

Total Population

220

New response categories added to the question in 2019

Question wording changed in 2021

Which of the following best describes your work role?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analyst										11	25	20
Manager of analysts										7	12	9
Analytic enabler										2	3	6
Other										3	2	2
Total										23	42	37
MOE										19.34%	13.60%	14.69%

Original response categories

What is your work role?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Manager of analysts							9	5	3			
Analyst							24	10	10		NA after FY18	
Other (new in 2017)								5	3			
Total							33	15	16			
MOE							15.73%	24.43%	23.59%			

Question wording changed in 2021

How long have you been involved in analytic work in the IC?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Less than 5 years							14	2	4	9	16	5
5 - 9 years							16	7	2	3	5	9
10 - 19 years							1	10	13	8	12	13
20 years or more							2	1	5	3	9	10
Total							33	20	24	23	42	37

Question wording changed in 2021

Question responses changed in 2021

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											5	2
No											34	31
Total											39	33
MOE											14.23%	15.73%

New response categories added to the question in 2019

During the past year, do you believe that anyone attempted to distort or suppress analysis on which you were working in the face of persuasive evidence which supported your original assessment?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes										3		
Yes, I suspect but am not sure it has occurred										1	NA after FY19	
No										16		
Total										20		
MOE										20.89%		

Original response categories

Question wording changed in 2018

During the past year, do you believe that anyone attempted to distort or suppress analysis on which you were working?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No							20	0	12			
Yes							10	0	4		NA after FY18	
Total							30	0	16			
MOE							16.63%	0.00%	23.59%			

Question wording changed in 2021

Question responses changed in 2021

How often did you experience distortion and/or suppression of analysis?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Constantly (daily)											1	0
Frequently (weekly or monthly)											1	0
Occasionally (more than twice but less than monthly)											2	0
Rarely (Once or twice)											1	2
Total											5	2
MOE											43.33%	68.98%

New response categories added to the question in 2019

Question wording changed in 2019

Over the past year how often did you face distortion or suppression of your analysis?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
On a daily or monthly basis										0		
On a monthly basis										0		
Several times a year (less than 12 but more than 3)										2	NA after FY19	
2 - 3 times										2		
Once										0		
Total										4		
MOE										48.55%		

New response categories in 2018

How often do you face distortion/suppression of your analysis?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Constantly (Daily)									0			
Frequently (Consistently, on a weekly or monthly basis)									2			
Occasionally (Up to 4 times per year)									2		NA after FY18	
Rarely (1-2 times a year)									0			
Total									4			
MOE									48.55%			

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?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Once							7					
Twice							0					
Three times							1			NA after FY17		
More than three times							2					
Total							10					

New question added in 2022

When considering your most significant experience with distortion and/or suppression of analysis, which Analytic Standard was primarily violated?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analytic Standard A - Objective												0
Analytic Standard B - Independent of political consideration												0
Analytic Standard C - Timely												0
Analytic Standard D - Based on all available sources of intelligence informati												2
Analytic Standard E - Implements and exhibits Analytic Tradecraft Standards												0
Other												0
Total OBJ												2

New question added in 2022

When considering your most significant experience with distortion and/or suppression of analysis, what form did it take?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
A dictated/predetermined analytic line												1
A changed analytic line absent sufficient sourcing or argumentation												0
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or												0
Distorted or suppressed analysis of alternatives or dissent												0
Discouraged analysis/production on a particular topic absent sufficient reas												0
Delayed, shelved, or recalled analysis absent sufficient reasoning												0
Distorted or suppressed input to, or comments on, a product												0
Information to which I did not have access changed the analysis												0
Analysis mischaracterized in conveyance to a consumer												0
A deliberately distorted product classification												1
Other												0
Total OBJ												2

Question wording changed in 2021

Question responses changed in 2021

When considering your most significant experience of distortion and/or suppression of analysis, what form did it take?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
My product was not published												0
The product was deliberately delayed												0
I was discouraged from writing a product												1
The analytic line was dictated to me												3
The main analytic line was changed without sufficient justification, argumen												0
Judgements, sourcing, and/or confidence levels were mischaracterized or re												0
A briefer mischaracterized the assessment/product to a consumer												0
An internal IC element/CCMD senior mischaracterized the assessment/prod												0
My comments or dissent on a product were distorted or suppressed												0
Other												1
Total OBJ												5

New question added in 2019

When considering the most significant instance of distortion or suppression, what form did it take?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
My product was not published										2		
I was discouraged from writing a product										0		
My analytic line was dictated to me										0		
The main analytic line of my product was deliberately changed during review										0		
Analytic points, supporting evidence, and/or confidence levels in my produc										0		NA after FY19
A briefer either suppressed or misrepresented the analysis										0		
An internal agency senior changed, deleted, or added minor analytic points										2		
My comments or dissent on a product were suppressed or distorted										0		
Other										0		
Total OBJ										4		

Question wording changed in 2021

Question responses changed in 2021

What feedback or explanation did you receive on this matter?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
I did not receive feedback or explanation											1	1
The analysis did not meet threshold or priority for publication											0	0
The analysis did not meet one or more of the analytic tradecraft standards											0	0
Dissent or alterantive analysis was not accepted											1	0
Concurrence from a particular component was required for publication											0	0
Content was changed or deleted to better meet customer needs											0	1
Content was changed or deleted because of differing views from the field											0	0
Content was changed or deleted because it was too long, complicated, or te											0	0
Information to which I do not have access changed the analysis											0	0
The assessment was policy prescriptive											0	0
Other											3	0
Total OBJ											5	2

New question added in 2019

What was the primary feedback or explanation given to you during or following this incident?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
I was told my product did not meet threshold and/or was not a high enoug										0		
I was told my logical argumentation was flawed or not convincing										0		
I was told the sourcing I relied on was not reliable, complete, or persuasive										0		
I was told that dissent was not accepted in this instance because it did not r										0		

I was told that concurrence from a particular agency or office was required f	0
I was told that my analysis was changed or deleted so that the product woul	0
I was told additional/special compartmented information (which I do not ha	0
I was told my assessment was policy prescriptive	0
I was told that my product did not meet appropriate tradecraft standards	0
I was told that my analysis was changed or deleted in response to policymak	0
I was told that my analysis was changed in response to differing views from	0
I was told that my analysis was too complicated or technical and has to be si	2
I did not receive any feedback or explanation as to why my product was dist	1
Other	1
Total OBJ	4

Question responses changed in 2022

Who was the primary source of your most significant experience with distortion and/or suppression of analysis?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analyst within my IC element/CCMD												0
Manager/supervisor within my IC element/CCMD												1
Reviewer within my IC element/CCMD												1
Senior executive/military officer within my IC element/CCMD												0
Intelligence professional from another IC element/CCMD												0
Intelligence professional at an ODN component (NIC, NIM, PDB, etc.)												0
Other												0
Total OBJ												2

Question wording changed in 2021

Question responses changed in 2021

Who was the primary source of your most significant experience of distortion and/or suppression of analysis?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analyst within my IC element/CCMD											1	
Manager/supervisor within my IC element/CCMD											3	
Reviewer within my IC element/CCMD											0	
Senior executive within my IC element/CCMD											1	
Intelligence professional from another IC element/CCMD											0	NA after F
Intelligence professional at an ODN component (NIC, NIM, PDB, etc.)											0	
US Government official outside of the IC											0	
Other											0	
Total OBJ											5	

New response categories added to the question in 2019

Source

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague										0		
First-level manager										0		
Mid-level/Senior supervisor within your IC element										2		
Non-supervisory internal analyst reviewer (e.g., SIOs)										1		
Non-analyst senior within your IC element										1		
IC senior leadership										0	NA after FY19	
External IC colleague or supervisor										0		
DNI element (NIC, NIM, etc.)										0		
US government official outside the IC										0		
Editor or senior reviewer of an IC publication										0		
Other										0		
Total OBJ										4		

New response categories in 2018

Source

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague									0			
First-level manager									2			
Mid-level/Senior supervisor within your IC element									1			
External colleague									0			
Non-intelligence senior									0	NA after FY18		
External IC supervisor									0			
Non-supervisory reviewer									0			
DNI element (NIC, NIM, etc.)									0			
US government official outside the IC									0			
Other									1			
Total OBJ									4			

Original response categories

Source

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Non-supervisory professional within your IC element							3	0				
Supervisor within your IC element							9	0				
Intelligence professional outside your IC element							1	0		NA after FY17		
US government official outside the IC							0	0				
Other							0	0				
Total OBJ							0	13	0			

Question wording changed in 2022

Question wording changed in 2021

Question responses changed in 2021

Question design changed in 2021

In your perception, to what extent were the following factors a motive for your most significant experience with distortion and/or suppression of analysis?

Maintain an existing analytic line or status quo on a topic

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											0	0
Somewhat a factor											1	0
A moderate factor											1	0
An important factor											2	2
Unsure											1	0

Total OBJ 5 2

In your perception, to what extent were the following factors a motive for your most significant experience with distortion and/or suppression of analysis?

Align to an individual's perspective

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											0	0
Somewhat a factor											0	0
A moderate factor											4	0
An important factor											1	2
Unsure											0	0
Total OBJ											5	2

In your perception, to what extent were the following factors a motive for your most significant experience with distortion and/or suppression of analysis?

Support/protect operational equities

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											2	0
Somewhat a factor											0	1
A moderate factor											0	0
An important factor											1	0
Unsure											2	1
Total OBJ											5	2

In your perception, to what extent were the following factors a motive for your most significant experience with distortion and/or suppression of analysis?

Support/protect bureaucratic interests

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											0	1
Somewhat a factor											0	0
A moderate factor											0	0
An important factor											3	1
Unsure											2	0
Total OBJ											5	2

In your perception, to what extent were the following factors a motive for your most significant experience with distortion and/or suppression of analysis?

Provoke or prevent policymaker action or response

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											3	1
Somewhat a factor											0	0
A moderate factor											0	0
An important factor											1	0
Unsure											1	1
Total OBJ											5	2

In your perception, to what extent were the following factors a motive for your most significant experience with distortion and/or suppression of analysis?

Support or oppose a policy agenda or narrative

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											2	2
Somewhat a factor											0	0
A moderate factor											0	0
An important factor											0	0
Unsure											3	0
Total OBJ											5	2

New response categories added to the question in 2019

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Maintain an existing analytic line										0		
Support views of an internal supervisor/management										1		
Support views of internal colleague(s)										0		
Support views of external colleague(s)										0		
Support views of external management										0		
Support views of government/policy official(s)										0	NA after FY19	
To support operational equities										1		
To suppress information deemed embarrassing to the Department, Agency or										0		
To prevent policymaker action or response on a topic										0		
Not sure what the motive was										2		
Other										0		
Total OBJ										4		

New response categories in 2018

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Maintain existing analytic line									0			
Support views of internal supervisor/management									2			
Support views of internal colleague									0			
Support views of external colleague									0			
Support views of external management									0			
Support views of government/policy official									0			
To support increase/decrease of resources for operational, military or USG p									0	NA after FY18		
Unintentional									0			
Unsure what the motive was									1			
Other									1			
To suppress information deemed embarrassing to the Department, Agency or									0			
To prevent policymaker action/response									0			
Total OBJ									4			

Original response categories

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
To support supervisor within your IC element							0	0				
To support IC personnel or management outside your IC element							2	0				
To support government official outside the IC							0	0				

I am unsure what the motive was	7	0	NA after FY17
Inadvertent/unintended	2	0	
To avoid conflicting with an existing analytic line	3	0	
Other	1	0	
Total OBJ	13	0	

Question wording changed in 2022

Did you seek assistance to address this matter?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No												1
Yes												1
Total												2
MOE												68.98%

Question wording changed in 2021
Question responses changed in 2021

Did you seek assistance in dealing with this most significant experience of disortion and/or suppression of analysis?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No											4	
Yes											1	NA after F
Total											5	
MOE											43.33%	

During the past year, did you seek assistance in dealing with distortion or suppression?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No							2	0	2	2		
Yes							8	0	2	2		NA after FY19
Partially												
Total							10	0	4	4		
MOE							30.28%	0.00%	48.55%	48.55%		

Question wording changed in 2022

Did you seek assistance from the analytic ombuds?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												1
No												0
Total OBJ												1

Question wording changed in 2021

Did you seek assistance from your IC element/CCMD analytic ombudsman?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											0	
No											1	NA after F
Total OBJ											1	

New question added in 2019

Did you go to your IC element's ombudsman for help?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes										0		
No										2		NA after FY19
Total OBJ										2		

Question wording changed in 2022
Question responses changed in 2022

What is the primary reason you did not seek assistance from the analytic ombuds?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change												0
Did not know who to go to for help												0
Concerns regarding retribution												0
Concerns regarding confidentiality												0
Concerns regarding rank, tenure, or other power imbalances among individ												0
Time constraints/press of business												0
I was dissuaded from seeking assistance												0
Did not know a process exists for addressing the matter												0
Presumed others involved would seek assistance												0
Other												0
Total OBJ												0

New question added in 2021

Why did you not seek assistance from your analytic ombudsman?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Concerns regarding retribution											0	
Concerns regarding confidentiality											0	
Concerns regarding rank, tenure, or other power imbalances of individual(s)											0	
Time constraints/press of business											0	NA after F
Kept the issue at the management level											0	
Did not believe the analytic ombudsman would help											0	
Other											1	
Total OBJ											1	

Question responses changed in 2022

What is the primary reason you did not seek assistance?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change												1
Did not know who to go to for help												0
Concerns regarding retribution												0
Concerns regarding confidentiality												0
Concerns regarding rank, tenure, or other power imbalances among individ												0
Time constraints/press of business												0
I was dissuaded from seeking assistance												0
Did not know a process exists for addressing the matter												0

Presumed others involved would seek assistance	0
Other	0
Total OBJ	1

New response categories added to the question in 2021
Question wording changed in 2021

What is the primary reason you did not seek assistance?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change											3	
Did not know who to go to for help											0	
Concerns regarding retribution											0	
Concerns regarding confidentiality											0	NA after F
Concerns regarding rank, tenure, or other power imbalances of individual(s) i											1	
Time constraints/press of business											0	
Other											0	
Total OBJ											4	

New response categories added to the question in 2019
Question wording changed in 2019

What is the primary reason you didn't seek assistance in dealing with the attempted distortion or suppression?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution										0		
Concerns about the lack of confidentiality										0		
Did not believe anything would change										1	NA after FY19	
Person in question was considered "senior" to me										0		
Didn't know who to go to for help										0		
Other										1		
Total OBJ										2		

New response categories in 2018

Why did you not seek assistance in dealing with distortion or suppression? (Rank 1)												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									1			
Did not believe anyone would listen									1			
Did not believe anything could change									0			
Person in question considered "senior" to me									0	NA after FY18		
Didn't know who to go to for help									0			
Didn't know about Ombudsman process									0			
Other									0			
Total OBJ									2			

Why did you not seek assistance in dealing with distortion or suppression? (Rank 2)												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0			
Did not believe anyone would listen									0			
Did not believe anything could change									2			
Person in question considered "senior" to me									0	NA after FY18		
Didn't know who to go to for help									0			
Didn't know about Ombudsman process									0			
Other									0			
Total OBJ									2			

Why did you not seek assistance in dealing with distortion or suppression? (Rank 3)												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0			
Did not believe anyone would listen									0			
Did not believe anything could change									0			
Person in question considered "senior" to me									1	NA after FY18		
Didn't know who to go to for help									0			
Didn't know about Ombudsman process									1			
Other									0			
Total OBJ									2			

Why did you not seek assistance in dealing with distortion or suppression? (Rank 4)												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									1			
Did not believe anyone would listen									0			
Did not believe anything could change									0			
Person in question considered "senior" to me									0	NA after FY18		
Didn't know who to go to for help									0			
Didn't know about Ombudsman process									0			
Other									0			
Total OBJ									1			

Why did you not seek assistance in dealing with distortion or suppression? (Rank 5)												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0			
Did not believe anyone would listen									0			
Did not believe anything could change									0			
Person in question considered "senior" to me									1	NA after FY18		
Didn't know who to go to for help									0			
Didn't know about Ombudsman process									0			
Other									0			
Total OBJ									1			

Why did you not seek assistance in dealing with distortion or suppression? (Rank 6)												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0			
Did not believe anyone would listen									0			
Did not believe anything could change									0			
Person in question considered "senior" to me									0	NA after FY18		

Didn't know who to go to for help	1
Didn't know about Ombudsman process	0
Other	0
Total OBJ	1

Why did you not seek assistance in dealing with distortion or suppression? (Rank 7)

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0			
Did not believe anyone would listen									0			
Did not believe anything could change									0			
Person in question considered "senior" to me									0		NA after FY18	
Didn't know who to go to for help									0			
Didn't know about Ombudsman process									0			
Other									1			
Total OBJ									1			

New question added in 2021

Are you empowered to uphold ICD 203 principles?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											30	27
No											3	2
Total											33	29
MOE											15.73%	16.96%

New question added in 2021

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											28	28
No											5	2
Total											33	30
MOE											15.73%	16.63%

New question added in 2022

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Training on the Analytic Standards												8
Promote awareness of the analytic ombuds as a resource to address concern												4
Consistent and transparent product review and feedback practices												8
Consistent and transparent product coordination practices												0
Communication, guidance, and strategic messaging about the Analytic Stanc												1
Leadership commitment to preserve objective analysis independent from pr												3
Address resource-to-task imbalances												3
Other												2
Total												29
MOE												16.96%

New question added in 2022

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												23
No												7
Total												30
MOE												16.63%

New question added in 2018

Question wording changed in 2021

Do you know how to contact your IC element/CCMD analytic ombuds?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes									5	11	15	21
No									0	12	18	0
Total									5	23	33	21
MOE									43.33%	19.34%	15.73%	20.34%

New question added in 2022

Are you aware of the IC Analytic Ombudsman role and responsibilities?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												21
No												8
Total												29
MOE												16.96%

New question added in 2022

Do you know how to contact the IC Analytic Ombudsman?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												15
No												6
Total												21
MOE												20.34%

Question wording changed in 2022

New question added in 2021

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Satisfactory											1	5
A mixed performance											3	2
Unsatisfactory											1	0
No opinion											27	23
Total											32	30
MOE											16.01%	16.63%

New question added in 2022

What was the primary challenge to effectively upholding ICD 203 principles in your experience with the President's Daily Brief?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints												1
Levels of review												0
Threshold for publication												0
Pressure to reach consensus, including distorting or suppressing analysis of :												0
Pressure to maintain the existing analytic line or status quo on a topic												1
Efforts to distort or suppress analysis due to considerations regarding the cc												0
Information sharing constraints, including compartmentalization												0
Other												0
Total												2
MOE												68.98%

Question wording changed in 2022

New question added in 2021

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Satisfactory											5	7
A mixed performance											3	4
Unsatisfactory											1	0
No opinion											24	19
Total											33	30
MOE											15.73%	16.63%

New question added in 2022

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	2015	2016	2017	2018	2019	2021	2022
Time constraints												0
Levels of review												0
Threshold for publication												0
Pressure to reach consensus, including distorting or suppressing analysis of :												2
Pressure to maintain the existing analytic line or status quo on a topic												1
Efforts to distort or suppress analysis due to considerations regarding the cc												0
Information sharing constraints, including compartmentalization												1
Other												0
Total												4
MOE												48.55%

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/support?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
One											0	1
2 - 3											18	20
4 - 5											9	5
More than 5											4	0
Unsure											2	0
Total											33	26
MOE											15.73%	18.05%

New question added in 2021

How frequently do you have an opportunity to discuss feedback from product review?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always											11	15
Frequently											9	5
Sometimes											4	3
Rarely											4	1
Never											0	1
Not applicable to my work role											5	5
Total											33	30
MOE											15.73%	16.63%

Question wording changed in 2022

Question responses changed in 2022

What is the primary challenge to effective coordination for the analytic product type that you typically prepare/support?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Difficulty generating attention to the product												3
Difficulty building or maintaining a network with all pertinent subject matte:												8
Overlapping roles or "lanes in the road"												6
Efforts to distort or suppress the analysis												0
Adjudicating differering perspectives												0
Pressure to reach consensus												1
Information sharing constraints												1
Time constraints												2
Pressure to incorporate input from non-analytic elements												0
No challenges												2
Not applicable to my work role												3
Other												2
Total												28
MOE												17.30%

New question added in 2021

When considering the analytic product type that you typically prepare, what is the primary challenge to effective coordination?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Difficulty generating attention to the product											4	
Difficulty building or maintaining a network with all pertinent subject matte:											6	
Overlapping roles or "lanes in the road"											4	
Efforts to distort or suppress the analysis											1	
Pressure to reach consensus											2	NA after F
Information sharing constraints											0	
Time constraints											10	

Pressure to incorporate input from non-analytic elements	1
Other	3
Total	31
MOE	16.31%

Question wording changed in 2018

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes										17	24	21
No										1	6	2
Not applicable to my work role										4	1	5
Total										22	31	28
MOE										19.82%	16.31%	17.30%

Question wording changed in 2018

When preparing analytic products, is analysis of alternatives a routine part of the process?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No							13	4	5			
Yes							18	11	7		NA after FY18	
Total							31	15	12			
MOE							16.31%	24.43%	27.51%			

Question responses changed in 2019

How often are the results of these alternative considerations included in the published product?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always										0	3	5
Frequently										5	12	4
Sometimes										10	7	11
Rarely										2	2	1
Never										2	0	0
Total										19	24	21
MOE										21.49%	18.88%	20.34%

Question wording changed in 2018

How often are the results from your analysis of alternatives included in disseminated products?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always								0	0			
Usually								4	1			
Sometimes								5	3		NA after FY18	
Rarely								1	3			
Never								1	0			
Total								11	7			
MOE								28.80%	36.45%			

Question responses changed in 2022

New question added in 2021

Which of the following is the primary reason the alternative considerations were excluded from the published product?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints												0
Product template constraints												0
Perceived to undermine confidence in the analytic judgments												1
Perceived as not relevant or did not add value to the product												0
Perceived that the consumer would be averse to alternatives												0
Other												0
Total												1
MOE												97.78%

New question added in 2021

Which of the following is the primary reason the alternative considerations were excluded from the published product?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints											0	
Product template constraints											0	
It was perceived as not relevant or did not add value to the product											1	NA after F
It was discouraged or removed by reviewer											1	
It was perceived the customer would be averse to inclusion of alternatives											0	
Total											2	
MOE											68.98%	

New question added in 2022

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Pressure to maintain the existing analytic line or status quo on a topic												4
Perception that the consumer is averse to products conveying differing view												0
Perception that differing views undermine the main analytic judgement												3
Pressure to reach consensus												1
Difficulty adjudicating conflicting input												4
Policies delineating lead, collaboration, and coordination roles												2
Information sharing constraints, including compartmentalization												4
No challenges												3
Not applicable to my work role												5
Other												2
Total												28
MOE												17.30%

Question not asked in 2022

New question added in 2021

In the past year, were you involved in election security-related intelligence analysis?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											19	NA after F

No												23	NA after F
Total												42	

Question not asked in 2022

New question added in 2021

In the past year, were you involved in domestic extremism-related intelligence analysis?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022	
Yes												5	
No												37	NA after F
Total												42	

Question not asked in 2022

New question added in 2021

In the past year, were you involved in border security-related intelligence analysis?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022	
Yes												3	
No												39	NA after F
Total												42	

Question not asked in 2022

New question added in 2021

When considering your most significant experience of distortion and/or suppression of analysis, which of the following was the primary Analytic Standard Violated?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022	
Objective												0	
Independent of political considerations												2	
Timely												0	
Based on all available sources of intelligence information												2	NA after F
Implements and exhibits Analytic Tradecraft Standards												1	
Other												0	
Total OBJ												5	

Question not asked in 2022

Question wording changed in 2021

Was the assistance effective in resolving the issue?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022	
No												1	
Yes												0	NA after F
Partially												0	
Total												1	
MOE												97.78%	

Question not asked in 2022

Did you receive assistance that was effective in resolving the problem?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No							1	0	1	0		
Yes							0	0	0	0	NA after FY19	
Partially							7	0	1	2		
Total							8	0	2	2		
MOE							34.01%	0.00%	68.98%	68.98%		

New response categories added to the question in 2019

Question wording changed in 2021

Which of the following best describes your work role?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analyst										48%	60%	54%
Manager of analysts										30%	29%	24%
Analytic enabler										9%	7%	16%
Other										13%	5%	5%
Total										100%	100%	100%

Original response categories

What is your work role?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Manager of analysts							27%	33%	19%			
Analyst							73%	67%	63%			
Other (new in 2017)									19%			
Total							100%	100%	100%			

Question wording changed in 2021

How long have you been involved in analytic work in the IC?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Less than 5 years							42%	10%	17%	39%	38%	14%
5 - 9 years							48%	35%	8%	13%	12%	24%
10 - 19 years							3%	50%	54%	35%	29%	35%
20 years or more							6%	5%	21%	13%	21%	27%
Total							100%	100%	100%	100%	100%	100%

Question wording changed in 2021

Question responses changed in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											13%	6%
No											87%	94%
Total											100%	100%

New response categories added to the question in 2019

During the past year, do you believe that anyone attempted to distort or suppress analysis on which you were working in the face of persuasive evidence which supported your original assessment?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes										15%		
Yes, I suspect but am not sure it has occurred										5%		
No										80%		
Total										100%		

Original response categories

Question wording changed in 2018

During the past year, do you believe that anyone attempted to distort or suppress analysis on which you were working?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No							67%	0%	75%			
Yes							33%	0%	25%			
Total							100%	0%	100%			

Question wording changed in 2021

Question responses changed in 2021

How often did you experience distortion and/or suppression of analysis?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Constantly (daily)											20%	0%
Frequently (weekly or monthly)											20%	0%
Occasionally (more than twice but less than monthly)											40%	0%
Rarely (Once or twice)											20%	100%
Total											100%	100%

New response categories added to the question in 2019

Question wording changed in 2019

Over the past year how often did you face distortion or suppression of your analysis?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
On a daily or monthly basis										0%		
On a monthly basis										0%		
Several times a year (less than 12 but more than 3)										50%		
2 - 3 times										50%		
Once										0%		
Total										100%		

New response categories in 2018

How often do you face distortion/suppression of your analysis?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Constantly (Daily)									0%			
Frequently (Consistently, on a weekly or monthly basis)									50%			
Occasionally (Up to 4 times per year)									50%			
Rarely (1-2 times a year)									0%			
Total									100%			

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?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Once							70%					
Twice							0%					
Three times							10%					
More than three times							20%					
Total							100%					

New question added in 2022

When considering your most significant experience with distortion and/or suppression of analysis, which Analytic Standard was primarily violated?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analytic Standard A - Objective												0%
Analytic Standard B - Independent of political consideration												0%
Analytic Standard C - Timely												0%
Analytic Standard D - Based on all available sources of intelligence informati												100%
Analytic Standard E - Implements and exhibits Analytic Tradecraft Standards												0%
Other												0%
Total												100%

New question added in 2022

When considering your most significant experience of distortion and/or suppression of analysis, what form did it take?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
A dictated/predetermined analytic line												50%
A changed analytic line absent sufficient sourcing or argumentation												0%
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or												0%
Distorted or suppressed analysis of alternatives or dissent												0%
Discouraged analysis/production on a particular topic absent sufficient reas												0%
Delayed, shelved, or recalled analysis absent sufficient reasoning												0%
Distorted or suppressed input to, or comments on, a product												0%
Information to which I did not have access changed the analysis												0%
Analysis mischaracterized in conveyance to a consumer												0%
A deliberately distorted product classification												50%
Other												0%
Total												100%

Question wording changed in 2021

Question responses changed in 2021

When considering your most significant experience of distortion and/or suppression of analysis, what form did it take?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
My product was not published												0%
The product was deliberately delayed												0%
I was discouraged from writing a product												20%
The analytic line was dictated to me												60%
The main analytic line was changed without sufficient justification, argumen												0%
Judgements, sourcing, and/or confidence levels were mischaracterized or re												0%
A briefer mischaracterized the assessment/product to a consumer												0%
An internal IC element/CCMD senior mischaracterized the assessment/prod												0%
My comments or dissent on a product were distorted or suppressed												0%
Other												20%
Total												100%

New question added in 2019

When considering the most significant instance of distortion or suppression, what form did it take?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
My product was not published										50%		
I was discouraged from writing a product										0%		
My analytic line was dictated to me										0%		
The main analytic line of my product was deliberately changed during review										0%		
Analytic points, supporting evidence, and/or confidence levels in my produc										0%		
A briefer either suppressed or misrepresented the analysis										0%		
An internal agency senior changed, deleted, or added minor analytic points										50%		
My comments or dissent on a product were suppressed or distorted										0%		
Other										0%		
Total										100%		

Question wording changed in 2021

Question responses changed in 2021

What feedback or explanation did you receive on this matter?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
I did not receive feedback or explanation											20%	50%
The analysis did not meet threshold or priority for publication											0%	0%
The analysis did not meet one or more of the analytic tradecraft standards											0%	0%
Dissent or alternative analysis was not accepted											20%	0%
Concurrence from a particular component was required for publication											0%	0%
Content was changed or deleted to better meet customer needs											0%	50%
Content was changed or deleted because of differing views from the field											0%	0%
Content was changed or deleted because it was too long, complicated, or te											0%	0%
Information to which I do not have access changed the analysis											0%	0%
The assessment was policy prescriptive											0%	0%
Other											60%	0%
Total											100%	100%

New question added in 2019

What was the primary feedback or explanation given to you during or following this incident?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
I was told my product did not meet threshold and/or was not a high enough										0%		
I was told my logical argumentation was flawed or not convincing										0%		
I was told the sourcing I relied on was not reliable, complete, or persuasive										0%		
I was told that dissent was not accepted in this instance because it did not r										0%		

I was told that concurrence from a particular agency or office was required f	0%	NA after FY19
I was told that my analysis was changed or deleted so that the product woul	0%	
I was told additional/special compartmented information (which I do not ha	0%	
I was told my assessment was policy prescriptive	0%	
I was told that my product did not meet appropriate tradecraft standards	0%	
I was told that my analysis was changed or deleted in response to policymak	0%	
I was told that my analysis was changed in response to differing views from	0%	
I was told that my analysis was too complicated or technical and has to be si	50%	
I did not receive any feedback or explanation as to why my product was dist	25%	
Other	25%	
Total	100%	

Question responses changed in 2022

Who was the primary source of your most significant experience with distortion and/or suppression of analysis?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analyst within my IC element/CCMD												0%
Manager/supervisor within my IC element/CCMD												50%
Reviewer within my IC element/CCMD												50%
Senior executive/military officer within my IC element/CCMD												0%
Intelligence professional from another IC element/CCMD												0%
Intelligence professional at an ODN component (NIC, NIM, PDB, etc.)												0%
Other												0%
Total												100%

Question wording changed in 2021

Question responses changed in 2021

Who was the primary source of your most significant experience of distortion and/or suppression of analysis?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analyst within my IC element/CCMD												20%
Manager/supervisor within my IC element/CCMD												60%
Reviewer within my IC element/CCMD												0%
Senior executive within my IC element/CCMD												20%
Intelligence professional from another IC element/CCMD												0%
Intelligence professional at an ODN component (NIC, NIM, PDB, etc.)												0%
US Government official outside of the IC												0%
Other												0%
Total												100%

New response categories added to the question in 2019

Source

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague												0%
First-level manager												0%
Mid-level/Senior supervisor within your IC element												50%
Non-supervisory internal analyst reviewer (e.g., SIOs)												25%
Non-analyst senior within your IC element												25%
IC senior leadership												0%
External IC colleague or supervisor												0%
DNI element (NIC, NIM, etc.)												0%
US government official outside the IC												0%
Editor or senior reviewer of an IC publication												0%
Other												0%
Total												100%

New response categories in 2018

Source

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague												0%
First-level manager												50%
Mid-level/Senior supervisor within your IC element												25%
External colleague												0%
Non-intelligence senior												0%
External IC supervisor												0%
Non-supervisory reviewer												0%
DNI element (NIC, NIM, etc.)												0%
US government official outside the IC												0%
Other												25%
Total												100%

Original response categories

Source

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Non-supervisory professional within your IC element												23%
Supervisor within your IC element												69%
Intelligence professional outside your IC element												8%
US government official outside the IC												0%
Other												0%

Question wording changed in 2022

Question wording changed in 2021

Question responses changed in 2021

Question design changed in 2021

In your perception, to what extent were the following factors a motive for your most significant 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	2021	2022
Not a factor												0%
Somewhat a factor												0%
A moderate factor												20%
An important factor												40%
Unsure												20%

Total 100% 100%

In your perception, to what extent were the following factors a motive for your most significant experience with distortion and/or suppression of analysis?

Align to an individual's perspective

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											0%	0%
Somewhat a factor											0%	0%
A moderate factor											80%	0%
An important factor											20%	100%
Unsure											0%	0%
Total											100%	100%

In your perception, to what extent were the following factors a motive for your most significant experience with distortion and/or suppression of analysis?

Support/protect operational equities

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											40%	0%
Somewhat a factor											0%	50%
A moderate factor											0%	0%
An important factor											20%	0%
Unsure											40%	50%
Total											100%	100%

In your perception, to what extent were the following factors a motive for your most significant experience with distortion and/or suppression of analysis?

Support/protect bureaucratic interests

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											0%	50%
Somewhat a factor											0%	0%
A moderate factor											0%	0%
An important factor											60%	50%
Unsure											40%	0%
Total											100%	100%

In your perception, to what extent were the following factors a motive for your most significant 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	2021	2022
Not a factor											60%	50%
Somewhat a factor											0%	0%
A moderate factor											0%	0%
An important factor											20%	0%
Unsure											20%	50%
Total											100%	100%

In your perception, to what extent were the following factors a motive for your most significant 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	2019	2021	2022
Not a factor											40%	100%
Somewhat a factor											0%	0%
A moderate factor											0%	0%
An important factor											0%	0%
Unsure											60%	0%
Total											100%	100%

New response categories added to the question in 2019

Motive

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Maintain an existing analytic line										0%		
Support views of an internal supervisor/management										25%		
Support views of internal colleague(s)										0%		
Support views of external colleague(s)										0%		
Support views of external management										0%		
Support views of government/policy official(s)										0%		
To support operational equities										25%		
To suppress information deemed embarrassing to the Department, Agency or USG										0%		
To prevent policymaker action or response on a topic										0%		
Not sure what the motive was										50%		
Other										0%		
Total										100%		

New response categories in 2018

Motive

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Maintain existing analytic line									0%			
Support views of internal supervisor/management									50%			
Support views of internal colleague									0%			
Support views of external colleague									0%			
Support views of external management									0%			
Support views of government/policy official									0%			
To support increase/decrease of resources for operational, military or USG									0%			
Unintentional									0%			
Unsure what the motive was									25%			
Other									25%			
To suppress information deemed embarrassing to the Department, Agency or USG									0%			
To prevent policymaker action/response									0%			
Total									100%			

Original response categories

Motive

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
To support supervisor within your IC element							0%	0%				
To support IC personnel or management outside your IC element							15%	0%				
To support government official outside the IC							0%	0%				

I am unsure what the motive was	54%	0%	NA after FY17
Inadvertent/unintended	15%	0%	
To avoid conflicting with an existing analytic line	23%	0%	
Other	8%	0%	

Question wording changed in 2022

Did you seek assistance in dealing with this most significant experience of disortion and/or suppression of analysis?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No												50%
Yes												50%
Total												100%

Question wording changed in 2021

Question responses changed in 2021

Did you seek assistance in dealing with this most significant experience of disortion and/or suppression of analysis?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No											80%	
Yes											20%	NA after F
Total											100%	

During the past year, did you seek assistance in dealing with distortion or suppression?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No							20%	0%	50%	50%		
Yes (Yes/Partially)							80%	0%	50%	50%	NA after FY19	
Total							100%	0%	100%	100%		

Question wording changed in 2022

Did you seek assistance from the analytic ombuds?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												100%
No												0%
Total												100%

Question wording changed in 2021

Did you seek assistance from your IC element/CCMD analytic ombudsman?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												0%
No											100%	NA after F
Total											100%	

New question added in 2019

Did you go to your IC element's ombudsman for help?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes										0%		
No										100%	NA after FY19	
Total										100%		

Question wording changed in 2022

Question responses changed in 2022

Why did you not seek assistance from your analytic ombudsman?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change												0%
Did not know who to go to for help												0%
Concerns regarding retribution												0%
Concerns regarding confidentiality												0%
Concerns regarding rank, tenure, or other power imbalances among individ												0%
Time constraints/press of business												0%
I was dissuaded from seeking assistance												0%
Did not know a process exists for addressing the matter												0%
Presumed others involved would seek assistance												0%
Other												0%
Total												0%

New question added in 2021

Why did you not seek assistance from your analytic ombudsman?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Concerns regarding retribution												0%
Concerns regarding confidentiality												0%
Concerns regarding rank, tenure, or other power imbalances of individual(s)												0%
Time constraints/press of business												0%
Kept the issue at the management level												0%
Did not believe the analytic ombudsman would help												0%
Other											100%	
Total											100%	

Question responses changed in 2022

What is the primary reason you did not seek assistance?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change												100%
Did not know who to go to for help												0%
Concerns regarding retribution												0%
Concerns regarding confidentiality												0%
Concerns regarding rank, tenure, or other power imbalances among individ												0%
Time constraints/press of business												0%
I was dissuaded from seeking assistance												0%
Did not know a process exists for addressing the matter												0%

Presumed others involved would seek assistance	0%
Other	0%
Total	100%

New response categories added to the question in 2021
Question wording changed in 2021

What is the primary reason you did not seek assistance?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change											75%	
Did not know who to go to for help											0%	
Concerns regarding retribution											0%	
Concerns regarding confidentiality											0%	NA after F
Concerns regarding rank, tenure, or other power imbalances of individual(s) i											25%	
Time constraints/press of business											0%	
Other											0%	
Total											100%	

New response categories added to the question in 2019
Question wording changed in 2019

What is the primary reason you didn't seek assistance in dealing with the attempted distortion or suppression?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution										0%		
Concerns about the lack of confidentiality										0%		
Did not believe anything would change										50%		
Person in question was considered "senior" to me										0%	NA after FY19	
Didn't know who to go to for help										0%		
Other										50%		
Total										100%		

New response categories in 2018

Why did you not seek assistance in dealing with distortion or suppression? (Rank 1)

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									50%			
Did not believe anyone would listen									50%			
Did not believe anything could change									0%			
Person in question considered "senior" to me									0%		NA after FY18	
Didn't know who to go to for help									0%			
Didn't know about Ombudsman process									0%			
Other									0%			
Total									100%			

Why did you not seek assistance in dealing with distortion or suppression? (Rank 2)

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0%			
Did not believe anyone would listen									0%			
Did not believe anything could change									100%			
Person in question considered "senior" to me									0%		NA after FY18	
Didn't know who to go to for help									0%			
Didn't know about Ombudsman process									0%			
Other									0%			
Total									100%			

Why did you not seek assistance in dealing with distortion or suppression? (Rank 3)

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0%			
Did not believe anyone would listen									0%			
Did not believe anything could change									0%			
Person in question considered "senior" to me									50%		NA after FY18	
Didn't know who to go to for help									0%			
Didn't know about Ombudsman process									50%			
Other									0%			
Total									100%			

Why did you not seek assistance in dealing with distortion or suppression? (Rank 4)

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									100%			
Did not believe anyone would listen									0%			
Did not believe anything could change									0%			
Person in question considered "senior" to me									0%		NA after FY18	
Didn't know who to go to for help									0%			
Didn't know about Ombudsman process									0%			
Other									0%			
Total									100%			

Why did you not seek assistance in dealing with distortion or suppression? (Rank 5)

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0%			
Did not believe anyone would listen									0%			
Did not believe anything could change									0%			
Person in question considered "senior" to me									100%		NA after FY18	
Didn't know who to go to for help									0%			
Didn't know about Ombudsman process									0%			
Other									0%			
Total									100%			

Why did you not seek assistance in dealing with distortion or suppression? (Rank 6)

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0%			
Did not believe anyone would listen									0%			
Did not believe anything could change									0%			
Person in question considered "senior" to me									0%		NA after FY18	

Didn't know who to go to for help	100%
Didn't know about Ombudsman process	0%
Other	0%
	100%

Why did you not seek assistance in dealing with distortion or suppression? (Rank 7)

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0%			
Did not believe anyone would listen									0%			
Did not believe anything could change									0%			
Person in question considered "senior" to me									0%			
Didn't know who to go to for help									0%			
Didn't know about Ombudsman process									0%			
Other									100%			
									100%			

New question added in 2021

Are you empowered to uphold ICD 203 principles?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											91%	93%
No											9%	7%
Total											100%	100%

New question added in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											85%	93%
No											15%	7%
Total											100%	100%

New question added in 2022

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Training on the Analytic Standards												28%
Promote awareness of the analytic ombuds as a resource to address concern												14%
Consistent and transparent product review and feedback practices												28%
Consistent and transparent product coordination practices												0%
Communication, guidance, and strategic messaging about the Analytic Stanc												3%
Leadership commitment to preserve objective analysis independent from pr												10%
Address resource-to-task imbalances												10%
Other												7%
Total												100%

New question added in 2022

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022.33
Yes												77%
No												23%
Total												100%

New question added in 2018

Question wording changed in 2021

Do you know how to contact your IC element/CCMD analytic ombudsman?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes									100%	48%	45%	100%
No									0%	52%	55%	0%
Total									100%	100%	100%	100%

New question added in 2022

Are you aware of the IC Analytic Ombudsman role and responsibilities?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022.33
Yes												72%
No												28%
Total												100%

New question added in 2022

Do you know how to contact the IC Analytic Ombudsman?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022.33
Yes												71%
No												29%
Total												100%

Question wording changed in 2022

New question added in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Satisfactory											3%	17%
A mixed performance											9%	7%
Unsatisfactory											3%	0%
No opinion											84%	77%
Total											100%	100%

New question added in 2022

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	2017	2018	2019	2021	2022
Time constraints												50%
Levels of review												0%
Threshold for publication												0%
Pressure to reach consensus, including distorting or suppressing analysis of :												0%
Pressure to maintain the existing analytic line or status quo on a topic												50%
Efforts to distort or suppress analysis due to considerations regarding the cc												0%
Information sharing constraints, including compartmentalization												0%
Other												0%
Total												100%

Question wording changed in 2022
New question added in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Satisfactory											15%	23%
A mixed performance											9%	13%
Unsatisfactory											3%	0%
No opinion											73%	63%
Total											100%	100%

New question added in 2022

What was the primary challenge to effectively upholding ICD 203 principles in your experience with the National Intelligence Council?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints												0%
Levels of review												0%
Threshold for publication												0%
Pressure to reach consensus, including distorting or suppressing analysis of :												50%
Pressure to maintain the existing analytic line or status quo on a topic												25%
Efforts to distort or suppress analysis due to considerations regarding the cc												0%
Information sharing constraints, including compartmentalization												25%
Other												0%
Total												100%

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/support?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
One											0%	4%
2 - 3											55%	77%
4 - 5											27%	19%
More than 5											12%	0%
Unsure											6%	0%
Total											100%	100%

New question added in 2021

How frequently do you have an opportunity to discuss feedback from product review?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always											33%	50%
Frequently											27%	17%
Sometimes											12%	10%
Rarely											12%	3%
Never											0%	3%
Not applicable to my work role											15%	17%
Total											100%	100%

Question wording changed in 2022
Question responses changed in 2022

What is the primary challenge to effective coordination for the analytic product type that you typically prepare/support?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Difficulty generating attention to the product												11%
Difficulty building or maintaining a network with all pertinent subject matter												29%
Overlapping roles or "lanes in the road"												21%
Efforts to distort or suppress the analysis												0%
Adjudicating differing perspectives												0%
Pressure to reach consensus												4%
Information sharing constraints												4%
Time constraints												7%
Pressure to incorporate input from non-analytic elements												0%
No challenges												7%
Not applicable to my work role												11%
Other												7%
Total												100%

New question added in 2021

When considering the analytic product type that you typically prepare, what is the primary challenge to effective coordination?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Difficulty generating attention to the product											13%	
Difficulty building or maintaining a network with all pertinent subject matter											19%	
Overlapping roles or "lanes in the road"											13%	
Efforts to distort or suppress the analysis											3%	
Pressure to reach consensus											6%	NA after F
Information sharing constraints											0%	
Time constraints											32%	

Pressure to incorporate input from non-analytic elements	3%
Other	10%
Total	100%

Question wording changed in 2018

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes										77%	77%	75%
No										5%	19%	7%
Not applicable to my work role										18%	3%	18%
Total										100%	100%	100%

Question wording changed in 2018

When preparing analytic products, is analysis of alternatives a routine part of the process?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No							42%	27%	42%			
Yes							58%	73%	58%			
Total							100%	100%	100%			

Question responses changed in 2019

How often are the results of these alternative considerations included in the published product?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always										0%	13%	24%
Frequently										26%	50%	19%
Sometimes										53%	29%	52%
Rarely										11%	8%	5%
Never										11%	0%	0%
Total										100%	100%	100%

Question wording changed in 2018

How often are the results from your analysis of alternatives included in disseminated products?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always								0%	0%			
Usually								36%	14%			
Sometimes								45%	43%			
Rarely								9%	43%			
Never								9%	0%			
Total								100%	100%			

Question responses changed in 2022

New question added in 2021

Which of the following is the primary reason the alternative considerations were excluded from the published product?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints												0%
Product template constraints												0%
Perceived to undermine confidence in the analytic judgments												100%
Perceived as not relevant or did not add value to the product												0%
Perceived that the consumer would be averse to alternatives												0%
Other												0%
Total												100%

New question added in 2021

Which of the following is the primary reason the alternative considerations were excluded from the published product?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints											0%	
Product template constraints											0%	
It was perceived as not relevant or did not add value to the product											50%	
It was discouraged or removed by reviewer											50%	
It was perceived the customer would be averse to inclusion of alternatives											0%	
Total											100%	

New question added in 2022

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Pressure to maintain the existing analytic line or status quo on a topic												14%
Perception that the consumer is averse to products conveying differing view												0%
Perception that differing views undermine the main analytic judgement												11%
Pressure to reach consensus												4%
Difficulty adjudicating conflicting input												14%
Policies delineating lead, collaboration, and coordination roles												7%
Information sharing constraints, including compartmentalization												14%
No challenges												11%
Not applicable to my work role												18%
Other												7%
Total												100%

Question not asked in 2022

New question added in 2021

In the past year, were you involved in election security-related intelligence analysis?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											45%	

No													55%	NA after F
Total													100%	

Question not asked in 2022
New question added in 2021

In the past year, were you involved in domestic extremism-related intelligence analysis?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											12%	
No											88%	NA after F
Total											100%	

Question not asked in 2022
New question added in 2021

In the past year, were you involved in border security-related intelligence analysis?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											7%	
No											93%	NA after F
Total											100%	

Question not asked in 2022
New question added in 2021

When considering your most significant experience of distortion and/or suppression of analysis, which of the following was the primary Analytic Standard Violated?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Objective											0%	
Independent of political considerations											40%	
Timely											0%	NA after F
Based on all available sources of intelligence information											40%	
Implements and exhibits Analytic Tradecraft Standards											20%	
Other											0%	
Total											100%	

Question not asked in 2022
Question wording changed in 2021

Was the assistance effective in resolving the issue?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No											100%	
Yes/Partially											0%	NA after F
Total											100%	

Question not asked in 2022

Did you receive assistance that was effective in resolving the problem?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No							13%	0%	50%	0%		
Yes/Partially							88%	0%	50%	100%		NA after FY19
Total							100%	0%	100%	100%		