

Total Population 1,007

**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										105	78	96
Manager of analysts										14	13	8
Analytic enabler										12	9	15
Other										5	3	4
Total										136	103	123
MOE										7.82%	9.15%	8.28%

**Original response categories**  
**What is your work role?**

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Manager of analysts	63	35	37	15	32	21	4	20	11			
Analyst	278	279	183	179	269	125	29	95	85		NA after FY18	
Other (new in 2017)								23	10			
Total	341	314	220	194	301	146	33	138	106			
MOE	4.32%	4.59%	5.84%	6.32%	4.73%	7.50%	16.78%	7.75%	9.00%			

**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	196	178	101	99	118	38	2	29	18	36	37	37
5 - 9 years	45	55	38	39	68	35	4	37	26	15	12	16
10 - 19 years												
20 years or more	100	81	71	56	108	73	16	35	39	52	35	46
Total	341	314	210	194	294	146	25	137	111	136	104	124

**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											6	12
No											90	101
Total											96	113
MOE											9.51%	8.69%

**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										15		
Yes, I suspect but am not sure it has occurred										6	NA after FY19	
No										101		
Total										122		
MOE										8.32%		

**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	321	286	192	172	256	106	26	102	79			
Yes	20	27	18	22	22	20	4	11	13		NA after FY18	
Total	341	313	210	194	278	126	30	113	92			
MOE	4.32%	4.60%	6.02%	6.32%	5.00%	8.17%	17.62%	8.69%	9.74%			

**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)											1	4
Occasionally (more than twice but less than monthly)											2	4
Rarely (Once or twice)											3	4
Total											6	12
MOE											39.89%	28.12%

**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										3		
On a monthly basis										1		
Several times a year (less than 12 but more than 3)										5	NA after FY19	
2 - 3 times										6		
Once										6		
Total										21		
MOE										21.16%		

**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)									9			
Occasionally (Up to 4 times per year)									3		NA after FY18	
Rarely (1-2 times a year)									0			
Total									13			
MOE									27.00%			

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	9	8	7	12	3	10	1					
Twice	2	10	1	3	7	4	1					
Three times	4	3	5	0	4	1	0			NA after FY17		
More than three times	5	6	5	7	8	5	2					
Total	20	27	18	22	22	20	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												2
Analytic Standard B - Independent of political consideration												5
Analytic Standard C - Timely												3
Analytic Standard D - Based on all available sources of intelligence information												2
Analytic Standard E - Implements and exhibits Analytic Tradecraft Standards												0
Other												0
Total OBJ												12

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/pre-determined analytic line												3
A changed analytic line absent sufficient sourcing or argumentation												2
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or confidence language												1
Distorted or suppressed analysis of alternatives or dissent												1
Discouraged analysis/production on a particular topic absent sufficient reasoning												2
Delayed, shelved, or recalled analysis absent sufficient reasoning												2
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												0
Other												1
Total OBJ												12

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												2
I was discouraged from writing a product												1
The analytic line was dictated to me												2
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												1
Other												0
Total OBJ												6

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												5
I was discouraged from writing a product												4
My analytic line was dictated to me												6
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												1
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												1
My comments or dissent on a product were suppressed or distorted												2
Other												1
Total OBJ												21

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												0
Dissent or alternative analysis was not accepted												0
Concurrence from a particular component was required for publication												2

Content was changed or deleted to better meet customer needs	0	0
Content was changed or deleted because of differing views from the field	1	0
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	2	5
<b>Total OBJ</b>	<b>6</b>	<b>12</b>

**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										2		
I was told my logical argumentation was flawed or not convincing										4		
I was told the sourcing I relied on was not reliable, complete, or persuasive enough										2		
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										1		
I was told additional/special compartmented information (which I do not have access to) refuted or changed my analysis											1 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										4		
Other										7		
<b>Total OBJ</b>										<b>21</b>		

**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												1
Manager/supervisor within my IC element/CCMD												3
Reviewer within my IC element/CCMD												2
Senior executive/military officer within my IC element/CCMD												0
Intelligence professional from another IC element/CCMD												3
Intelligence professional at an ODN component (NIC, NIM, PDB, etc.)												0
Other												3
<b>Total OBJ</b>												<b>12</b>

**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												1
Reviewer within my IC element/CCMD												0
Senior executive within my IC element/CCMD												0
Intelligence professional from another IC element/CCMD												1 NA after F
Intelligence professional at an ODN component (NIC, NIM, PDB, etc.)												0
US Government official outside of the IC												1
Other												2
<b>Total OBJ</b>												<b>6</b>

**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										2		
First-level manager										3		
Mid-level/Senior supervisor within your IC element										3		
Non-supervisory internal analyst reviewer (e.g., SIOs)										3		
Non-analyst senior within your IC element										2		
IC senior leadership										4		NA after FY19
External IC colleague or supervisor										0		
DNI element (NIC, NIM, etc.)										1		
US government official outside the IC										0		
Editor or senior reviewer of an IC publication										1		
Other										2		
<b>Total OBJ</b>										<b>21</b>		

**New response categories in 2018**

**Source**

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague									2			
First-level manager									3			
Mid-level/Senior supervisor within your IC element									3			
External colleague									3			
Non-intelligence senior									0			NA after FY18

External IC supervisor	0	NA after FY10
Non-supervisory reviewer	1	
DNI element (NIC, NIM, etc.)	0	
US government official outside the IC	1	
Other	0	
<b>Total OBJ</b>	<b>13</b>	

Original response categories

Source	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Non-supervisory professional within your IC element	3	7	5	3	12	12	1	4				
Supervisor within your IC element	13	11	9	8	8	8	1	5				
Intelligence professional outside your IC element	4	11	7	11	8	9	2	4		NA after FY17		
US government official outside the IC	3	5	4	6	2	5	1	1				
Other	1	5	1	0	1	2	0	1				
<b>Total OBJ</b>	<b>20</b>	<b>27</b>	<b>18</b>	<b>22</b>	<b>22</b>	<b>36</b>	<b>5</b>	<b>15</b>				

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											4	3
Somewhat a factor											1	2
A moderate factor											0	1
An important factor											1	4
Unsure											0	2
<b>Total OBJ</b>											<b>6</b>	<b>12</b>

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	2
Somewhat a factor											0	1
A moderate factor											0	1
An important factor											2	7
Unsure											3	1
<b>Total OBJ</b>											<b>6</b>	<b>12</b>

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	8
Somewhat a factor											1	1
A moderate factor											2	0
An important factor											0	0
Unsure											1	3
<b>Total OBJ</b>											<b>6</b>	<b>12</b>

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											1	5
Somewhat a factor											0	1
A moderate factor											0	2
An important factor											5	3
Unsure											0	1
<b>Total OBJ</b>											<b>6</b>	<b>12</b>

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											2	6
Somewhat a factor											0	0
A moderate factor											1	2
An important factor											2	2
Unsure											1	2
<b>Total OBJ</b>											<b>6</b>	<b>12</b>

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	5
Somewhat a factor											0	0
A moderate factor											1	1
An important factor											2	5
Unsure											1	1
<b>Total OBJ</b>											<b>6</b>	<b>12</b>

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

To suppress information deemed embarrassing to the Department, Agency or Bureau	2
To prevent policymaker action or response on a topic	0
Not sure what the motive was	5
Other	7
<b>Total OBJ</b>	<b>21</b>

**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									6			
Support views of internal supervisor/management									0			
Support views of internal colleague									1			
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									2	NA after FY18		
Unintentional									0			
Unsure what the motive was									0			
Other									3			
To suppress information deemed embarrassing to the Department, Agency or Bureau									0			
To prevent policymaker action/response									1			
<b>Total OBJ</b>									<b>13</b>			

**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	12	11	5	7	5	2	0	1				
To support IC personnel or management outside your IC element	12	11	3	14	11	4	0	8				
To support government official outside the IC	7	6	7	11	6	5	3	4				
I am unsure what the motive was			1	4	7	5	1	2		NA after FY17		
Inadvertent/unintended					7	2	0	1				
To avoid conflicting with an existing analytic line						9	1	6				
Other	4	6	8	0	4	3	1	2				
<b>Total OBJ</b>	<b>20</b>	<b>27</b>	<b>18</b>	<b>22</b>	<b>22</b>	<b>30</b>	<b>6</b>	<b>15</b>				

**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												4
Yes												7
<b>Total</b>												<b>11</b>
<b>MOE</b>												<b>29.39%</b>

**Question wording 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
<i>n</i>												
No												1
Yes											5	NA after F
<b>Total</b>											<b>6</b>	
<b>MOE</b>											<b>39.89%</b>	

**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	5	8	6	5	6	7	0	3	8	15		
Yes	11	14	10	17	16	13	4	8	5	6	NA after FY19	
Partially	4	5	2									
<b>Total</b>	<b>20</b>	<b>27</b>	<b>18</b>	<b>22</b>	<b>22</b>	<b>20</b>	<b>4</b>	<b>11</b>	<b>13</b>	<b>21</b>		
<b>MOE</b>	<b>21.69%</b>	<b>18.61%</b>	<b>22.89%</b>	<b>20.66%</b>	<b>20.66%</b>	<b>21.69%</b>	<b>48.90%</b>	<b>29.39%</b>	<b>27.00%</b>	<b>21.16%</b>		

**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												2
No												5
<b>Total OBJ</b>												<b>7</b>

**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												1
No											4	NA after F
<b>Total OBJ</b>											<b>5</b>	

**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										2		
No										13	NA after FY19	
<b>Total OBJ</b>										<b>15</b>		

**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												0
Concerns regarding retribution												0

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	1
Other	2
<b>Total OBJ</b>	<b>5</b>

**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											1	NA after F
Time constraints/press of business											0	
Kept the issue at the management level											1	
Did not believe the analytic ombudsman would help											0	
Other											2	
<b>Total OBJ</b>											<b>4</b>	

**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												0
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												1
Did not know a process exists for addressing the matter												1
Presumed others involved would seek assistance												0
Other												1
<b>Total OBJ</b>												<b>4</b>

**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												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 of individual(s) involved												0
Time constraints/press of business												0
Other												0
<b>Total OBJ</b>												<b>1</b>

**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										2		
Concerns about the lack of confidentiality										0		
Did not believe anything would change										3		
Person in question was considered "senior" to me										0		NA after FY19
Didn't know who to go to for help										0		
Other										1		
<b>Total OBJ</b>										<b>6</b>		

**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									3			
Did not believe anyone would listen									2			
Did not believe anything could change									1			
Person in question considered "senior" to me									2			NA after FY18
Didn't know who to go to for help									0			
Didn't know about Ombudsman process									0			
Other									0			
<b>Total OBJ</b>									<b>8</b>			

**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									2			
Did not believe anything could change									3			
Person in question considered "senior" to me									2			NA after FY18
Didn't know who to go to for help									0			
Didn't know about Ombudsman process									0			
Other									1			
<b>Total OBJ</b>									<b>8</b>			

**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	1	
Did not believe anything could change	3	
Person in question considered "senior" to me	2	NA after FY18
Didn't know who to go to for help	0	
Didn't know about Ombudsman process	0	
Other	0	
<b>Total OBJ</b>	<b>6</b>	

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									2			
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									2			
Other									0			
<b>Total OBJ</b>									<b>5</b>			

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									0			
Did not believe anything could change									1			
Person in question considered "senior" to me									0		NA after FY18	
Didn't know who to go to for help									2			
Didn't know about Ombudsman process									0			
Other									0			
<b>Total OBJ</b>									<b>3</b>			

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									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									1			
Didn't know about Ombudsman process									1			
Other									0			
<b>Total OBJ</b>									<b>3</b>			

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									2			
<b>Total OBJ</b>									<b>2</b>			

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											88	96
No											8	10
<b>Total</b>											<b>96</b>	<b>106</b>
<b>MOE</b>											<b>9.51%</b>	<b>9.00%</b>

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											82	93
No											12	11
<b>Total</b>											<b>94</b>	<b>104</b>
<b>MOE</b>											<b>9.62%</b>	<b>9.10%</b>

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												38
Promote awareness of the analytic ombuds as a resource to address concerns												6
Consistent and transparent product review and feedback practices												13
Consistent and transparent product coordination practices												9
Communication, guidance, and strategic messaging about the Analytic Standards												8
Leadership commitment to preserve objective analysis independent from political consideration												13
Address resource-to-task imbalances												11
Other												8
<b>Total</b>												<b>106</b>
<b>MOE</b>												<b>9.00%</b>

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												73
No												32

Total	105
MOE	9.05%

**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									43	81	64	66
No									0	51	31	5
Total									43	132	95	71
MOE									14.62%	7.95%	9.57%	11.21%

**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												73
No												31
Total												104
MOE												9.10%

**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												58
No												15
Total												73
MOE												11.05%

**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											14	17
A mixed performance											4	14
Unsatisfactory											3	4
No opinion											72	71
Total											93	106
MOE											9.68%	9.00%

**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												4
Levels of review												0
Threshold for publication												3
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												2
Information sharing constraints, including compartmentalization												0
Other												5
Total												18
MOE												22.89%

**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											19	28
A mixed performance											5	7
Unsatisfactory											0	2
No opinion											67	66
Total											91	103
MOE											9.80%	9.15%

**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												0
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												1
Efforts to distort or suppress analysis due to considerations regarding the consumer												0
Information sharing constraints, including compartmentalization												0
Other												3
Total												8
MOE												34.51%

**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											1	5
2 - 3											44	44
4 - 5											36	35

More than 5	5	9
Unsure	6	3
Total	92	96
MOE	9.74%	9.51%

**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											27	31
Frequently											29	39
Sometimes											18	10
Rarely											6	15
Never											3	0
Not applicable to my work role											9	8
Total											92	103
MOE											9.74%	9.15%

**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												8
Difficulty building or maintaining a network with all pertinent subject matter experts												14
Overlapping roles or "lanes in the road"												19
Efforts to distort or suppress the analysis												0
Adjudicating differing perspectives												6
Pressure to reach consensus												5
Information sharing constraints												6
Time constraints												15
Pressure to incorporate input from non-analytic elements												0
No challenges												10
Not applicable to my work role												8
Other												8
Total												99
MOE												9.35%

**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												13
Difficulty building or maintaining a network with all pertinent subject matter experts												19
Overlapping roles or "lanes in the road"												27
Efforts to distort or suppress the analysis											0	NA after F
Pressure to reach consensus											3	
Information sharing constraints											9	
Time constraints											10	
Pressure to incorporate input from non-analytic elements											0	
Other											7	
Total												88
MOE												9.98%

**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										115	79	87
No										1	3	5
Not applicable to my work role										9	9	9
Total										125	91	101
MOE										8.20%	9.80%	9.25%

**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	121	86	56	26	32	10	3	9	10			
Yes	220	227	151	168	239	111	26	104	73			NA after FY18
Total	341	313	207	194	271	121	29	113	83			
MOE	4.32%	4.60%	6.07%	6.32%	5.09%	8.36%	17.93%	8.69%	10.30%			

**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										33	20	30
Frequently										44	36	35
Sometimes										35	20	20
Rarely										5	2	2
Never										6	1	0
Total										123	79	87
MOE										8.28%	10.58%	10.04%

**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								40	24			
Usually								40	27			
Sometimes								18	17			NA after FY18
Rarely								5	3			
Never								1	2			
Total								104	73			
MOE								9.10%	11.05%			

**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												0
Perceived as not relevant or did not add value to the product												1
Perceived that the consumer would be averse to alternatives												0
Other												1
Total												2
MOE												69.23%

**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											3	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											3	
MOE											56.50%	

**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												9
Perception that the consumer is averse to products conveying differing views												3
Perception that differing views undermine the main analytic judgement												13
Pressure to reach consensus												9
Difficulty adjudicating conflicting input												15
Policies delineating lead, collaboration, and coordination roles												1
Information sharing constraints, including compartmentalization												9
No challenges												25
Not applicable to my work role												9
Other												7
Total												100
MOE												9.30%

**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											0	
No											103	NA after F
Total											103	

**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											1	
No											103	NA after F
Total											104	

**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											4	
No											100	NA after F
Total											104	

**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											2	
Independent of political considerations											2	
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											6	

**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											2	
Yes											1	NA after F
Partially											2	

Total												5
MOE												43.72%
<b>Question not asked in 2022</b>												
<b>Did you receive assistance that was effective in resolving the problem?</b>												
<i>n</i>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2021</b>	<b>2022</b>
No	8	11	3	6	6	3	2	7	3	10		
Yes	2	2	1	5	3	4	0	0	1	2	NA after FY19	
Partially	5	6	8	6	7	6	2	1	1	3		
Total	15	19	12	17	16	13	4	8	5	15		
MOE	25.11%	22.27%	28.12%	23.57%	24.30%	27.00%	48.90%	34.51%	43.72%	25.11%		

**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	2020	2022
Analyst										77%	76%	78%
Manager of analysts										10%	13%	7%
Analytic enabler										9%	9%	12%
Other										4%	3%	3%
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	18%	11%	17%	8%	11%	14%	12%	14%	10%			
Analyst	82%	89%	83%	92%	89%	86%	88%	69%	80%			
Other (new in 2017)								17%	9%			
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
Less than 5 years	57%	57%	48%	51%	40%	26%	8%	21%	16%	26%	36%	30%
5 - 9 years	13%	18%	18%	20%	23%	24%	16%	27%	23%	11%	12%	13%
10 - 19 years												
20 years or more	29%	26%	34%	29%	37%	50%	64%	26%	35%	38%	34%	37%
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											6%	11%
No											94%	89%
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										12%		
Yes, I suspect but am not sure it has occurred										5%		
No										83%		
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	94%	91%	91%	89%	92%	84%	87%	90%	86%			
Yes	6%	9%	9%	11%	8%	16%	13%	10%	14%			
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)											17%	33%
Occasionally (more than twice but less than monthly)											33%	33%
Rarely (Once or twice)											50%	33%
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										5%		
Several times a year (less than 12 but more than 3)										24%		
2 - 3 times										29%		
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)									8%			
Frequently (Consistently, on a weekly or monthly basis)									69%			
Occasionally (Up to 4 times per year)									23%			
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	45%	30%	39%	55%	14%	50%	25%					
Twice	10%	37%	6%	14%	32%	20%	25%					
Three times	20%	11%	28%	0%	18%	5%	0%					
More than three times	25%	22%	28%	32%	36%	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												17%
Analytic Standard B - Independent of political consideration												42%
Analytic Standard C - Timely												25%
Analytic Standard D - Based on all available sources of intelligence information												17%
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												25%
A changed analytic line absent sufficient sourcing or argumentation												17%
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or confidence language												8%
Distorted or suppressed analysis of alternatives or dissent												8%
Discouraged analysis/production on a particular topic absent sufficient reasoning												17%
Delayed, shelved, or recalled analysis absent sufficient reasoning												17%
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												0%
Other												8%
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												33%
I was discouraged from writing a product												17%
The analytic line was dictated to me												33%
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												17%
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												24%
I was discouraged from writing a product												19%
My analytic line was dictated to me												29%
The main analytic line of my product was deliberately changed during review/coordination												5%
Analytic points, supporting evidence, and/or confidence levels in my product were changed during review/coordination												5%
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												5%
My comments or dissent on a product were suppressed or distorted												10%
Other												5%
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												17%
The analysis did not meet threshold or priority for publication												0%
The analysis did not meet one or more of the analytic tradecraft standards												8%
Dissent or alternative analysis was not accepted												33%
Concurrence from a particular component was required for publication												0%
Other												17%

Content was changed or deleted to better meet customer needs	0%	0%
Content was changed or deleted because of differing views from the field	17%	0%
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%	8%
Other	33%	42%
<b>Total</b>	<b>100%</b>	<b>100%</b>

**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										10%		
I was told my logical argumentation was flawed or not convincing										19%		
I was told the sourcing I relied on was not reliable, complete, or persuasive enough										10%		
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										5%		
I was told additional/special compartmented information (which I do not have access to) refuted or changed my analysis										5%	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										19%		
Other										33%		
<b>Total</b>										<b>100%</b>		

**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												8%
Manager/supervisor within my IC element/CCMD												25%
Reviewer within my IC element/CCMD												17%
Senior executive/military officer within my IC element/CCMD												0%
Intelligence professional from another IC element/CCMD												25%
Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.)												0%
Other												25%
<b>Total</b>												<b>100%</b>

**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											17%	
Manager/supervisor within my IC element/CCMD											17%	
Reviewer within my IC element/CCMD											0%	
Senior executive within my IC element/CCMD											0%	
Intelligence professional from another IC element/CCMD											17%	NA after F
Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.)											0%	
US Government official outside of the IC											17%	
Other											33%	
<b>Total</b>											<b>100%</b>	

**New response categories added to the question in 2019**

**Source**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague										10%		
First-level manager										14%		
Mid-level/Senior supervisor within your IC element										14%		
Non-supervisory internal analyst reviewer (e.g., SIOs)										14%		
Non-analyst senior within your IC element										10%		
IC senior leadership										19%	NA after FY19	
External IC colleague or supervisor										0%		
DNI element (NIC, NIM, etc.)										5%		
US government official outside the IC										0%		
Editor or senior reviewer of an IC publication										5%		
Other										10%		
<b>Total</b>										<b>100%</b>		

**New response categories in 2018**

**Source**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague									15%			
First-level manager									23%			
Mid-level/Senior supervisor within your IC element									23%			
External colleague									23%			
Non-intelligence senior									0%		NA after FY18	

External IC supervisor	0%	NA after FY10
Non-supervisory reviewer	8%	
DNI element (NIC, NIM, etc.)	0%	
US government official outside the IC	8%	
Other	0%	
	100%	

Original response categories

Source	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022	
Non-supervisory professional within your IC element	15%	26%	28%	14%	55%	33%	20%	27%	NA after FY17				
Supervisor within your IC element	65%	41%	50%	36%	36%	22%	20%	33%					
Intelligence professional outside your IC element	20%	41%	39%	50%	36%	25%	40%	27%					
US government official outside the IC	15%	19%	22%	27%	9%	14%	20%	7%					
Other	5%	19%	6%	0%	5%	6%	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											67%	25%
Somewhat a factor											17%	17%
A moderate factor											0%	8%
An important factor											17%	33%
Unsure											0%	17%
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											17%	17%
Somewhat a factor											0%	8%
A moderate factor											0%	8%
An important factor											33%	58%
Unsure											50%	8%
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											33%	67%
Somewhat a factor											17%	8%
A moderate factor											33%	0%
An important factor											0%	0%
Unsure											17%	25%
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											17%	42%
Somewhat a factor											0%	8%
A moderate factor											0%	17%
An important factor											83%	25%
Unsure											0%	8%
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											33%	50%
Somewhat a factor											0%	0%
A moderate factor											17%	17%
An important factor											33%	17%
Unsure											17%	17%
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											33%	42%
Somewhat a factor											0%	0%
A moderate factor											17%	8%
An important factor											33%	42%
Unsure											17%	8%
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										5%	NA after FY19		
Support views of an internal supervisor/management										5%			
Support views of internal colleague(s)										10%			
Support views of external colleague(s)										0%			
Support views of external management										0%			
Support views of government/policy official(s)										5%			
To support operational equities										10%			

To suppress information deemed embarrassing to the Department, Agency or Bureau	10%
To prevent policymaker action or response on a topic	0%
Not sure what the motive was	24%
Other	33%
<b>Total</b>	<b>100%</b>

**New response categories in 2018**

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Maintain existing analytic line									46%	NA after FY18		
Support views of internal supervisor/management									0%			
Support views of internal colleague									8%			
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									15%			
Unintentional									0%			
Unsure what the motive was									0%			
Other									23%			
To suppress information deemed embarrassing to the Department, Agency or Bureau									0%			
To prevent policymaker action\response									8%			
<b>Total</b>									<b>100%</b>			

**Original response categories**

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
To support supervisor within your IC element	60%	41%	28%	32%	23%	7%	0%	7%		NA after FY17		
To support IC personnel or management outside your IC element	60%	41%	17%	64%	50%	13%	0%	53%				
To support government official outside the IC	35%	22%	39%	50%	27%	17%	50%	27%				
I am unsure what the motive was			6%	18%	32%	17%	17%	13%				
Inadvertent/unintended					32%	7%	0%	7%				
To avoid conflicting with an existing analytic line						30%	17%	40%				
Other	20%	22%	44%	0%	18%	10%	17%	13%				

**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												36%
Yes												64%
<b>Total</b>												<b>100%</b>

**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												17%
Yes												83%
<b>Total</b>												<b>100%</b>

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	25%	30%	33%	23%	27%	35%	0%	27%	62%	71%	NA after FY19	
Yes (Yes/Partially)	75%	70%	67%	77%	73%	65%	100%	73%	38%	29%		
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>		

**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												29%
No												71%
<b>Total</b>												<b>100%</b>

**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												20%
No												80%
<b>Total</b>												<b>100%</b>

**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												13%
No												87%
<b>Total</b>												<b>100%</b>

**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												20%
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 individual(s) involved	20%
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	20%
Other	40%
<b>Total</b>	<b>100%</b>

**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											25%	NA after F
Time constraints/press of business											0%	
Kept the issue at the management level											25%	
Did not believe the analytic ombudsman would help											0%	
Other											50%	
<b>Total</b>											<b>100%</b>	

**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											0%	
Concerns regarding confidentiality											0%	
Concerns regarding rank, tenure, or other power imbalances among individual(s) involved											25%	
Time constraints/press of business											0%	
I was dissuaded from seeking assistance											25%	
Did not know a process exists for addressing the matter											25%	
Presumed others involved would seek assistance											0%	
Other											25%	
<b>Total</b>											<b>100%</b>	

**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											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 of individual(s) involved											0%	NA after F
Time constraints/press of business											0%	
Other											0%	
<b>Total</b>											<b>100%</b>	

**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										33%		
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										17%		
<b>Total</b>										<b>100%</b>		

**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									38%			
Did not believe anyone would listen									25%			
Did not believe anything could change									13%			
Person in question considered "senior" to me									25%			NA after FY18
Didn't know who to go to for help									0%			
Didn't know about Ombudsman process									0%			
Other									0%			
<b>Total</b>									<b>100%</b>			

**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									25%			
Did not believe anything could change									38%			
Person in question considered "senior" to me									25%			NA after FY18
Didn't know who to go to for help									0%			
Didn't know about Ombudsman process									0%			
Other									13%			
<b>Total</b>									<b>100%</b>			

**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	17%	NA after FY18
Did not believe anything could change	50%	
Person in question considered "senior" to me	33%	
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 suppression? (Rank 4)**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									40%	NA after FY18		
Did not believe anyone would listen									20%			
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									40%			
Other									0%			
									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%	NA after FY18		
Did not believe anyone would listen									0%			
Did not believe anything could change									33%			
Person in question considered "senior" to me									0%			
Didn't know who to go to for help									67%			
Didn't know about Ombudsman process									0%			
Other									0%			
									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%	NA after FY18		
Did not believe anyone would listen									33%			
Did not believe anything could change									0%			
Person in question considered "senior" to me									0%			
Didn't know who to go to for help									33%			
Didn't know about Ombudsman process									33%			
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%	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%	91%
No											8%	9%
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											87%	89%
No											13%	11%
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												36%
Promote awareness of the analytic ombuds as a resource to address concerns												6%
Consistent and transparent product review and feedback practices												12%
Consistent and transparent product coordination practices												8%
Communication, guidance, and strategic messaging about the Analytic Standards												8%
Leadership commitment to preserve objective analysis independent from political consideration												12%
Address resource-to-task imbalances												10%
Other												8%
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
Yes												70%
No												30%

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%	61%	67%	93%
No									0%	39%	33%	7%
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												70%
No												30%
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												79%
No												21%
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											15%	16%
A mixed performance											4%	13%
Unsatisfactory											3%	4%
No opinion											77%	67%
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												22%
Levels of review												0%
Threshold for publication												17%
Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent												17%
Pressure to maintain the existing analytic line or status quo on a topic												6%
Efforts to distort or suppress analysis due to considerations regarding the consumer												11%
Information sharing constraints, including compartmentalization												0%
Other												28%
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											21%	27%
A mixed performance											5%	7%
Unsatisfactory											0%	2%
No opinion											74%	64%
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												25%
Levels of review												25%
Threshold for publication												0%
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												13%
Efforts to distort or suppress analysis due to considerations regarding the consumer												0%
Information sharing constraints, including compartmentalization												0%
Other												38%
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											1%	5%
2 - 3											48%	46%
4 - 5											39%	36%

More than 5	5%	9%
Unsure	7%	3%
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											29%	30%
Frequently											32%	38%
Sometimes											20%	10%
Rarely											7%	15%
Never											3%	0%
Not applicable to my work role											10%	8%
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												8%
Difficulty building or maintaining a network with all pertinent subject matter experts												14%
Overlapping roles or "lanes in the road"												19%
Efforts to distort or suppress the analysis												0%
Adjudicating differing perspectives												6%
Pressure to reach consensus												5%
Information sharing constraints												6%
Time constraints												15%
Pressure to incorporate input from non-analytic elements												0%
No challenges												10%
Not applicable to my work role												8%
Other												8%
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												15%
Difficulty building or maintaining a network with all pertinent subject matter experts												22%
Overlapping roles or "lanes in the road"												31%
Efforts to distort or suppress the analysis												0%
Pressure to reach consensus												3%
Information sharing constraints												10%
Time constraints												11%
Pressure to incorporate input from non-analytic elements												0%
Other												8%
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											92%	87%
No											1%	3%
Not applicable to my work role											7%	10%
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	35%	27%	27%	13%	12%	8%	10%	8%	12%			
Yes	65%	73%	73%	87%	88%	92%	90%	92%	88%			
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											27%	25%
Frequently											36%	46%
Sometimes											28%	25%
Rarely											4%	3%
Never											5%	1%
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												
Usually												
Sometimes												
Rarely												
Never												
Total												

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												0%
Perceived as not relevant or did not add value to the product												50%
Perceived that the consumer would be averse to alternatives												0%
Other												50%
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											100%	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												9%
Perception that the consumer is averse to products conveying differing views												3%
Perception that differing views undermine the main analytic judgement												13%
Pressure to reach consensus												9%
Difficulty adjudicating conflicting input												15%
Policies delineating lead, collaboration, and coordination roles												1%
Information sharing constraints, including compartmentalization												9%
No challenges												25%
Not applicable to my work role												9%
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												0%
No												100%
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												1%
No												99%
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												4%
No												96%
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												33%
Independent of political considerations												33%
Timely												17%
Based on all available sources of intelligence information												0%
Implements and exhibits Analytic Tradecraft Standards												17%
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												40%
Yes/Partially												60%
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	53%	58%	25%	35%	38%	23%	50%	88%	60%	67%	NA after FY19	
Yes/Partially	47%	42%	75%	65%	63%	77%	50%	13%	40%	33%		
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		