

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										18	56	48
Manager of analysts										9	10	11
Analytic enabler										0	2	3
Other										0	1	5
Total										27	69	67
MOE										16.72%	7.94%	8.19%

Original response categories

What is your work role?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Manager of analysts	3	12	5	2	10	5	8	6	4			
Analyst	11	51	27	26	37	17	30	15	13		NA after FY18	
Other (new in 2017)								5	0			
Total	14	63	32	28	47	22	38	26	17			
MOE	24.69%	8.73%	14.96%	16.33%	11.32%	18.98%	13.29%	17.12%	22.11%			

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	9	39	16	15	17	6	12	1	6	7	30	25
5 - 9 years	4	16	11	12	20	9	15	3	5	7	13	12
10 - 19 years												
20 years or more	1	7	3	1	8	6	7	11	12	11	24	29
Total	14	62	30	28	45	21	36	26	23	27	69	67

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											8	8
No											59	54
Total											67	62
MOE											8.19%	8.87%

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										2		
Yes, I suspect but am not sure it has occurred										0	NA after FY19	
No											24	
Total										26		
MOE										17.12%		

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	13	53	30	23	42	18	34	22	15			
Yes	1	8	2	5	5	4	3	3	5		NA after FY18	
Total	14	61	32	28	47	22	37	25	20			
MOE	24.69%	9.01%	14.96%	16.33%	11.32%	18.98%	13.54%	17.55%	20.10%			

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)											5	2
Frequently (weekly or monthly)											2	3
Occasionally (more than twice but less than monthly)											1	1
Rarely (Once or twice)											0	1
Total											8	7
MOE											33.53%	36.00%

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										2		
On a monthly basis										0		
Several times a year (less than 12 but more than 3)										0	NA after FY19	
2 - 3 times										0		
Once										0		
Total										2		
MOE										68.74%		

New response categories in 2018

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Constantly (Daily)									0			
Frequently (Consistently, on a weekly or monthly basis)									3			
Occasionally (Up to 4 times per year)									0		NA after FY18	
Rarely (1-2 times a year)									2			
Total									5			
MOE									42.95%			

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	1	2	0	1	1	2	1					
Twice	0	3	1	2	3	0	1					
Three times	0	0	1	0	0	0	0			NA after FY17		
More than three times	0	3	0	2	1	2	1					
Total	1	8	2	5	5	4	3					

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												4
Analytic Standard B - Independent of political consideration												3
Analytic Standard C - Timely												0
Analytic Standard D - Based on all available sources of intelligence information												1
Analytic Standard E - Implements and exhibits Analytic Tradecraft Standards												0
Other												0
Total OBJ												8

New question added in 2022

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
A dictated/predetermined analytic line												6
A changed analytic line absent sufficient sourcing or argumentation												0
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or confidence language												2
Distorted or suppressed analysis of alternatives or dissent												0
Discouraged analysis/production on a particular topic absent sufficient reasoning												0
Delayed, shelved, or recalled analysis absent sufficient reasoning												0
Distorted or suppressed input to, or comments on, a product												0
Information to which I did not have access changed the analysis												0
Analysis mischaracterized in conveyance to a consumer												0
A deliberately distorted product classification												0
Other												0
Total OBJ												8

Question wording changed in 2021

Question responses changed in 2021

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
My product was not published												0
The product was deliberately delayed												0
I was discouraged from writing a product												1
The analytic line was dictated to me												1
The main analytic line was changed without sufficient justification, argumentation, and/or sourcing												1
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												4
Other												1
Total OBJ												8

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												0
I was discouraged from writing a product												1
My analytic line was dictated to me												0
The main analytic line of my product was deliberately changed during review/coordination												0
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												1
Other												0
Total OBJ												2

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												0
The analysis did not meet one or more of the analytic tradecraft standards												0
Dissent or alternative analysis was not accepted												5
Concurrence from a particular component was required for publication												1
Other												0
Total OBJ												2

Content was changed or deleted to better meet customer needs	2	1
Content was changed or deleted because of differing views from the field	0	0
Content was changed or deleted because it was too long, complicated, or 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	1
Total OBJ	8	8

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										0		
I was told my logical argumentation was flawed or not convincing										0		
I was told the sourcing I relied on was not reliable, complete, or persuasive enough										0		
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										1		
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										0		
Other										1		
Total OBJ										2		

Question responses changed in 2022

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analyst within my IC element/CCMD												0
Manager/supervisor within my IC element/CCMD												4
Reviewer within my IC element/CCMD												1
Senior executive/military officer within my IC element/CCMD												1
Intelligence professional from another IC element/CCMD												1
Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.)												0
Other												1
Total OBJ												8

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											6	
Reviewer within my IC element/CCMD											0	
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											1	
Other											0	
Total OBJ											8	

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

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									0			
Mid-level/Senior supervisor within your IC element									0			
External colleague									2			
Non-intelligence senior									1			
External IC supervisor									0	NA after FY18		

Non-supervisory reviewer	0
DNI element (NIC, NIM, etc.)	0
US government official outside the IC	2
Other	0
Total OBJ	5

Original response categories

Source	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Non-supervisory professional within your IC element	0	1	0	2	0	0	0	0				
Supervisor within your IC element	1	5	0	1	2	0	1	2				
Intelligence professional outside your IC element	0	4	0	2	3	4	2	1			NA after FY17	
US government official outside the IC	0	1	0	0	1	0	1	1				
Other	0	0	0	0	0	0	0	1				
Total OBJ	1	8	2	5	5	4	4	5				

Question wording changed in 2022

Question wording changed in 2021

Question responses changed in 2021

Question design changed in 2021

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

Maintain an existing analytic line or status quo on a topic

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											0	3
Somewhat a factor											3	1
A moderate factor											3	1
An important factor											1	3
Unsure											0	0
Total OBJ											7	8

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

Align to an individual's perspective

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											0	0
Somewhat a factor											1	1
A moderate factor											0	1
An important factor											7	6
Unsure											0	0
Total OBJ											8	8

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	5
Somewhat a factor											2	1
A moderate factor											3	2
An important factor											1	0
Unsure											0	0
Total OBJ											7	8

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	1
Somewhat a factor											1	1
A moderate factor											1	3
An important factor											5	3
Unsure											0	0
Total OBJ											8	8

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	0
Somewhat a factor											0	0
A moderate factor											4	2
An important factor											3	5
Unsure											0	1
Total OBJ											8	8

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											0	0
Somewhat a factor											0	0
A moderate factor											1	0
An important factor											7	7
Unsure											0	1
Total OBJ											8	8

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)											1	
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											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	0
Other	0
Total OBJ	2

New response categories in 2018

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Maintain existing analytic line									1			
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									1			
To support increase/decrease of resources for operational, military or USG program									1	NA after FY18		
Unintentional									0			
Unsure what the motive was									0			
Other									0			
To suppress information deemed embarrassing to the Department, Agency or Bureau									0			
To prevent policymaker action/response									1			
Total OBJ									5			

Original response categories

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
To support supervisor within your IC element	1	5		3	2	2	0	1				
To support IC personnel or management outside your IC element	0	2		2	1	0	1	1				
To support government official outside the IC	0	4		0	1	2	3	2				
I am unsure what the motive was				0	2	0	0	1		NA after FY17		
Inadvertent/unintended				0	1	0	0	0				
To avoid conflicting with an existing analytic line								0	1			
Other	0	1		2	1	2	1	0				
Total OBJ	1	8	2	5	5	4	4	5				

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
No												3
Yes												5
Total												8
MOE												33.53%

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
No												3
Yes											5	NA after F
Total											8	
MOE											33.53%	

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	1	3	0	0	1	0	1	1	1	2		
Yes	0	5	2	5	4	4	2	2	4	0	NA after FY19	
Partially	0	0	0									
Total	1	8	2	5	5	4	3	3	5	2		
MOE	97.61%	33.53%	68.74%	42.95%	42.95%	48.22%	55.90%	55.90%	42.95%	68.74%		

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												2
No												3
Total OBJ												5

Question wording changed in 2021

Did you seek assistance from your IC element/CCMD analytic ombudsman?	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												0
No											5	NA after F
Total OBJ											5	

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										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
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	0
Time constraints/press of business	0
I was dissuaded from seeking assistance	0
Did not know a process exists for addressing the matter	0
Presumed others involved would seek assistance	0
Other	2
Total OBJ	3

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											5	
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											5	

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												2
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												0
Time constraints/press of business												0
I was dissuaded from seeking assistance												0
Did not know a process exists for addressing the matter												0
Presumed others involved would seek assistance												0
Other												0
Total OBJ												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											1	
Did not know who to go to for help											0	
Concerns regarding retribution											2	
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 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										0	NA after FY19	
Person in question was considered "senior" to me										0		
Didn't know who to go to for help										0		
Other										0		
Total OBJ										0		

New response categories in 2018

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

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

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

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

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									0			
Other									0			
Total OBJ									0			

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									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									0			

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									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									0			

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									0			
Total OBJ									0			

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											49	48
No											11	7
Total											60	55
MOE											9.16%	9.92%

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											47	50
No											12	6
Total											59	56
MOE											9.30%	9.76%

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												13
Promote awareness of the analytic ombuds as a resource to address concerns												5
Consistent and transparent product review and feedback practices												6
Consistent and transparent product coordination practices												4
Communication, guidance, and strategic messaging about the Analytic Standards												8
Leadership commitment to preserve objective analysis independent from political consideration												8
Address resource-to-task imbalances												8
Other												5
Total												57
MOE												9.61%

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												49
No												8

Total	57
MOE	9.61%

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											44	45
No											16	3
Total											60	48
MOE											9.16%	11.13%

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												47
No												10
Total												57
MOE												9.61%

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												38
No												9
Total												47
MOE												11.32%

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 President's Daily Brief over the past year?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Satisfactory											27	36
A mixed performance											7	11
Unsatisfactory											1	0
No opinion											24	10
Total											59	57
MOE											9.30%	9.61%

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												3
Threshold for publication												2
Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent												2
Pressure to maintain the existing analytic line or status quo on a topic												1
Efforts to distort or suppress analysis due to considerations regarding the consumer												0
Information sharing constraints, including compartmentalization												1
Other												1
Total												11
MOE												28.23%

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											31	33
A mixed performance											6	6
Unsatisfactory											1	0
No opinion											20	16
Total											58	55
MOE											9.45%	9.92%

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												1
Levels of review												1
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												3
Efforts to distort or suppress analysis due to considerations regarding the consumer												0
Information sharing constraints, including compartmentalization												0
Other												1
Total												6
MOE												39.04%

Question wording changed in 2022
New question added in 2021

How many levels of review are involved in the analytic product type that you typically prepare/support?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
One											0	0
2 - 3											20	21
4 - 5											26	28

More than 5	7	4
Unsure	5	0
Total	58	53
MOE	9.45%	10.25%

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											16	18
Frequently											17	20
Sometimes											9	13
Rarely											10	1
Never											1	1
Not applicable to my work role											5	4
Total											58	57
MOE											9.45%	9.61%

Question wording changed in 2022

Question responses changed in 2022

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Difficulty generating attention to the product												3
Difficulty building or maintaining a network with all pertinent subject matter experts												9
Overlapping roles or "lanes in the road"												7
Efforts to distort or suppress the analysis												0
Adjudicating differing perspectives												8
Pressure to reach consensus												4
Information sharing constraints												2
Time constraints												8
Pressure to incorporate input from non-analytic elements												2
No challenges												6
Not applicable to my work role												8
Other												0
Total												57
MOE												9.61%

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												3
Difficulty building or maintaining a network with all pertinent subject matter experts												15
Overlapping roles or "lanes in the road"												9
Efforts to distort or suppress the analysis												1
Pressure to reach consensus											8	NA after F
Information sharing constraints												3
Time constraints												9
Pressure to incorporate input from non-analytic elements												2
Other												5
Total												55
MOE												9.92%

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										23	39	41
No										2	18	10
Not applicable to my work role										0	1	6
Total										25	58	57
MOE										17.55%	9.45%	9.61%

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	10	36	0	16	16	2	11	4	4			
Yes	4	25	0	12	29	18	26	19	13			
Total	14	61	0	28	45	20	37	23	17			
MOE	24.69%	9.01%	0.00%	16.33%	11.71%	20.10%	13.54%	18.48%	22.11%			

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										3	1	3
Frequently										12	14	5
Sometimes										9	16	16
Rarely										2	7	15
Never										0	0	2
Total										26	38	41
MOE										17.12%	13.29%	12.57%

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								3	2			
Usually								3	4			
Sometimes								10	5			
Rarely								2	1			
Never								1	1			
Total								19	13			
MOE								20.72%	25.74%			

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												12
Perceived to undermine confidence in the analytic judgments												2
Perceived as not relevant or did not add value to the product												3
Perceived that the consumer would be averse to alternatives												0
Other												0
Total												17
MOE												22.11%

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	
It was perceived as not relevant or did not add value to the product											2	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											6	
MOE											39.04%	

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												6
Perception that the consumer is averse to products conveying differing views												6
Perception that differing views undermine the main analytic judgement												7
Pressure to reach consensus												8
Difficulty adjudicating conflicting input												5
Policies delineating lead, collaboration, and coordination roles												3
Information sharing constraints, including compartmentalization												2
No challenges												11
Not applicable to my work role												8
Other												0
Total												56
MOE												9.76%

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											7	
No											58	NA after F
Total											65	

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											4	
No											64	NA after F
Total											68	

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											1	
No											68	NA after F
Total											69	

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											5	
Independent of political considerations											2	
Timely											0	NA after F
Based on all available sources of intelligence information											1	
Implements and exhibits Analytic Tradecraft Standards											0	
Other											0	
Total OBJ											8	

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											5	
Yes											0	NA after F
Partially											0	
Total											5	

MOE 42.95%

Question not asked in 2022

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No		0	1	0	1	0	0	1	1	1		
Yes		1	0	1	1	0	2	0	1	0	NA after FY19	
Partially		4	1	4	2	4	0	1	2	1		
Total	0	5	2	5	4	4	2	2	4	2		
MOE		42.95%	68.74%	42.95%	48.22%	48.22%	68.74%	68.74%	48.22%	68.74%		

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										67%	81%	72%
Manager of analysts										33%	14%	16%
Analytic enabler										0%	3%	4%
Other										0%	1%	7%
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%	19%	16%	7%	21%	23%	21%	23%	24%			
Analyst	79%	81%	84%	93%	79%	77%	79%	58%	76%			
Other (new in 2017)								19%	0%			
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	64%	63%	53%	54%	38%	29%	33%	4%	26%	26%	43%	37%
5 - 9 years	29%	26%	37%	43%	44%	43%	42%	12%	22%	26%	19%	18%
10 - 19 years	7%	11%	10%	4%	18%	29%	19%	42%	52%	41%	35%	43%
20 years or more							6%	42%	0%	7%	3%	1%
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											12%	13%
No											88%	87%
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										8%		
Yes, I suspect but am not sure it has occurred										0%		
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%	87%	94%	82%	89%	82%	92%	88%	75%			
Yes	7%	13%	6%	18%	11%	18%	8%	12%	25%			
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)											63%	29%
Frequently (weekly or monthly)											25%	43%
Occasionally (more than twice but less than monthly)											13%	14%
Rarely (Once or twice)											0%	14%
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										100%		
On a monthly basis										0%		
Several times a year (less than 12 but more than 3)										0%		
2 - 3 times										0%		
Once										0%		
Total										100%		

New response categories in 2018

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Constantly (Daily)									0%			
Frequently (Consistently, on a weekly or monthly basis)									60%			
Occasionally (Up to 4 times per year)									0%			
Rarely (1-2 times a year)									40%			
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	100%	25%	0%	20%	20%	50%	33%					
Twice	0%	38%	50%	40%	60%	0%	33%					
Three times	0%	0%	50%	0%	0%	0%	0%					
More than three times	0%	38%	0%	40%	20%	50%	33%					
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												50%
Analytic Standard B - Independent of political consideration												38%
Analytic Standard C - Timely												0%
Analytic Standard D - Based on all available sources of intelligence information												13%
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/preetermined analytic line												75%
A changed analytic line absent sufficient sourcing or argumentation												0%
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or confidence language												25%
Distorted or suppressed analysis of alternatives or dissent												0%
Discouraged analysis/production on a particular topic absent sufficient reasoning												0%
Delayed, shelved, or recalled analysis absent sufficient reasoning												0%
Distorted or suppressed input to, or comments on, a product												0%
Information to which I did not have access changed the analysis												0%
Analysis mischaracterized in conveyance to a consumer												0%
A deliberately distorted product classification												0%
Other												0%
Total												100%

Question wording changed in 2021
Question responses changed in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
My product was not published												0%
The product was deliberately delayed												0%
I was discouraged from writing a product												13%
The analytic line was dictated to me												13%
The main analytic line was changed without sufficient justification, argumentation, and/or sourcing												13%
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												50%
Other												13%
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												0%
I was discouraged from writing a product												50%
My analytic line was dictated to me												0%
The main analytic line of my product was deliberately changed during review/coordination												0%
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												50%
Other												0%
Total												100%

Question wording changed in 2021
Question responses changed in 2021

What feedback or explanation did you receive on this matter?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
I did not receive feedback or explanation												13%
The analysis did not meet threshold or priority for publication												0%
The analysis did not meet one or more of the analytic tradecraft standards												0%
Dissent or alternative analysis was not accepted												63%
Concurrence from a particular component was required for publication												13%
												0%
												25%

Content was changed or deleted to better meet customer needs	25%	13%
Content was changed or deleted because of differing views from the field	0%	0%
Content was changed or deleted because it was too long, complicated, or technical	0%	0%
Information to which I do not have access changed the analysis	0%	0%
The assessment was policy prescriptive	0%	13%
Other	0%	13%
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										0%		
I was told my logical argumentation was flawed or not convincing										0%		
I was told the sourcing I relied on was not reliable, complete, or persuasive enough										0%		
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										50%		
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										0%		
Other										50%		
Total										100%		

Question responses changed in 2022

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analyst within my IC element/CCMD												0%
Manager/supervisor within my IC element/CCMD												50%
Reviewer within my IC element/CCMD												13%
Senior executive/military officer within my IC element/CCMD												13%
Intelligence professional from another IC element/CCMD												13%
Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.)												0%
Other												13%
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											13%	
Manager/supervisor within my IC element/CCMD											75%	
Reviewer within my IC element/CCMD											0%	
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											13%	
Other											0%	
Total											100%	

New response categories added to the question in 2019

Source

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague										0%		
First-level manager										100%		
Mid-level/Senior supervisor within your IC element										0%		
Non-supervisory internal analyst reviewer (e.g., SIOs)										0%		
Non-analyst senior within your IC element										0%		
IC senior leadership										0%	NA after FY19	
External IC colleague or supervisor										0%		
DNI element (NIC, NIM, etc.)										0%		
US government official outside the IC										0%		
Editor or senior reviewer of an IC publication										0%		
Other										0%		
Total										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									0%			
Mid-level/Senior supervisor within your IC element									0%			
External colleague									40%			
Non-intelligence senior									20%			
External IC supervisor									0%		NA after FY18	

Non-supervisory reviewer	0%
DNI element (NIC, NIM, etc.)	0%
US government official outside the IC	40%
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	0%	13%	0%	40%	0%	0%	0%	0%				
Supervisor within your IC element	100%	63%	0%	20%	40%	0%	25%	40%				
Intelligence professional outside your IC element	0%	50%	0%	40%	60%	100%	50%	20%				
US government official outside the IC	0%	13%	0%	0%	20%	0%	25%	20%				
Other	0%	0%	0%	0%	0%	0%	0%	20%				

Question wording changed in 2022
 Question wording changed in 2021
 Question responses changed in 2021
 Question design changed in 2021

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

Maintain an existing analytic line or status quo on a topic

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											0%	38%
Somewhat a factor											43%	13%
A moderate factor											43%	13%
An important factor											14%	38%
Unsure											0%	0%
Total											100%	100%

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

Align to an individual's perspective

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											0%	0%
Somewhat a factor											13%	13%
A moderate factor											0%	13%
An important factor											88%	75%
Unsure											0%	0%
Total											100%	100%

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

Support/protect operational equities

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											14%	63%
Somewhat a factor											29%	13%
A moderate factor											43%	25%
An important factor											14%	0%
Unsure											0%	0%
Total											100%	100%

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

Support/protect bureaucratic interests

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											13%	13%
Somewhat a factor											13%	13%
A moderate factor											13%	38%
An important factor											63%	38%
Unsure											0%	0%
Total											100%	100%

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

Provoke or prevent policymaker action or response

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											13%	0%
Somewhat a factor											0%	0%
A moderate factor											50%	25%
An important factor											38%	63%
Unsure											0%	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											0%	0%
Somewhat a factor											0%	0%
A moderate factor											13%	0%
An important factor											88%	88%
Unsure											0%	13%
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)										50%		
Support views of external colleague(s)										0%		
Support views of external management										0%		
Support views of government/policy official(s)										50%		
To support operational equities										0%		

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

0%
 0%
 0%
 0%
 100%

New response categories in 2018

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Maintain existing analytic line									20%	NA after FY18		
Support views of internal supervisor/management									0%			
Support views of internal colleague									20%			
Support views of external colleague									0%			
Support views of external management									0%			
Support views of government/policy official									20%			
To support increase/decrease of resources for operational, military or USG program									20%			
Unintentional									0%			
Unsure what the motive was									0%			
Other									0%			
To suppress information deemed embarrassing to the Department, Agency or Bureau									0%			
To prevent policymaker action\response									20%			
									100%			

Original response categories

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
To support supervisor within your IC element	100%	63%	0%	60%	40%	50%	0%	20%		NA after FY17		
To support IC personnel or management outside your IC element	0%	25%	0%	40%	20%	0%	25%	20%				
To support government official outside the IC	0%	50%	0%	0%	20%	50%	75%	40%				
I am unsure what the motive was			0%	0%	40%	0%	0%	20%				
Inadvertent/unintended					20%	0%	0%	0%				
To avoid conflicting with an existing analytic line						0%	0%	20%				
Other	0%	13%	0%	40%	20%	50%	25%	0%				

Question wording changed in 2022

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No												38%
Yes												63%
												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												38%
Yes												63% NA after F
												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	100%	38%	0%	0%	20%	0%	33%	33%	20%	100%		
Yes (Yes/Partially)	0%	63%	100%	100%	80%	100%	67%	67%	80%	0%		NA after FY19
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												40%
No												60%
Total												100%

Question wording changed in 2021

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

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

New question added in 2019

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes										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												33%
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	0%
Time constraints/press of business	0%
I was dissuaded from seeking assistance	0%
Did not know a process exists for addressing the matter	0%
Presumed others involved would seek assistance	0%
Other	67%
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											100%	
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											100%	

Question responses changed in 2022

What is the primary reason you did not seek assistance?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change												67%
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												0%
Time constraints/press of business												0%
I was dissuaded from seeking assistance												0%
Did not know a process exists for addressing the matter												0%
Presumed others involved would seek assistance												0%
Other												0%
Total											100%	

New response categories added to the question in 2021

Question wording changed in 2021

What is the primary reason you did not seek assistance?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change											33%	
Did not know who to go to for help											0%	
Concerns regarding retribution											67%	
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%	
Total											100%	

New response categories added to the question in 2019

Question wording changed in 2019

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

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

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

Why did you not seek assistance in dealing with distortion or suppression? (Rank 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									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									100%			
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	0%	
Didn't know who to go to for help	0%	
Didn't know about Ombudsman process	0%	
Other	0%	

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									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									0%			

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									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%			

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									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%			

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									0%			

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											82%	87%
No											18%	13%
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											80%	89%
No											20%	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												23%
Promote awareness of the analytic ombuds as a resource to address concerns												9%
Consistent and transparent product review and feedback practices												11%
Consistent and transparent product coordination practices												7%
Communication, guidance, and strategic messaging about the Analytic Standards												14%
Leadership commitment to preserve objective analysis independent from political consideration												14%
Address resource-to-task imbalances												14%
Other												9%
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												86%
No												14%

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											73%	94%	
No											27%	6%	
Total												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												82%
No												18%
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												81%
No												19%
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											46%	63%	
A mixed performance											12%	19%	
Unsatisfactory											2%	0%	
No opinion											41%	18%	
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												9%
Levels of review												27%
Threshold for publication												18%
Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent												18%
Pressure to maintain the existing analytic line or status quo on a topic												9%
Efforts to distort or suppress analysis due to considerations regarding the consumer												0%
Information sharing constraints, including compartmentalization												9%
Other												9%
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											53%	60%	
A mixed performance											10%	11%	
Unsatisfactory											2%	0%	
No opinion											34%	29%	
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												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												50%
Efforts to distort or suppress analysis due to considerations regarding the consumer												0%
Information sharing constraints, including compartmentalization												0%
Other												17%
Total												100%

Question wording changed in 2022

New question added in 2021

How many levels of review are involved in the analytic product type that you typically prepare/support?												
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
One											0%	0%
2 - 3											34%	40%
4 - 5											45%	53%

More than 5	12%	8%
Unsure	9%	0%
Total	100%	100%

New question added in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always											28%	32%
Frequently											29%	35%
Sometimes											16%	23%
Rarely											17%	2%
Never											2%	2%
Not applicable to my work role											9%	7%
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												5%
Difficulty building or maintaining a network with all pertinent subject matter experts												16%
Overlapping roles or "lanes in the road"												12%
Efforts to distort or suppress the analysis												0%
Adjudicating differing perspectives												14%
Pressure to reach consensus												7%
Information sharing constraints												4%
Time constraints												14%
Pressure to incorporate input from non-analytic elements												4%
No challenges												11%
Not applicable to my work role												14%
Other												0%
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												5%
Difficulty building or maintaining a network with all pertinent subject matter												27%
Overlapping roles or "lanes in the road"												16%
Efforts to distort or suppress the analysis												2%
Pressure to reach consensus											15%	NA after F
Information sharing constraints												5%
Time constraints												16%
Pressure to incorporate input from non-analytic elements												4%
Other												9%
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%	67%	72%
No												8%	31%	18%
Not applicable to my work role												0%	2%	11%
Total												100%	100%	100%

Question wording changed in 2018

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No	71%	59%	0%	57%	36%	10%	30%	17%	24%			
Yes	29%	41%	0%	43%	64%	90%	70%	83%	76%			
Total	100%	100%	0%	100%	100%	100%	100%	100%	100%			

NA after FY18

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										12%	3%	7%
Frequently										46%	37%	12%
Sometimes										35%	42%	39%
Rarely										8%	18%	37%
Never										0%	0%	5%
Total										100%	100%	100%

Question wording changed in 2018

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always								16%	15%			
Usually								16%	31%			
Sometimes								53%	38%			
Rarely								11%	8%			
Never								5%	8%			
Total								100%	100%			

NA after FY18

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												71%
Perceived to undermine confidence in the analytic judgments												12%
Perceived as not relevant or did not add value to the product												18%
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											33%	
Product template constraints											33%	
It was perceived as not relevant or did not add value to the product											33%	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												11%
Perception that the consumer is averse to products conveying differing views												11%
Perception that differing views undermine the main analytic judgement												13%
Pressure to reach consensus												14%
Difficulty adjudicating conflicting input												9%
Policies delineating lead, collaboration, and coordination roles												5%
Information sharing constraints, including compartmentalization												4%
No challenges												20%
Not applicable to my work role												14%
Other												0%
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											11%	NA after F
No											89%	
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											6%	NA after F
No											94%	
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											1%	NA after F
No											99%	
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											63%	
Independent of political considerations											25%	
Timely											0%	NA after F
Based on all available sources of intelligence information											13%	
Implements and exhibits Analytic Tradecraft Standards											0%	
Other											0%	
Total											100%	

Question not asked in 2022												
Question wording changed in 2021												
Was the assistance effective in resolving the issue?												
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No											100%	NA after F
Yes/Partially											0%	
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		0%	50%	0%	25%	0%	0%	50%	25%	50%		
Yes/Partially		100%	50%	100%	75%	100%	100%	50%	75%	50%	NA after FY19	
Total		100%	100%	100%	100%	100%	100%	100%	100%	100%		