

Total Population

425

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										70	76	96
Manager of analysts										20	35	45
Analytic enabler										21	27	44
Other										1	33	23
Total										112	171	208
MOE										7.95%	5.79%	4.86%

Original response categories

What is your work role?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Manager of analysts	19	7	31	18	14	13	14	18	6			
Analyst	70	31	9	7	32	36	29	67	26		NA after FY18	
Other (new in 2017)								9	6			
Total	89	38	40	25	46	49	43	94	38			
MOE	9.24%	15.17%	14.75%	19.01%	13.64%	13.17%	14.17%	8.92%	15.17%			

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
Up to 5 years	53	23	20	12	18	13	11	18	15	18	34	42
More than 5 years but less than 10 years	21	5	12	7	17	11	15	25	14	16	21	41
More than 10 years but less than 20 years	15	10	7	6	10	24	14	41	18	54	69	72
More than 20 years							3	9	3	23	49	54
Total	89	38	39	25	45	48	43	93	50	111	173	209

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											2	17
No											119	146
Total											121	163
MOE											7.53%	6.03%

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										6		
Yes, I suspect but am not sure it has occurred										1	NA after FY19	
No										85		
Total										92		
MOE										9.04%		

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	83	35	32	16	27	38	31	71	36			
Yes	6	3	7	9	12	4	4	10	3		NA after FY18	
Total	89	38	39	25	39	42	35	81	39			
MOE	9.24%	15.17%	14.96%	19.01%	14.96%	14.36%	15.87%	9.80%	14.96%			

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)											0	0
Frequently (weekly or monthly)											0	7
Occasionally (more than twice but less than monthly)											2	6
Rarely (Once or twice)											0	4
Total											2	17
MOE											69.13%	23.29%

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										1		
On a monthly basis										0		
Several times a year (less than 12 but more than 3)										0	NA after FY19	
2 - 3 times										4		
Once										2		
Total										7		
MOE										36.73%		

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)									1			
Frequently (Consistently, on a weekly or monthly basis)									1			
Occasionally (Up to 4 times per year)									1		NA after FY18	
Rarely (1-2 times a year)									0			
Total									3			
MOE									56.38%			

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	2	0	1	1	3	2	1					
Twice	2	3	2	3	3	1	0					
Three times	1	0	1	0	3	0	1			NA after FY17		
More than three times	1	0	3	5	3	1	2					
Total	6	3	7	9	12	4	4					

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												3
Analytic Standard B - Independent of political consideration												2
Analytic Standard C - Timely												0
Analytic Standard D - Based on all available sources of intelligence information												0
Analytic Standard E - Implements and exhibits Analytic Tradecraft Standards												6
Other												6
Total OBJ												17

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/preetermined analytic line												5
A changed analytic line absent sufficient sourcing or argumentation												0
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or confidence language												3
Distorted or suppressed analysis of alternatives or dissent												0
Discouraged analysis/production on a particular topic absent sufficient reasoning												1
Delayed, shelved, or recalled analysis absent sufficient reasoning												3
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												3
A deliberately distorted product classification												0
Other												2
Total OBJ												17

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												1
The product was deliberately delayed												1
I was discouraged from writing a product												0
The analytic line was dictated to me												0
The main analytic line was changed without sufficient justification, argumentation, and/or sourcing												0
Judgements, sourcing, and/or confidence levels were mischaracterized or removed												0
A briefer mischaracterized the assessment/product to a consumer												0
An internal IC element/CCMD senior mischaracterized the assessment/product to other officials												0
My comments or dissent on a product were distorted or suppressed												0
Other												0
Total OBJ												2

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												3
I was discouraged from writing a product												1
My analytic line was dictated to me												1
The main analytic line of my product was deliberately changed during review/coordination												1
Analytic points, supporting evidence, and/or confidence levels in my product were changed during review/coordination												0
A briefer either suppressed or misrepresented the analysis												0
An internal agency senior changed, deleted, or added minor analytic points and/or supporting evidence to brief other officials												0
My comments or dissent on a product were suppressed or distorted												0
Other												1
Total OBJ												7

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
The analysis did not meet threshold or priority for publication												3
The analysis did not meet one or more of the analytic tradecraft standards												1
Dissent or alternative analysis was not accepted												0
Concurrence from a particular component was required for publication												0

Content was changed or deleted to better meet customer needs	0	4
Content was changed or deleted because of differing views from the field	0	2
Content was changed or deleted because it was too long, complicated, or technical	0	0
Information to which I do not have access changed the analysis	0	0
The assessment was policy prescriptive	0	1
Other	0	7
Total OBJ	2	17

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 enough priority for publication										1		
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 enough										3		
I was told that dissent was not accepted in this instance because it did not relate to the main analytic line										0		
I was told that concurrence from a particular agency or office was required for publication										0		
I was told that my analysis was changed or deleted so that the product would better meet customer needs										0		
I was told additional/special compartmented information (which I do not have access to) refuted or changed my analysis										0	NA after FY19	
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 policymaker sensitivities										0		
I was told that my analysis was changed in response to differing views from the field										0		
I was told that my analysis was too complicated or technical and has to be simplified to the point that it was misleading										0		
I did not receive any feedback or explanation as to why my product was distorted or suppressed										1		
Other										2		
Total OBJ										7		

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												2
Manager/supervisor within my IC element/CCMD												6
Reviewer within my IC element/CCMD												1
Senior executive/military officer within my IC element/CCMD												3
Intelligence professional from another IC element/CCMD												0
Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.)												0
Other												5
Total OBJ												17

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											0	
Manager/supervisor within my IC element/CCMD											0	
Reviewer within my IC element/CCMD											1	
Senior executive within my IC element/CCMD											0	
Intelligence professional from another IC element/CCMD											0	NA after F
Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.)											0	
US Government official outside of the IC											0	
Other											1	
Total OBJ											2	

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										3		
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										1		
DNI element (NIC, NIM, etc.)										0		
US government official outside the IC										0		
Editor or senior reviewer of an IC publication										0		
Other										1		
Total OBJ										7		

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									0			
External colleague									0			
Non-intelligence senior									0		NA after FY18	

External IC supervisor	0	NA after FY10
Non-supervisory reviewer	0	
DNI element (NIC, NIM, etc.)	0	
US government official outside the IC	0	
Other	1	
Total OBJ	3	

Original response categories

Source	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
n												
Non-supervisory professional within your IC element	0	0	1	1	4	1	2	6				
Supervisor within your IC element	3	2	4	8	6	3	4	6				
Intelligence professional outside your IC element	4	3	1	3	4	2	0	1		NA after FY17		
US government official outside the IC	2	0	3	1	0	0	0	0				
Other	0	0	0	0	1	0	0	1				
Total OBJ	6	3	7	9	12	4	6	14				

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											1	8
Somewhat a factor											0	2
A moderate factor											0	1
An important factor											0	3
Unsure											1	2
Total OBJ											2	16

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											1	1
Somewhat a factor											0	0
A moderate factor											0	2
An important factor											0	12
Unsure											1	1
Total OBJ											2	16

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											1	10
Somewhat a factor											0	0
A moderate factor											0	0
An important factor											0	5
Unsure											1	1
Total OBJ											2	16

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	5
Somewhat a factor											0	4
A moderate factor											1	1
An important factor											1	6
Unsure											0	1
Total OBJ											2	17

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											1	9
Somewhat a factor											0	2
A moderate factor											0	0
An important factor											0	3
Unsure											1	2
Total OBJ											2	16

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											1	4
Somewhat a factor											0	2
A moderate factor											0	3
An important factor											0	7
Unsure											1	1
Total OBJ											2	17

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											0	
Support views of internal colleague(s)											2	
Support views of external colleague(s)											1	
Support views of external management											0	
Support views of government/policy official(s)											0	
To support operational equities											0	NA after FY19

To suppress information deemed embarrassing to the Department, Agency or Bureau	0
To prevent policymaker action or response on a topic	0
Not sure what the motive was	3
Other	1
Total OBJ	7

New response categories in 2018

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
<i>n</i>												
Maintain existing analytic line									0			
Support views of internal supervisor/management									1			
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 program									0	NA after FY18		
Unintentional									1			
Unsure what the motive was									1			
Other									0			
To suppress information deemed embarrassing to the Department, Agency or Bureau									0			
To prevent policymaker action(response)									0			
Total OBJ									3			

Original response categories

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
<i>n</i>												
To support supervisor within your IC element	3	2	3	7	1	1	2	0				
To support IC personnel or management outside your IC element	4	2	0	7	8	0	1	1				
To support government official outside the IC	10	3	6	4	1	0	1	0				
I am unsure what the motive was			0	0	3	0	2	2		NA after FY17		
Inadvertent/unintended					2	0	1	2				
To avoid conflicting with an existing analytic line					1	1	3					
Other	1	0	2	0	2	3	0	3				
Total OBJ	6	3	7	9	12	4	8	11				

Question wording changed in 2022

Did you seek assistance to address this matter?	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
<i>n</i>												
No												3
Yes												14
Total												17
MOE												23.29%

Question wording changed in 2021

Did you seek assistance in dealing with this most significant experience of distortion and/or suppression of analysis?	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
<i>n</i>												
No												0
Yes												2 NA after F
Total												2
MOE												69.13%

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
<i>n</i>												
No	2	3	1	2	4	3	0	6	2	3		
Yes	4	0	2	7	8	1	4	3	1	4	NA after FY19	
Partially	0	0	4									
Total	6	3	7	9	12	4	4	9	3	7		
MOE	39.72%	56.38%	36.73%	32.32%	27.89%	48.77%	48.77%	32.32%	56.38%	36.73%		

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
<i>n</i>												
Yes												8
No												6
Total OBJ												14

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
<i>n</i>												
Yes												2
No												0 NA after F
Total OBJ												2

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
<i>n</i>												
Yes										1		
No										1	NA after FY19	
Total OBJ										2		

Question wording changed in 2022

What is the primary reason you did not seek assistance from the analytic ombuds?	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
<i>n</i>												
Did not believe anything would change												1
Did not know who to go to for help												1
Concerns regarding retribution												1

Concerns regarding confidentiality	0
Concerns regarding rank, tenure, or other power imbalances among individual(s) involved	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	2
Other	1
Total OBJ	6

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) involved											0	NA after F
Time constraints/press of business											0	
Kept the issue at the management level											0	
Did not believe the analytic ombudsman would help											0	
Other											0	
Total OBJ											0	

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												0
Did not know who to go to for help												0
Concerns regarding retribution												1
Concerns regarding confidentiality												0
Concerns regarding rank, tenure, or other power imbalances among individual(s) involved												1
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												1
Total OBJ												3

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												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 of individual(s) involved												1
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												1
Total OBJ												3

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												2
Person in question was considered "senior" to me												1
Didn't know who to go to for help												0
Other												0
Total OBJ												3

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												0
Did not believe anyone would listen												0
Did not believe anything could change												1
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												0
Total OBJ												1

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												0
Person in question considered "senior" to me												0
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 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
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 supression? (Rank 4)												
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									1			
Other									0			
Total OBJ									1			

Why did you not seek assistance in dealing with distortion or supression? (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									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									1			

Why did you not seek assistance in dealing with distortion or supression? (Rank 6)												
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 supression? (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											135	158
No											11	18
Total											146	176
MOE											6.57%	5.65%

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											129	153
No											15	21
Total											144	174
MOE											6.64%	5.71%

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												44
Promote awareness of the analytic ombuds as a resource to address concerns												15
Consistent and transparent product review and feedback practices												29
Consistent and transparent product coordination practices												8
Communication, guidance, and strategic messaging about the Analytic Standards												22
Leadership commitment to preserve objective analysis independent from political consideration												16
Address resource-to-task imbalances												21
Other												20
Total												175
MOE												5.68%

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												115
No												59

Total	174
MOE	5.71%

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									13	84	117	111
No									0	28	32	3
Total									13	112	149	114
MOE									26.76%	7.95%	6.47%	7.85%

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												108
No												68
Total												176
MOE												5.65%

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												99
No												7
Total												106
MOE												8.25%

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											7	18
A mixed performance											10	9
Unsatisfactory											6	0
No opinion											120	149
Total											143	176
MOE											6.68%	5.65%

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												1
Threshold for publication												0
Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent												3
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 consumer												1
Information sharing constraints, including compartmentalization												2
Other												0
Total												9
MOE												32.32%

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											23	36
A mixed performance											6	11
Unsatisfactory											2	1
No opinion											110	123
Total											141	171
MOE											6.75%	5.79%

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												2
Levels of review												2
Threshold for publication												1
Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent												0
Pressure to maintain the existing analytic line or status quo on a topic												2
Efforts to distort or suppress analysis due to considerations regarding the consumer												1
Information sharing constraints, including compartmentalization												4
Other												0
Total												12
MOE												27.89%

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											3	3
2 - 3											62	66
4 - 5											47	51

More than 5	5	8
Unsure	23	11
Total	140	139
MOE	6.78%	6.82%

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											38	44
Frequently											35	42
Sometimes											21	38
Rarely											10	11
Never											6	4
Not applicable to my work role											31	34
Total											141	173
MOE											6.75%	5.74%

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												15
Difficulty building or maintaining a network with all pertinent subject matter experts												11
Overlapping roles or "lanes in the road"												18
Efforts to distort or suppress the analysis												3
Adjudicating differering perspectives												8
Pressure to reach consensus												4
Information sharing constraints												3
Time constraints												36
Pressure to incorporate input from non-analytic elements												3
No challenges												21
Not applicable to my work role												44
Other												8
Total												174
MOE												5.71%

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												14
Difficulty building or maintaining a network with all pertinent subject matter experts												18
Overlapping roles or "lanes in the road"												19
Efforts to distort or suppress the analysis											4	NA after F
Pressure to reach consensus											2	NA after F
Information sharing constraints												6
Time constraints												39
Pressure to incorporate input from non-analytic elements												4
Other												27
Total												133
MOE												7.04%

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										84	85	92
No										4	6	24
Not applicable to my work role										21	48	58
Total										109	139	174
MOE										8.09%	6.82%	5.71%

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	28	10	9	8	6	9	9	11	6			
Yes	61	28	30	17	30	35	24	57	20			NA after FY18
Total	89	38	39	25	36	44	33	68	26			
MOE	9.24%	15.17%	14.96%	19.01%	15.63%	13.99%	16.38%	10.89%	18.62%			

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										18	19	19
Frequently										33	35	31
Sometimes										32	26	34
Rarely										8	5	7
Never										11	0	0
Total										102	85	91
MOE										8.46%	9.51%	9.11%

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								11	3			
Usually								30	11			
Sometimes								12	6			NA after FY18
Rarely								3	0			
Never								1	0			
Total								57	20			
MOE								12.08%	21.39%			

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												2
Product template constraints												2
Perceived to undermine confidence in the analytic judgments												1
Perceived as not relevant or did not add value to the product												2
Perceived that the consumer would be averse to alternatives												0
Other												0
Total												7
MOE												36.73%

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											2	
Product template constraints											3	
It was perceived as not relevant or did not add value to the product											0	NA after F
It was discouraged or removed by reviewer											0	
It was perceived the customer would be averse to inclusion of alternatives											0	
Total											5	
MOE											43.57%	

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												11
Perception that the consumer is averse to products conveying differing views												8
Perception that differing views undermine the main analytic judgement												14
Pressure to reach consensus												8
Difficulty adjudicating conflicting input												8
Policies delineating lead, collaboration, and coordination roles												9
Information sharing constraints, including compartmentalization												10
No challenges												40
Not applicable to my work role												57
Other												6
Total												171
MOE												5.79%

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											4	
No											161	NA after F
Total											165	

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											15	
No											157	NA after F
Total											172	

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											10	
No											162	NA after F
Total											172	

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											0	
Timely											1	
Based on all available sources of intelligence information											0	NA after F
Implements and exhibits Analytic Tradecraft Standards											1	
Other											0	
Total OBJ											2	

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											1	NA after F
Partially											0	

Total												2
MOE												69.13%
Question not asked in 2022												
Did you receive assistance that was effective in resolving the problem?												
<i>n</i>	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No	2	0	2	5	3	1	4	2	1	1		
Yes	2	0	2	1	3	0	0	0	0	1	NA after FY19	
Partially	0	0	2	1	2	0	0	1	0	2		
Total	4	0	6	7	8	1	4	3	1	4		
MOE	48.77%	0.00%	39.72%	36.73%	34.32%	97.88%	48.77%	56.38%	97.88%	48.77%		

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										63%	44%	46%
Manager of analysts										18%	20%	22%
Analytic enabler										19%	16%	21%
Other										1%	19%	11%
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	21%	18%	78%	72%	30%	27%	33%	19%	16%			
Analyst	79%	82%	23%	28%	70%	73%	67%	71%	68%			
Other (new in 2017)								10%	16%			
Total	100%	100%	100%	100%	100%	100%	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
Up to 5 years	60%	61%	51%	48%	40%	27%	26%	19%	30%	16%	20%	20%
More than 5 years but less than 10 years	24%	13%	31%	28%	38%	23%	35%	27%	28%	14%	12%	20%
More than 10 years but less than 20 years	17%	26%	18%	24%	22%	50%	33%	44%	36%	49%	40%	34%
More than 20 years							7%	10%	6%	21%	28%	26%
Total	100%	100%	100%	100%	100%	100%	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											2%	10%
No											98%	90%
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										7%		
Yes, I suspect but am not sure it has occurred										1%		
No										92%		
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	93%	92%	82%	64%	69%	90%	89%	88%	92%			
Yes	7%	8%	18%	36%	31%	10%	11%	12%	8%			
Total	100%	100%	100%	100%	100%	100%	100%	100%	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)											0%	0%
Frequently (weekly or monthly)											0%	41%
Occasionally (more than twice but less than monthly)											100%	35%
Rarely (Once or twice)											0%	24%
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										14%		
On a monthly basis										0%		
Several times a year (less than 12 but more than 3)										0%		
2 - 3 times										57%		
Once										29%		
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)									33%			
Frequently (Consistently, on a weekly or monthly basis)									33%			
Occasionally (Up to 4 times per year)									33%			
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	33%	0%	14%	11%	25%	50%	25%					
Twice	33%	100%	29%	33%	25%	25%	0%					
Three times	17%	0%	14%	0%	25%	0%	25%					
More than three times	17%	0%	43%	56%	25%	25%	50%					
Total	100%	100%	100%	100%	100%	100%	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												18%
Analytic Standard B - Independent of political consideration												12%
Analytic Standard C - Timely												0%
Analytic Standard D - Based on all available sources of intelligence information												0%
Analytic Standard E - Implements and exhibits Analytic Tradecraft Standards												35%
Other												35%
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/pre-determined analytic line												29%
A changed analytic line absent sufficient sourcing or argumentation												0%
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or confidence language												18%
Distorted or suppressed analysis of alternatives or dissent												0%
Discouraged analysis/production on a particular topic absent sufficient reasoning												6%
Delayed, shelved, or recalled analysis absent sufficient reasoning												18%
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												18%
A deliberately distorted product classification												0%
Other												12%
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												50%
The product was deliberately delayed												50%
I was discouraged from writing a product												0%
The analytic line was dictated to me												0%
The main analytic line was changed without sufficient justification, argumentation, and/or sourcing												0%
Judgements, sourcing, and/or confidence levels were mischaracterized or removed												0%
A briefer mischaracterized the assessment/product to a consumer												0%
An internal IC element/CCMD senior mischaracterized the assessment/product to other officials												0%
My comments or dissent on a product were distorted or suppressed												0%
Other												0%
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												43%
I was discouraged from writing a product												14%
My analytic line was dictated to me												14%
The main analytic line of my product was deliberately changed during review/coordination												14%
Analytic points, supporting evidence, and/or confidence levels in my product were changed during review/coordination												0%
A briefer either suppressed or misrepresented the analysis												0%
An internal agency senior changed, deleted, or added minor analytic points and/or supporting evidence to brief other officials												0%
My comments or dissent on a product were suppressed or distorted												0%
Other												14%
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												50%
The analysis did not meet threshold or priority for publication												50%
The analysis did not meet one or more of the analytic tradecraft standards												0%
Dissent or alternative analysis was not accepted												0%
Concurrence from a particular component was required for publication												0%

Content was changed or deleted to better meet customer needs	0%	24%
Content was changed or deleted because of differing views from the field	0%	12%
Content was changed or deleted because it was too long, complicated, or technical	0%	0%
Information to which I do not have access changed the analysis	0%	0%
The assessment was policy prescriptive	0%	6%
Other	0%	41%
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 priority for publication										14%		
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 enough										43%		
I was told that dissent was not accepted in this instance because it did not relate to the main analytic line										0%		
I was told that concurrence from a particular agency or office was required for publication										0%		
I was told that my analysis was changed or deleted so that the product would better meet customer needs										0%		
I was told additional/special compartmented information (which I do not have access to) refuted or changed my analysis										0%	NA after FY19	
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 policymaker sensitivities										0%		
I was told that my analysis was changed in response to differing views from the field										0%		
I was told that my analysis was too complicated or technical and has to be simplified to the point that it was misleading										0%		
I did not receive any feedback or explanation as to why my product was distorted or suppressed										14%		
Other										29%		
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												12%
Manager/supervisor within my IC element/CCMD												35%
Reviewer within my IC element/CCMD												6%
Senior executive/military officer within my IC element/CCMD												18%
Intelligence professional from another IC element/CCMD												0%
Intelligence professional at an ODN component (NIC, NIM, PDB, etc.)												0%
Other												29%
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											0%	
Manager/supervisor within my IC element/CCMD											0%	
Reviewer within my IC element/CCMD											50%	
Senior executive within my IC element/CCMD											0%	
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											50%	
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										43%		
Non-supervisory internal analyst reviewer (e.g., SIOs)										14%		
Non-analyst senior within your IC element										14%		
IC senior leadership										0%	NA after FY19	
External IC colleague or supervisor										14%		
DNI element (NIC, NIM, etc.)										0%		
US government official outside the IC										0%		
Editor or senior reviewer of an IC publication										0%		
Other										14%		
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									67%			
Mid-level/Senior supervisor within your IC element									0%			
External colleague									0%			
Non-intelligence senior									0%		NA after FY18	

External IC supervisor	0%	NA after FY10
Non-supervisory reviewer	0%	
DNI element (NIC, NIM, etc.)	0%	
US government official outside the IC	0%	
Other	33%	
	100%	

Original response categories

Source

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Non-supervisory professional within your IC element	0%	0%	14%	11%	33%	25%	33%	43%				
Supervisor within your IC element	50%	67%	57%	89%	50%	75%	67%	43%				
Intelligence professional outside your IC element	67%	100%	14%	33%	33%	50%	0%	7%				
US government official outside the IC	33%	0%	43%	11%	0%	0%	0%	0%				
Other	0%	0%	0%	0%	8%	0%	0%	7%				

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											50%	50%
Somewhat a factor											0%	13%
A moderate factor											0%	6%
An important factor											0%	19%
Unsure											50%	13%
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											50%	6%
Somewhat a factor											0%	0%
A moderate factor											0%	13%
An important factor											0%	75%
Unsure											50%	6%
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											50%	63%
Somewhat a factor											0%	0%
A moderate factor											0%	0%
An important factor											0%	31%
Unsure											50%	6%
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%	29%
Somewhat a factor											0%	24%
A moderate factor											50%	6%
An important factor											50%	35%
Unsure											0%	6%
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											50%	56%
Somewhat a factor											0%	13%
A moderate factor											0%	0%
An important factor											0%	19%
Unsure											50%	13%
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											50%	24%
Somewhat a factor											0%	12%
A moderate factor											0%	18%
An important factor											0%	41%
Unsure											50%	6%
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										0%		
Support views of internal colleague(s)										29%		
Support views of external colleague(s)										14%		
Support views of external management										0%		
Support views of government/policy official(s)										0%		
To support operational equities										0%		

To suppress information deemed embarrassing to the Department, Agency or Bureau	0%
To prevent policymaker action or response on a topic	0%
Not sure what the motive was	43%
Other	14%
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									33%			
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 program									0%			
Unintentional									33%			
Unsure what the motive was									33%			
Other									0%			
To suppress information deemed embarrassing to the Department, Agency or Bureau									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	50%	67%	43%	78%	8%	25%	25%	0%				
To support IC personnel or management outside your IC element	67%	67%	0%	78%	67%	0%	13%	9%				
To support government official outside the IC	167%	100%	86%	44%	8%	0%	13%	0%				
I am unsure what the motive was			0%	0%	25%	0%	25%	18%				
Inadvertent/unintended					17%	0%	13%	18%				
To avoid conflicting with an existing analytic line							25%	13%	27%			
Other	17%	0%	29%	0%	17%	75%	0%	27%				

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												18%
Yes												82%
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											0%	
Yes											100%	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	33%	100%	14%	22%	33%	75%	0%	67%	67%	43%		
Yes (Yes/Partially)	67%	0%	86%	78%	67%	25%	100%	33%	33%	57%		
Total	100%	100%	100%	100%	100%	100%	100%	100%	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												57%
No												43%
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											100%	
No											0%	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										50%		
No										50%		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												17%
Did not know who to go to for help												17%
Concerns regarding retribution												17%

Concerns regarding confidentiality	0%
Concerns regarding rank, tenure, or other power imbalances among individual(s) involved	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	33%
Other	17%
Total	100%

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) involved											0%	NA after F
Time constraints/press of business											0%	
Kept the issue at the management level											0%	
Did not believe the analytic ombudsman would help											0%	
Other											0%	
Total											0%	

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											0%	
Did not know who to go to for help											0%	
Concerns regarding retribution											33%	
Concerns regarding confidentiality											0%	
Concerns regarding rank, tenure, or other power imbalances among individual(s) involved											33%	
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											33%	
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											0%	
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) involved											0%	
Time constraints/press of business											0%	
Other											0%	
Total											0%	

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										67%		
Person in question was considered "senior" to me										33%		NA after FY19
Didn't know who to go to for help										0%		
Other										0%		
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									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 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									100%			
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%	NA after FY18
Did not believe anything could change	0%	
Person in question considered "senior" to me	100%	
Didn't know who to go to for help	0%	
Didn't know about Ombudsman process	0%	
Other	0%	
	100%	

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0%	NA after FY18		
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									100%			
Other									0%			
									100%			

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0%	NA after FY18		
Did not believe anyone would listen									100%			
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									0%			
									100%			

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									100%	NA after FY18		
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									0%			
									100%			

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0%	NA after FY18		
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											92%	90%
No											8%	10%
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											90%	88%
No											10%	12%
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												25%
Promote awareness of the analytic ombuds as a resource to address concerns												9%
Consistent and transparent product review and feedback practices												17%
Consistent and transparent product coordination practices												5%
Communication, guidance, and strategic messaging about the Analytic Standards												13%
Leadership commitment to preserve objective analysis independent from political consideration												9%
Address resource-to-task imbalances												12%
Other												11%
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												66%
No												34%

Total												100%
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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%	75%	79%	97%
No									0%	25%	21%	3%
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												61%
No												39%
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												93%
No												7%
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											5%	10%
A mixed performance											7%	5%
Unsatisfactory											4%	0%
No opinion											84%	85%
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												11%
Levels of review												11%
Threshold for publication												0%
Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent												33%
Pressure to maintain the existing analytic line or status quo on a topic												11%
Efforts to distort or suppress analysis due to considerations regarding the consumer												11%
Information sharing constraints, including compartmentalization												22%
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											16%	21%
A mixed performance											4%	6%
Unsatisfactory											1%	1%
No opinion											78%	72%
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												17%
Levels of review												17%
Threshold for publication												8%
Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent												0%
Pressure to maintain the existing analytic line or status quo on a topic												17%
Efforts to distort or suppress analysis due to considerations regarding the consumer												8%
Information sharing constraints, including compartmentalization												33%
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											2%	2%
2 - 3											44%	47%
4 - 5											34%	37%

More than 5	4%	6%
Unsure	16%	8%
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											27%	25%
Frequently											25%	24%
Sometimes											15%	22%
Rarely											7%	6%
Never											4%	2%
Not applicable to my work role											22%	20%
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												9%
Difficulty building or maintaining a network with all pertinent subject matter experts												6%
Overlapping roles or "lanes in the road"												10%
Efforts to distort or suppress the analysis												2%
Adjudicating differing perspectives												5%
Pressure to reach consensus												2%
Information sharing constraints												2%
Time constraints												21%
Pressure to incorporate input from non-analytic elements												2%
No challenges												12%
Not applicable to my work role												25%
Other												5%
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												11%
Difficulty building or maintaining a network with all pertinent subject matter experts												14%
Overlapping roles or "lanes in the road"												14%
Efforts to distort or suppress the analysis												3%
Pressure to reach consensus												2%
Information sharing constraints												5%
Time constraints												29%
Pressure to incorporate input from non-analytic elements												3%
Other												20%
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%	61%
No											4%	4%
Not applicable to my work role											19%	35%
Total											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	31%	26%	23%	32%	17%	20%	27%	16%	23%			
Yes	69%	74%	77%	68%	83%	80%	73%	84%	77%			
Total	100%	100%	100%	100%	100%	100%	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											18%	22%
Frequently											32%	41%
Sometimes											31%	37%
Rarely											8%	6%
Never											11%	0%
Total											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											19%	15%
Usually											53%	55%
Sometimes											21%	30%
Rarely											5%	0%
Never											2%	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												29%
Product template constraints												29%
Perceived to undermine confidence in the analytic judgments												14%
Perceived as not relevant or did not add value to the product												29%
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											40%	
Product template constraints											60%	
It was perceived as not relevant or did not add value to the product											0%	NA after F
It was discouraged or removed by reviewer											0%	
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												6%
Perception that the consumer is averse to products conveying differing views												5%
Perception that differing views undermine the main analytic judgement												8%
Pressure to reach consensus												5%
Difficulty adjudicating conflicting input												5%
Policies delineating lead, collaboration, and coordination roles												5%
Information sharing constraints, including compartmentalization												6%
No challenges												23%
Not applicable to my work role												33%
Other												4%
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											2%	NA after F
No											98%	
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											9%	NA after F
No											91%	
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											6%	NA after F
No											94%	
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											0%	
Timely											50%	NA after F
Based on all available sources of intelligence information											0%	
Implements and exhibits Analytic Tradecraft Standards											50%	
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											50%	NA after F
Yes/Partially											50%	
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	50%	0%	33%	71%	38%	100%	100%	67%	100%	25%	NA after FY19	
Yes/Partially	50%	0%	67%	29%	63%	0%	0%	33%	0%	75%		
Total	100%	0%	100%	100%	100%	100%	100%	100%	100%	100%		