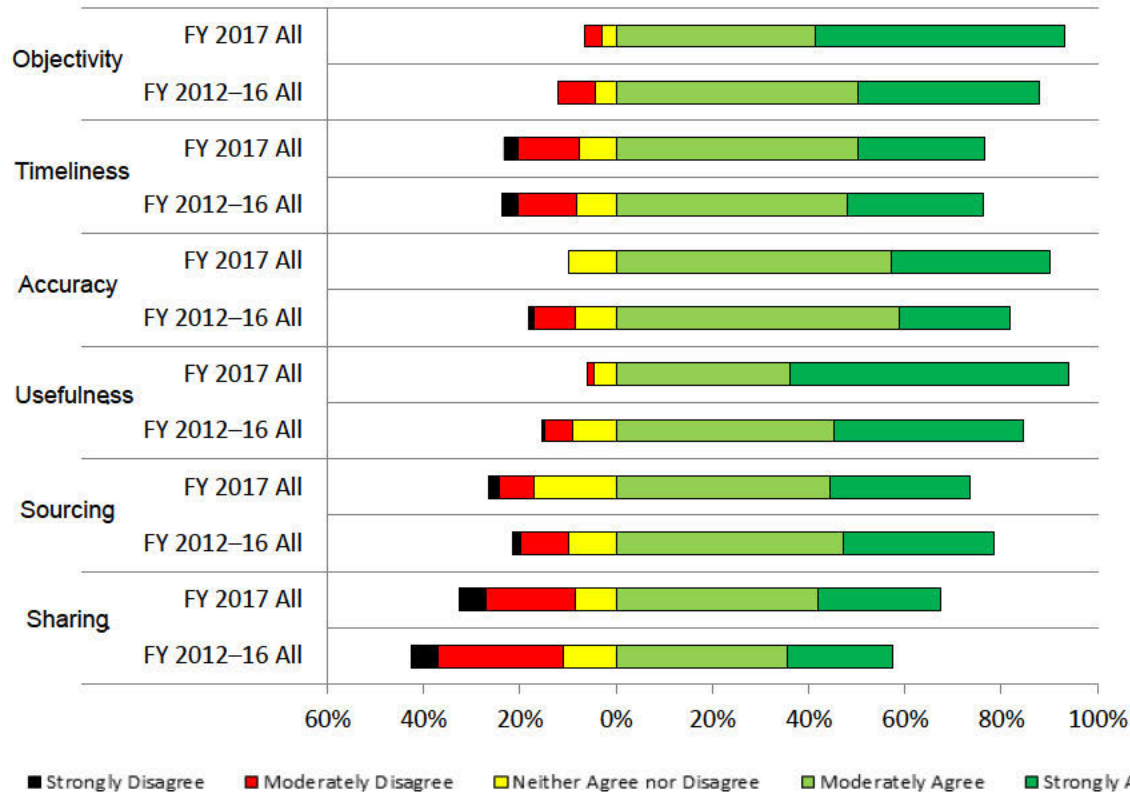
(U) Notes:

1. (U//~~FOUO~~) Overall margin of error (MOE) +/- 2% for the IC and +/- 8% for ONI.



# (U) Analytic Consumer Interview Program (ACIP)

(U//~~FOUO~~) **Background:** AIS interviewed (b)(3) senior consumers from NSC, DOD, State, ATF, CBP, FBI, Commerce, Treasury, Labor, and USTR to collect consumer perspectives on analytic integrity issues.



- 24 FY 2017 customers indicated routinely receiving ONI products; 22 consumers were DOD while 1 was DHS and 1 was DOS.

Graph is classified U//~~FOUO~~



OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE

# **(U) Analytic Integrity and Standards Evaluation Program:** Key Results for ONI from FY 2018

**Analytic Integrity and Standards  
Office of the Deputy Director of  
National Intelligence for Mission Integration**

**April 23, 2019**

# (U//~~FOUO~~) Rationale for ODNI Evaluation Efforts

(U//~~FOUO~~) ODNI's Analytic Integrity and Standards (AIS) group "shall perform, on a regular basis, detailed reviews of finished intelligence product or other analytic products" (IRTPA Section 1019)

(U//~~FOUO~~) Evaluation criteria: Intelligence Community Directive (ICD) 203 – Analytic Standards

- A. Objectivity
- B. Independent of Political Considerations
- C. Timeliness
- D. Based on All Available Sources of Intelligence
- E. Exhibits Proper Standards of Analytic Tradecraft
  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
  9. Incorporates effective visual information where appropriate (*FY 2016 – First year rated*)

(U//~~FOUO~~) The AIS evaluation process and this briefing result from:

- Analyst survey
- Consumer interviews
- Product evaluations and studies



# (U) Analytic Objectivity and Process Survey (AOPS)

(b)(3)

(S//NF) In FY 2018, AIS surveyed nearly [redacted] analysts, with 111 coming from ONI.

## (U//FOUO) Perceived Distortion or Suppression of Analysis in the Face of Persuasive Evidence

### (U) Percent Reporting Distortion Incidents

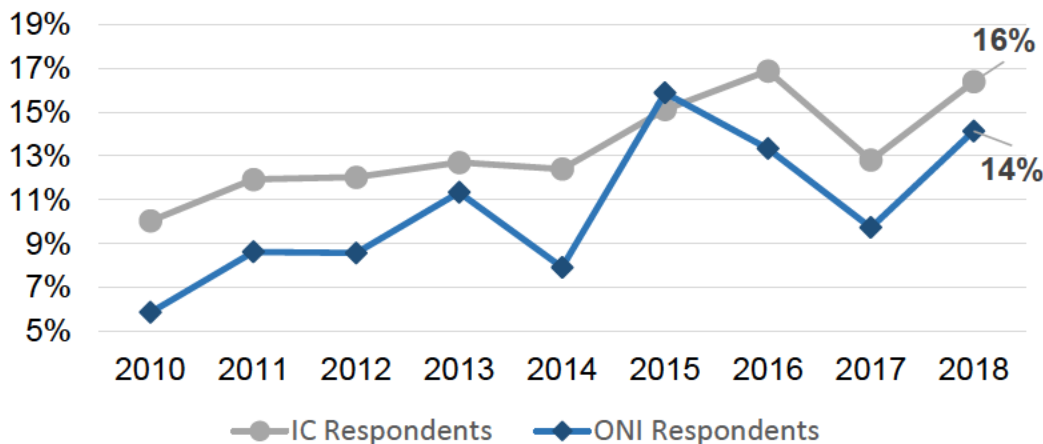


Chart is classified U//FOUO

### (U//FOUO) FY 2018 ONI Frequency of Distortion

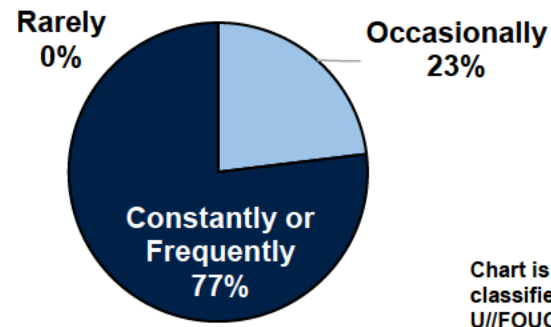


Chart is classified U//FOUO

(U//FOUO) ONI respondents who say they experience frequent distortion (77%) far exceeds the IC-wide average (33%).

## (U) Organizational Hindrances to Objectivity

### Percent Reporting

ONI 28% ↑

IC 29% ↑

Table is classified U//FOUO

## (U) Analytic Ombudsman

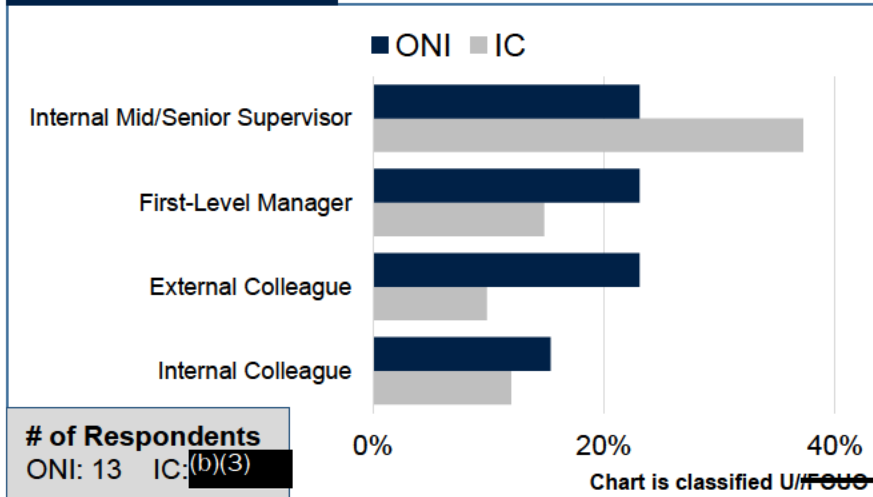
(U//FOUO) 44% of ONI respondents know they have an analytic ombudsman. This is on par with the IC-wide average (45%).

(U) Notes:

- (S//NF) Overall margin of error (MOE) +/- 2% for the IC and +/- 9% for ONI.

# (U) Sources and Motives of Distortion/Suppression

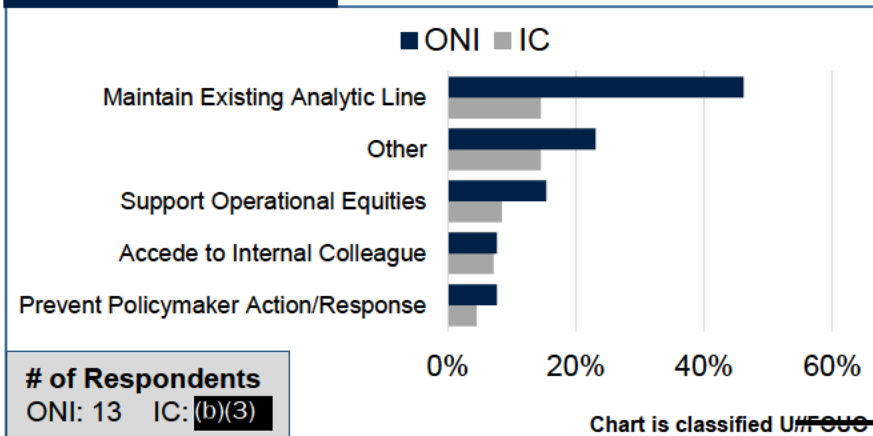
## (U) Top Sources



## (U//~~FOUO~~) ONI Respondent Comments

- Pressure to maintain analytic line
- Management concerned with policy over objectivity
- DOD senior intervened to suppress assessment
- Disagreement on threshold
- Peer suppressing analysis
- Inconsistent application of tradecraft standards
- Non-SME reviewers water down analysis
- Information compartmentation challenges

## (U) Top Motives

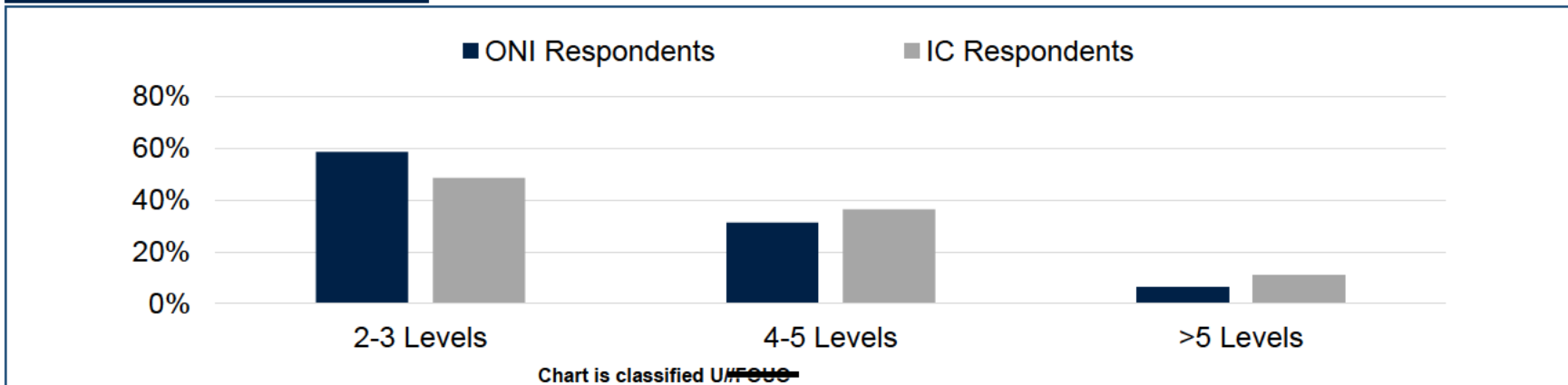


## (U//~~FOUO~~) Respondents' recommendations

- Streamline/standardize production tool
- Decrease layers of review
- Increase tolerance for new assessments differing from IC line
- Reconsider mandate that all products adhere to AIS

# (U) Editing and Feedback

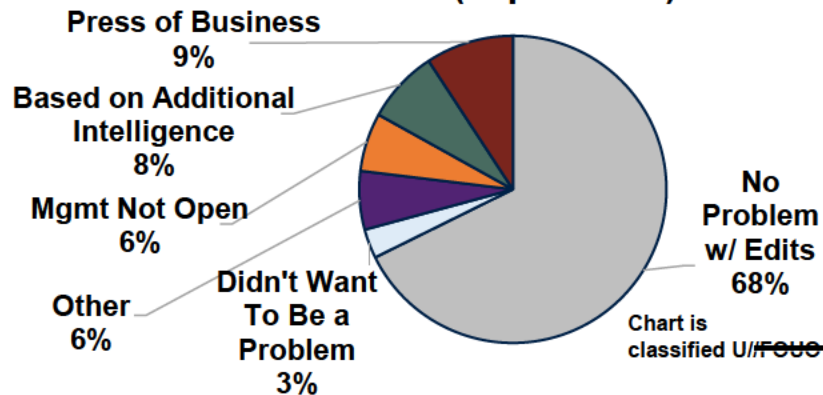
## (U) Levels of Review



## (U) Reviewer Feedback

- (U//FOUO) Most ONI respondents received feedback both in person and virtually (73%), consistent with IC results.
- (U//FOUO) 9% “frequently” disagreed with or didn’t understand feedback, although 27% “sometimes” did (consistent with IC results).

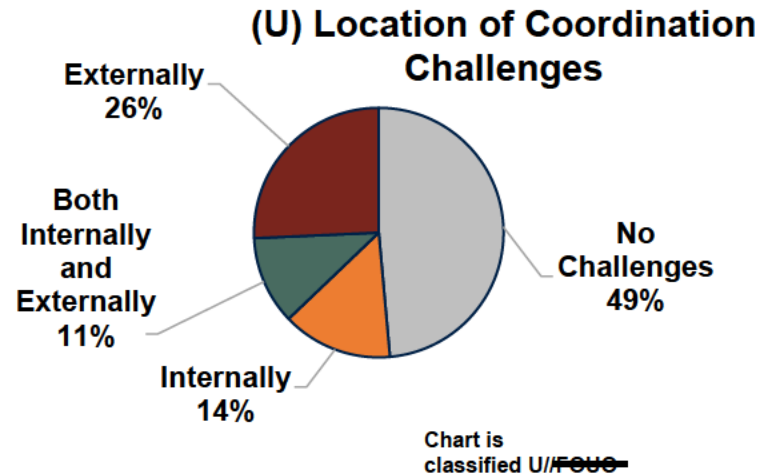
### (U//FOUO) Reasons Major Changes Not Discussed (Top Choice)



# (U) Coordination, Information Access, and Data Science

## (U) Coordination

- (U//~~FOUO~~) 79% of ONI respondents “always” or “very often” coordinate their products, comparable with the IC.
- (U//~~FOUO~~) 51% are aware of the IC Standard on Coordination (ICS 203-01).
- (U//~~FOUO~~) The most frequent coordination challenges:
  - Overlapping “Lanes in the Road”
  - Difficulty Getting Attention Paid to Piece



## (U) Information Access

- (U//~~FOUO~~) 67% reported difficulties accessing intelligence (12% on a daily basis)—consistent with IC responses.

(b)(3)

## (U) Data Science

(U//~~FOUO~~) Have you used data science or data analytics in your intelligence analysis?

	Yes	No	Don't Know
ONI	24%	58%	18%
IC	26%	58%	16%

Table is classified U//~~FOUO~~

# (U//~~FOUO~~) Tradecraft and Analysis of Alternatives

## (U) Application of Tradecraft Standards

- (U//~~FOUO~~) 79% of ONI respondents reported receiving constructive internal feedback on ICD 203 tradecraft standards, which is higher than the IC average (62%).
- (U//~~FOUO~~) 39% had no difficulty applying tradecraft standards, and those that did cited Analysis of Alternatives (Std 4), Visuals (Std 9), and Sourcing (Std 1) as the most difficult to apply.
  - Primary concerns were that applying the standards would make products too convoluted or not timely enough.

## (U) Analysis of Alternatives (AoA)

(U//~~FOUO~~) Percent Who Routinely Conduct AoA

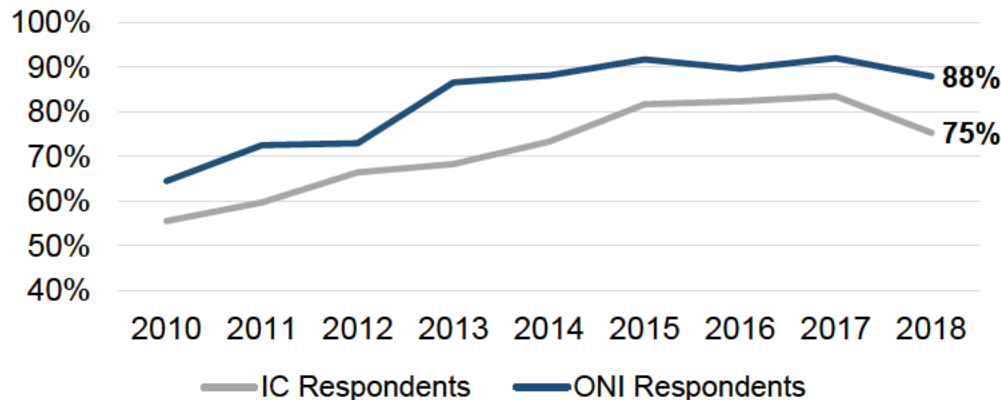


Chart is classified U//~~FOUO~~

(U//~~FOUO~~) FY 2018 ONI Frequency of AoA Publication

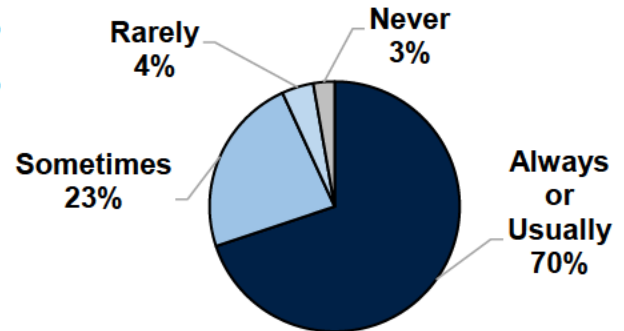


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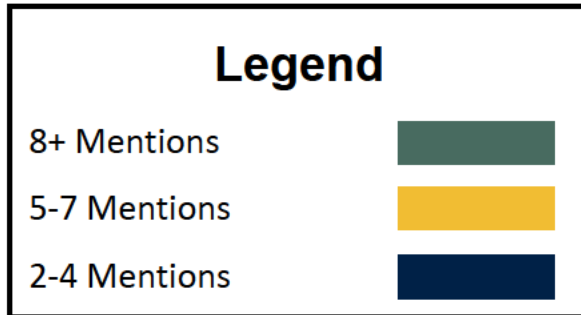
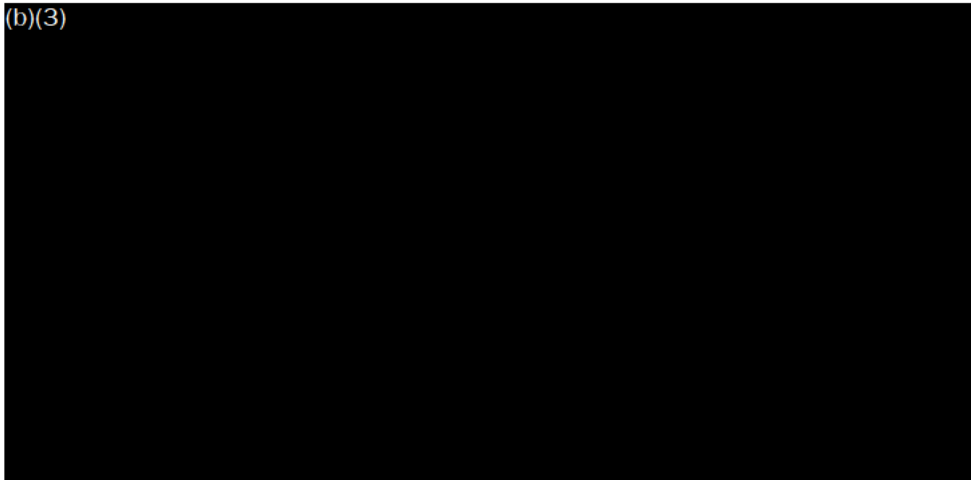
# (U) Analytic Consumer Interview Program (ACIP)

(U//~~FOUO~~) AIS conducted (b)(3) interviews in FY 2018 with senior State, DOD, and other consumers of (b)(3) (b)(3)

Analytic Standards	Objectivity	<ul style="list-style-type: none"> <li>• <b>97% agreed intel products were objective</b></li> <li>• Personal and organizational biases are to be expected</li> <li>• Need less resistance to changing hardened analytic lines</li> </ul>
	Timeliness	<ul style="list-style-type: none"> <li>• <b>88% agreed intel products were timely</b></li> <li>• Frequently tied to downgrade/declassification timeliness</li> <li>• Physical location and technology access also plays a role</li> </ul>
Tradecraft Standards	Accuracy	<ul style="list-style-type: none"> <li>• <b>92% agreed intel products were accurate</b></li> <li>• Value if uncertainty and caveat language “stands out” more</li> <li>• Value if products “<u>make a call</u>” (i.e., be explicit w/ judgments)</li> </ul>
	Sourcing	<ul style="list-style-type: none"> <li>• <b>82% agreed intel products provide adequate sourcing information</b></li> <li>• Most consumers “trust” the IC to evaluate its sources</li> <li>• Some want highlighting of credibility factors &amp; reporting reliability</li> </ul>
	Usefulness (Relevance)	<ul style="list-style-type: none"> <li>• <b>82% agreed intel products were useful</b></li> <li>• Desire for improved (and more) opportunity analysis</li> <li>• Value in longer time horizons, and info outside open source</li> </ul>
Enablers	Sharing	<ul style="list-style-type: none"> <li>• <b>62% agreed they could share intel products with those who need them</b></li> <li>• Need “Write to Release” to avoid automatic SCI / NOFORN</li> <li>• Need for improved downgrade/release timelines</li> </ul>

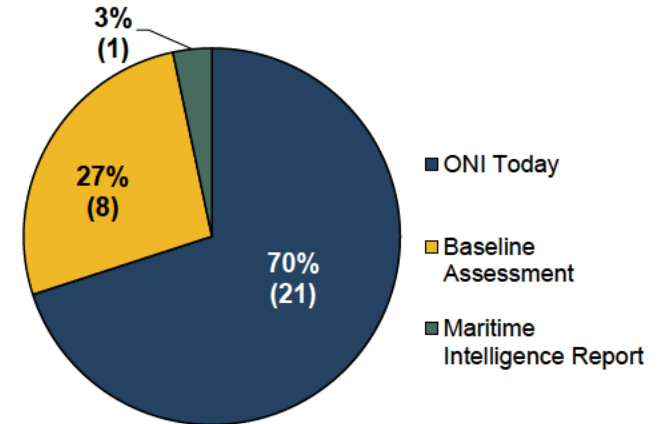
# (U//~~FOUO~~) Distribution of ONI Product Evaluations

(U//~~FOUO~~) FY 2018 product titles most often contained the terms:

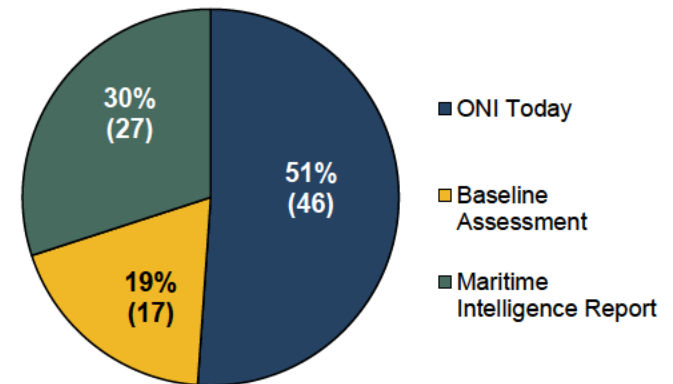


(U//~~FOUO~~) FY 2018 Product Lines

Production Dates: October 03, 2017 – December 22, 2017



(U//~~FOUO~~) FY 2015-17 Product Lines



Charts are classified U//~~FOUO~~

# (U//~~FOUO~~) ONI: FY 2018 Distribution of Ratings

## (U//~~FOUO~~) Key Findings

(U//~~FOUO~~) Steady rise in the number of “Excellent” ratings since 2016.

- 35 (2018); 23 (2017), 9 (2016).

(U//~~FOUO~~) Median ratings have improved since FY 2016.

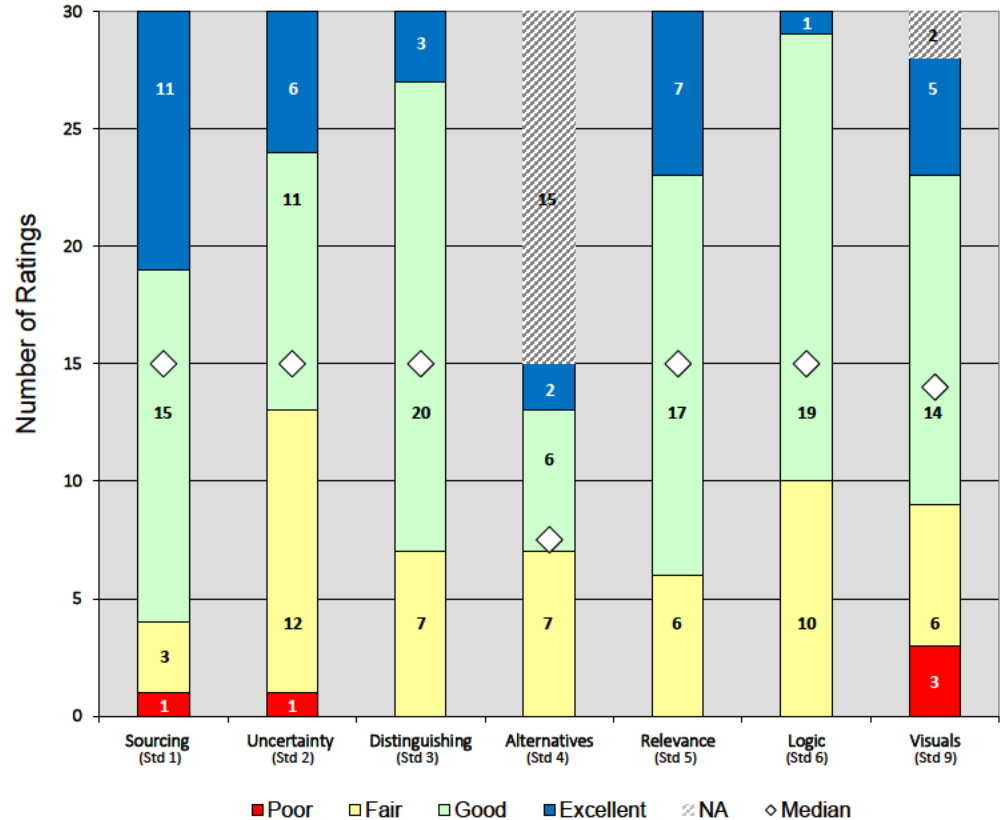
- FY 2018
  - “Good” on seven standards.
- FY 2017
  - “Good” on six standards.
  - “Fair” on one standard.
- FY 2016
  - “Good” on five standards.
  - Between “Fair” and “Good” on Std 6.
  - “Fair” on one standard.

(U//~~FOUO~~) AIS tends to rate ONI higher compared to ONI’s self review.

- ONI’s self review indicates all standards are in the “Good” range with the exception of Std 4.
- 18% of all ratings “Excellent” as per AIS’s evaluations. This compared to 8% per ONI’s self review.

## (U//~~FOUO~~) Evaluation Ratings by Standard

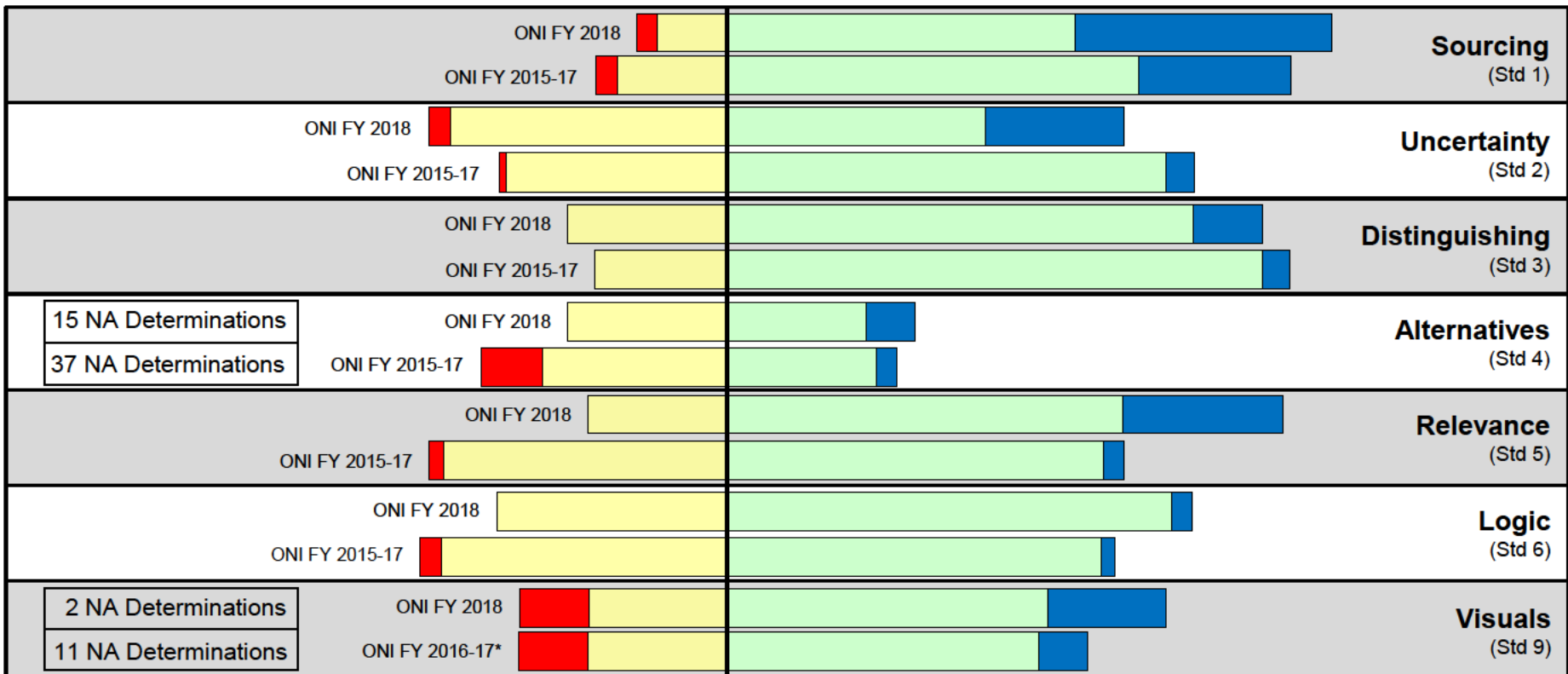
Graph is classified U//~~FOUO~~





# (U//~~FOUO~~) ONI: Rating Comparisons

Most Recent Fiscal Year and Previous 3-Year Cumulative Ratings



Graph is classified U//~~FOUO~~

■ Poor    
 ■ Fair    
 ■ Good    
 ■ Excellent

\*(U//~~FOUO~~) Visuals (Std 9) was not rated until FY 2016.

# (U//~~FOUO~~) “All Good or Excellent” Ratings Comparison

ONI FY 2018 / IC FY 2018

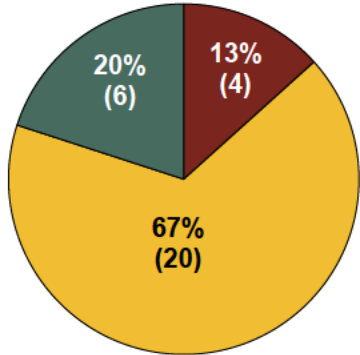
Standard	Percent Good or Excellent	
	ONI	IC
<b>Sourcing</b> (Std 1)	87%	53%
<b>Relevance</b> (Std 5)	80%	89%
<b>Distinguishing</b> (Std 3)	77%	71%
<b>Visuals*</b> (Std 9)	68%	69%
<b>Logic</b> (Std 6)	67%	72%
<b>Uncertainty</b> (Std 2)	57%	48%
<b>Alternatives*</b> (Std 4)	53%	56%

Table is classified U//~~FOUO~~

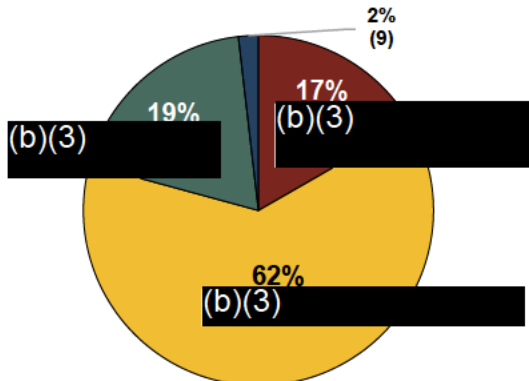
\*Numbers do not include NA determinations.

# (U//~~FOUO~~) Evaluation Ratings By Product

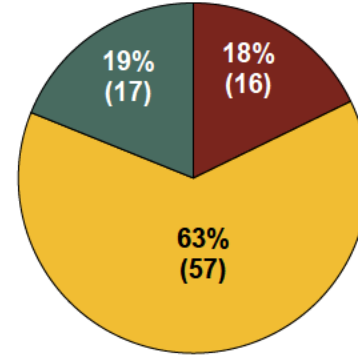
(U//~~FOUO~~) ONI FY 2018



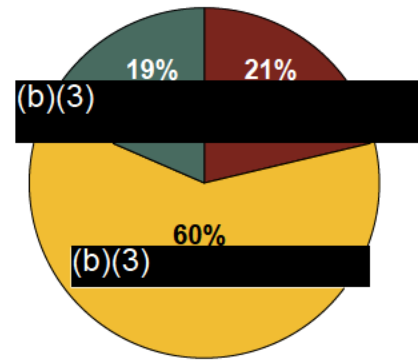
(U//~~FOUO~~) IC FY 2018



(U//~~FOUO~~) ONI FY 2015-17



(U//~~FOUO~~) IC FY 2015-17



■ At least 1 Poor    
 ■ All Fair, Good, or Excellent    
 ■ All Good or Excellent    
 ■ All Excellent

Charts are classified U//~~FOUO~~

\*(U) NA determinations do not impact product ratings.

# (U//~~FOUO~~) Area for Improvement: Relevance (Std 5)

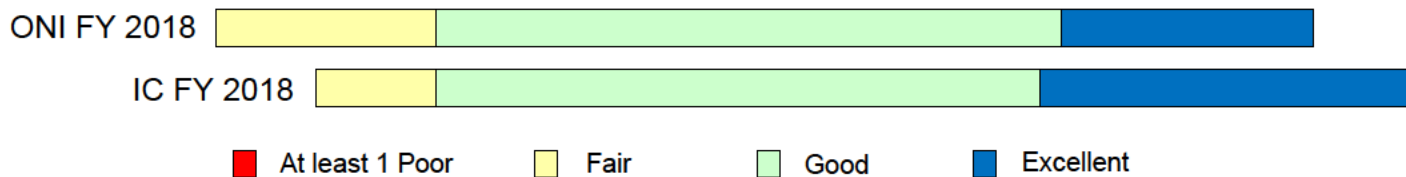
## (U//~~FOUO~~) Performance on Standard

(U) ONI's self review stated about *Relevance (Std 5)*, "Typically, these products either catalogued observations or turned fact-of reporting into a pro-forma or tautological judgment merely by appending "ONI assesses..." to an observation. Essentially, these product failed to provide our customer a "so what."

(U//~~FOUO~~) (b)(3), (b)(5)  
[Redacted text block]

### (U//~~FOUO~~) FY 2018 Statistics

30 products evaluated for *Relevance*  
# of Excellent Ratings: 7  
# of Good Ratings: 17  
# of Fair Ratings: 6  
# of Poor Ratings: 0  
Top Performers: FBI, NIC, NSA



Charts are classified U//~~FOUO~~

# (U//~~FOUO~~) Area for Improvement: Alternatives (Std 4)

## (U//~~FOUO~~) Performance on Standard

(U) ONI's self review stated about *Alternatives (Std 4)*, "ONI highly encourages analysts to incorporate analysis of alternatives into products, but does not mandate its inclusion. ONI's FRA checklist includes a field on the inclusion of analysis of alternatives if applicable. The Tradecraft SIO provides training on Standard #4 in as part of formal training programs, but no ONI-published guidance document exists." "...products had a strong judgment, but failed to present alternatives or dissent."

(U//~~FOUO~~) (b)(3), (b)(5)  
[Redacted text block]

**(U//~~FOUO~~) FY 2018 Statistics**

**15** products evaluated for *Alternatives*

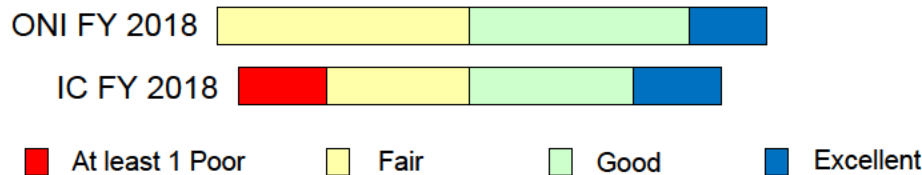
**# of Excellent Ratings: 2**

**# of Good Ratings: 6**

**# of Fair Ratings: 7**

**# of Poor Ratings: 0**

**Top Performers: DIA, FBI, NSA**



Charts are classified ~~U//FOUO~~

# (U//~~FOUO~~) Preliminary Findings from AIS Sourcing Study

(U//~~FOUO~~) In FY 2018, AIS conducted a deep dive on sourcing, including a review of source material and source summary statements. AIS examined the underlying sourcing in 15 of ONI's set of AIS-evaluated products (up to 50 sources per product, 369 sources total). AIS examined 10 of the 15 products for source summary statements (SSS).

- (U//~~FOUO~~) Of the sources reviewed, 195 were accessible and consistent with the text they were intended to support; 6 showed minor inconsistencies that did not affect the key judgments of the reviewed products. 168 sources were not able to be accessed and could not be checked.
- (U//~~FOUO~~) No Standard 1 ratings were changed as a result of the deep dive.
- (U//~~FOUO~~) AIS observed that all 10 products in the SSS review contained source summary statements and the level of detail provided in these statements largely determined the variation in Standard 1 ratings (which ranged from "fair" to "excellent"). Those products rated "Good" or "Excellent" clearly identified their primary reporting streams, assessed their relative merits with respect to qualitative factors, and/or noted their respective contributions to the analysis.



OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE

# **(U//~~FOUO~~) Analytic Objectivity and Process Survey (AOPS):** FY 2019 ONI Key Results

**Analytic Integrity and Standards**  
**Office of the Deputy Director of National Intelligence for Mission Integration**

**Overall Classification of this Briefing is Unclassified//~~For Official Use Only~~**

# (U//~~FOUO~~) Rationale for ODNI Evaluation Efforts

(U//~~FOUO~~) ODNI's Analytic Integrity and Standards (AIS) "shall perform, on a regular basis, detailed reviews of finished intelligence product or other analytic products" (IRTPA Section 1019)

(U//~~FOUO~~) Evaluation criteria: Intelligence Community Directive (ICD) 203 – Analytic Standards

- A. Objective
- B. Independent of Political Consideration
- C. Timely
- D. Based on All Available Intelligence Information
- E. Implements and Exhibits 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
  - 9. Incorporates effective visual information where appropriate

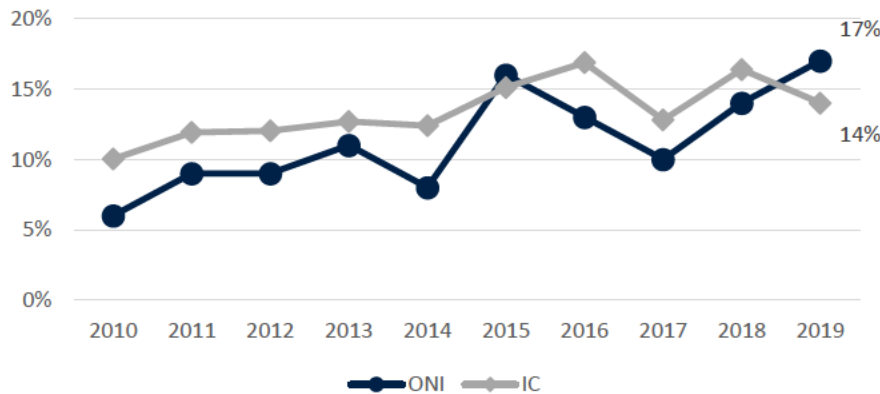


# (U//~~FOUO~~) Perceived Distortion/Suppression of Analysis

(U//~~FOUO~~) In FY 2019, AIS surveyed (b)(3) C analysts, managers, and analytic enablers (142 ONI respondents).

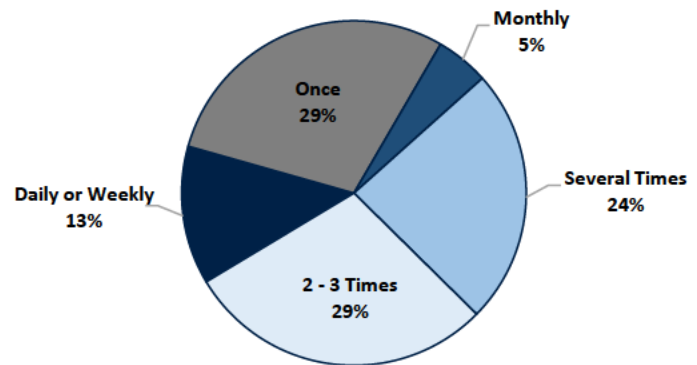
## (U//~~FOUO~~) Perceived Distortion or Suppression of Analysis

(U//~~FOUO~~) Respondents Reporting Distortion/Suppression\*



Graph is classified U//~~FOUO~~

(U//~~FOUO~~) ONI Frequency of Distortion/Suppression



Graph is classified U//~~FOUO~~

## (U//~~FOUO~~) Sought Assistance

ONI 71% IC 56%

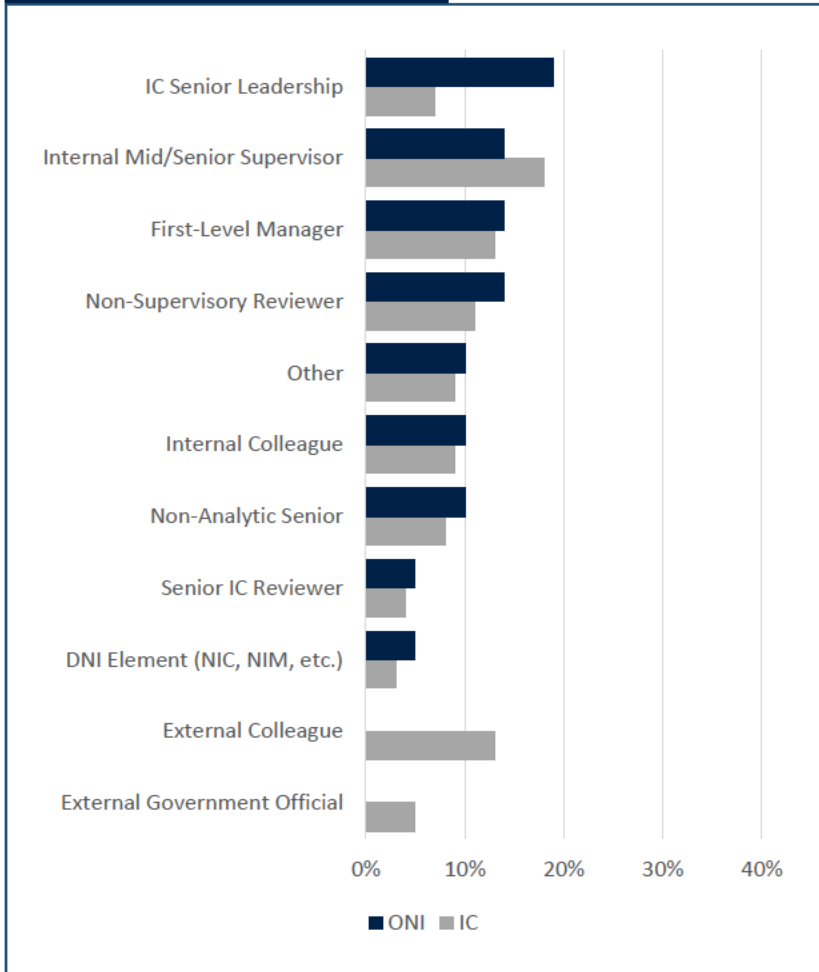
## (U//~~FOUO~~) Analytic Ombuds

(U//~~FOUO~~) Sixty-one percent of ONI respondents report knowing how to contact the Analytic Ombuds.

\* (U//~~FOUO~~) Analytic objectivity is violated with the willful distortion of an analytic assessment due to pressure from an internal/external customer or by purposefully suppressing an alternate or dissenting view.

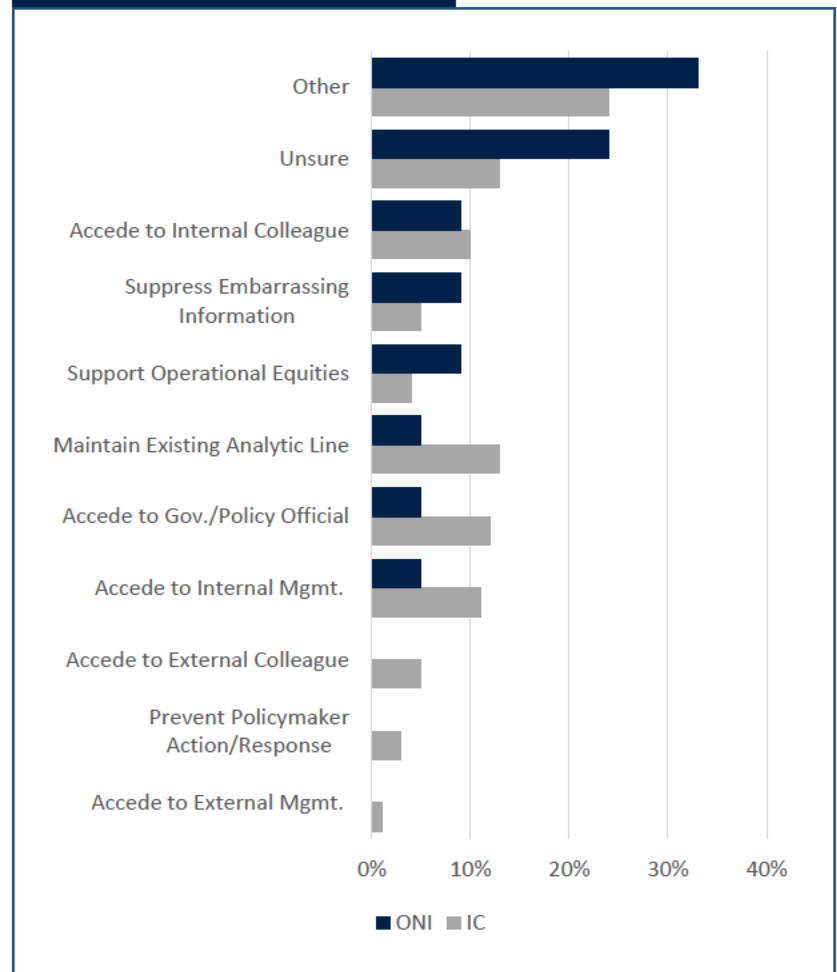
# (U//~~FOUO~~) Sources and Motives for Distortion/Suppression

(U//~~FOUO~~) FY 19 Source



Graph is classified U//~~FOUO~~

(U//~~FOUO~~) FY 19 Motive

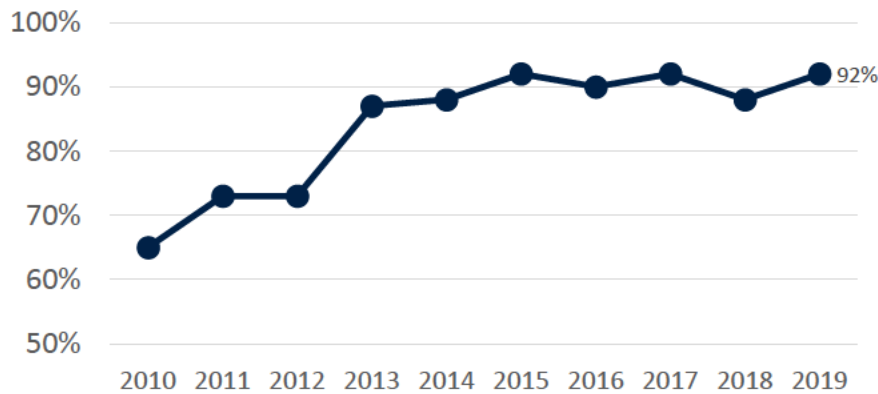


Graph is classified U//~~FOUO~~

# (U//~~FOUO~~) Analytic Tradecraft

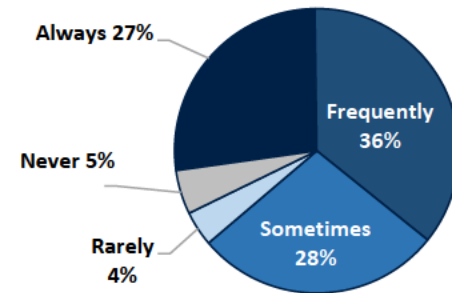
## (U//~~FOUO~~) Standard 4 (Alternatives)

(U//~~FOUO~~) Respondents who Routinely Considered Alternatives\*



Graph is classified U//~~FOUO~~

(U//~~FOUO~~) Frequency of Alternatives Published



Graph is classified U//~~FOUO~~

\*FY19 Question Change: When thinking through analytic issues and/or preparing analytic products, is consideration of alternative explanations or outcomes a routine part of the process?

## (U//~~FOUO~~) Standard 9 (Visuals)

(U//~~FOUO~~) Eighty-five percent of respondents reported incorporating visuals into analytic products in the past year. (IC: 88%)

## (U//~~FOUO~~) Joint Authorship

(U//~~FOUO~~) Thirty-nine percent of respondents jointly authored an analytic product with an analyst from another agency/element. (IC: 42%)

## (U//~~FOUO~~) Data Science

(U//~~FOUO~~) Thirty-two percent of respondents have used data science or data analytics in their intelligence analysis. (IC: 43%)

# (U) Questions?