

Total Population

0

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										7	26	24
Manager of analysts										1	22	14
Analytic enabler										2	6	4
Other										0	1	1
Total										10	55	43
MOE										#DIV/0!	#DIV/0!	#DIV/0!

Original response categories

What is your work role?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Manager of analysts							12	7	6			
Analyst							36	26	25		NA after FY18	
Other (new in 2017)								6	0			
Total							48	33	31			
MOE							#DIV/0!	#DIV/0!	#DIV/0!			

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							21	1	2	2	3	4
5 - 9 years							13	5	7	0	7	3
10 - 19 years							10	13	17	4	24	15
20 years or more							4	20	11	4	23	21
Total							48	39	37	10	57	43

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											4	9
No											51	30
Total											55	39
MOE											#DIV/0!	#DIV/0!

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										0		
Yes, I suspect but am not sure it has occurred										0	NA after FY19	
No										10		
Total										10		
MOE										#DIV/0!		

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							36	29	31			
Yes							10	7	3		NA after FY18	
Total							46	36	34			
MOE							#DIV/0!	#DIV/0!	#DIV/0!			

Question wording changed in 2021

Question responses changed in 2021

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Constantly (daily)											0	0
Frequently (weekly or monthly)											0	1
Occasionally (more than twice but less than monthly)											2	3
Rarely (Once or twice)											2	5
Total											4	9
MOE											#DIV/0!	#DIV/0!

New response categories added to the question in 2019

Question wording changed in 2019

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
On a daily or monthly basis										0		
On a monthly basis										0		
Several times a year (less than 12 but more than 3)										0	NA after FY19	
2 - 3 times										0		
Once										0		
Total										0		
MOE										0.00%		

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)									2			
Occasionally (Up to 4 times per year)									0		NA after FY18	
Rarely (1-2 times a year)									0			
Total									3			
MOE									#DIV/0!			

Original response categories

How many times has someone attempted to distort or suppress analysis on which you were working in the face of persuasive evidence?

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

New question added in 2022

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analytic Standard A - Objective												1
Analytic Standard B - Independent of political consideration												2
Analytic Standard C - Timely												0
Analytic Standard D - Based on all available sources of intelligence informati												4
Analytic Standard E - Implements and exhibits Analytic Tradecraft Standards												2
Other												0
Total OBJ												9

New question added in 2022

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
A dictated/predetermined analytic line												1
A changed analytic line absent sufficient sourcing or argumentation												1
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or												6
Distorted or suppressed analysis of alternatives or dissent												0
Discouraged analysis/production on a particular topic absent sufficient reas												0
Delayed, shelved, or recalled analysis absent sufficient reasoning												1
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												9

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												1
I was discouraged from writing a product												0
The analytic line was dictated to me												0
The main analytic line was changed without sufficient justification, argumen												0
Judgements, sourcing, and/or confidence levels were mischaracterized or re												1
A briefer mischaracterized the assessment/product to a consumer												0
An internal IC element/CCMD senior mischaracterized the assessment/prod												0
My comments or dissent on a product were distorted or suppressed												0
Other												2
Total OBJ												4

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

Question wording changed in 2021

Question responses changed in 2021

What feedback or explanation did you receive on this matter?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
I did not receive feedback or explanation											1	1
The analysis did not meet threshold or priority for publication											0	0
The analysis did not meet one or more of the analytic tradecraft standards											0	2
Dissent or alterantive analysis was not accepted											2	2
Concurrence from a particular component was required for publication											0	1
Content was changed or deleted to better meet customer needs											0	0
Content was changed or deleted because of differing views from the field											0	0
Content was changed or deleted because it was too long, complicated, or te											0	0
Information to which I do not have access changed the analysis											0	0
The assessment was policy prescriptive											0	1
Other											1	2
Total OBJ											4	9

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										0		
I was told my logical argumentation was flawed or not convincing										0		
I was told the sourcing I relied on was not reliable, complete, or persuasive										0		
I was told that dissent was not accepted in this instance because it did not r										0		

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

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												1
Reviewer within my IC element/CCMD												2
Senior executive/military officer within my IC element/CCMD												1
Intelligence professional from another IC element/CCMD												4
Intelligence professional at an ODN component (NIC, NIM, PDB, etc.)												0
Other												0
Total OBJ												9

Question wording changed in 2021

Question responses changed in 2021

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analyst within my IC element/CCMD											0	
Manager/supervisor within my IC element/CCMD											0	
Reviewer within my IC element/CCMD											2	
Senior executive within my IC element/CCMD											0	
Intelligence professional from another IC element/CCMD											2	NA after F
Intelligence professional at an ODN component (NIC, NIM, PDB, etc.)											0	
US Government official outside of the IC											0	
Other											0	
Total OBJ											4	

New response categories added to the question in 2019

Source

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague										0		
First-level manager										0		
Mid-level/Senior supervisor within your IC element										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										0		

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									3			
External colleague									0			
Non-intelligence senior									0			
External IC supervisor									0	NA after FY18		
Non-supervisory reviewer									0			
DNI element (NIC, NIM, etc.)									0			
US government official outside the IC									0			
Other									0			
Total OBJ									3			

Original response categories

Source

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Non-supervisory professional within your IC element							3	3				
Supervisor within your IC element							8	4				
Intelligence professional outside your IC element							3	1			NA after FY17	
US government official outside the IC							2	1				
Other							0	0				
Total OBJ							16	9				

Question wording changed in 2022

Question wording changed in 2021

Question responses changed in 2021

Question design changed in 2021

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

Maintain an existing analytic line or status quo on a topic

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

Total OBJ 4 9

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	2
Somewhat a factor											1	1
A moderate factor											1	0
An important factor											1	6
Unsure											1	0
Total OBJ											4	9

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	3
Somewhat a factor											0	2
A moderate factor											0	0
An important factor											2	2
Unsure											0	1
Total OBJ											4	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											2	3
Somewhat a factor											0	1
A moderate factor											0	3
An important factor											2	2
Unsure											0	0
Total OBJ											4	9

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	3
Somewhat a factor											0	0
A moderate factor											1	2
An important factor											1	2
Unsure											0	2
Total OBJ											4	9

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	4
Somewhat a factor											0	0
A moderate factor											0	2
An important factor											1	2
Unsure											1	1
Total OBJ											4	9

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)										0		
Support views of external colleague(s)										0		
Support views of external management										0		
Support views of government/policy official(s)										0	NA after FY19	
To support operational equities										0		
To suppress information deemed embarrassing to the Department, Agency or										0		
To prevent policymaker action or response on a topic										0		
Not sure what the motive was										0		
Other										0		
Total OBJ										0		

New response categories in 2018

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

Original response categories

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
To support supervisor within your IC element							5	5				
To support IC personnel or management outside your IC element							6	3				
To support government official outside the IC							7	3				

I am unsure what the motive was	1	0	NA after FY17
Inadvertent/unintended	3	2	
To avoid conflicting with an existing analytic line	6	4	
Other	1	0	
Total OBJ	16	9	

Question wording changed in 2022

Did you seek assistance to address this matter?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No												2
Yes												7
Total												9
MOE												#DIV/0!

Question wording changed in 2021

Did you seek assistance in dealing with this most significant experience of disortion and/or suppression of analysis?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No											1	
Yes											3	NA after F
Total											4	
MOE												#DIV/0!

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No							4	4	2	0		
Yes							6	3	1	0		NA after FY19
Partially												
Total							10	7	3	0		
MOE							#DIV/0!	#DIV/0!	#DIV/0!	0.00%		

Question wording changed in 2022

Did you seek assistance from the analytic ombuds?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												3
No												4
Total OBJ												7

Question wording changed in 2021

Did you seek assistance from your IC element/CCMD analytic ombudsman?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											1	
No											2	NA after F
Total OBJ											3	

New question added in 2019

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

Question wording changed in 2022

Question responses changed in 2022

What is the primary reason you did not seek assistance from the analytic ombuds?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change												0
Did not know who to go to for help												0
Concerns regarding retribution												0
Concerns regarding confidentiality												0
Concerns regarding rank, tenure, or other power imbalances among individ.												1
Time constraints/press of business												2
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												0
Total OBJ												4

New question added in 2021

Why did you not seek assistance from your analytic ombudsman?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Concerns regarding retribution												0
Concerns regarding confidentiality												0
Concerns regarding rank, tenure, or other power imbalances of individual(s)												0
Time constraints/press of business												0
Kept the issue at the management level												1
Did not believe the analytic ombudsman would help												0
Other												1
Total OBJ												2

Question responses changed in 2022

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

Presumed others involved would seek assistance	0
Other	0
Total OBJ	2

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

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

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		
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 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									1		NA after FY18	
Didn't know who to go to for help									0			
Didn't know about Ombudsman process									0			
Other									0			
Total OBJ									2			

Why did you not seek assistance in dealing with distortion or suppression? (Rank 2)												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0			
Did not believe anyone would listen									1			
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									0			
Didn't know about Ombudsman process									0			
Other									0			
Total OBJ									2			

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

Why did you not seek assistance in dealing with distortion or suppression? (Rank 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									1			
Other									0			
Total OBJ									1			

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

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

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

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

New question added in 2021

Are you empowered to uphold ICD 203 principles?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											49	33
No											4	3
Total											53	36
MOE											#DIV/0!	#DIV/0!

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											48	30
No											5	5
Total											53	35
MOE											#DIV/0!	#DIV/0!

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												12
Promote awareness of the analytic ombuds as a resource to address concern												2
Consistent and transparent product review and feedback practices												7
Consistent and transparent product coordination practices												5
Communication, guidance, and strategic messaging about the Analytic Stanc												2
Leadership commitment to preserve objective analysis independent from pr												5
Address resource-to-task imbalances												2
Other												1
Total												36
MOE												#DIV/0!

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												25
No												12
Total												37
MOE												#DIV/0!

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									14	6	40	23
No									3	4	13	2
Total									17	10	53	25
MOE									#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

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												26
No												11
Total												37
MOE												#DIV/0!

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												21
No												5
Total												26
MOE												#DIV/0!

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											9	11
A mixed performance											8	5
Unsatisfactory											1	2
No opinion											37	20
Total											55	38
MOE											#DIV/0!	#DIV/0!

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												0
Levels of review												1
Threshold for publication												1
Pressure to reach consensus, including distorting or suppressing analysis of :												2
Pressure to maintain the existing analytic line or status quo on a topic												1
Efforts to distort or suppress analysis due to considerations regarding the cc												0
Information sharing constraints, including compartmentalization												1
Other												1
Total												7
MOE												#DIV/0!

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											16	14
A mixed performance											3	2
Unsatisfactory											0	3
No opinion											34	19
Total											53	38
MOE											#DIV/0!	#DIV/0!

New question added in 2022

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints												0
Levels of review												0
Threshold for publication												0
Pressure to reach consensus, including distorting or suppressing analysis of :												0
Pressure to maintain the existing analytic line or status quo on a topic												2
Efforts to distort or suppress analysis due to considerations regarding the cc												0
Information sharing constraints, including compartmentalization												1
Other												2
Total												5
MOE												#DIV/0!

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	0
2 - 3											32	19
4 - 5											17	16
More than 5											2	1
Unsure											1	0
Total											53	36
MOE											#DIV/0!	#DIV/0!

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											14	15
Frequently											26	10
Sometimes											10	7
Rarely											2	3
Never											1	0
Not applicable to my work role											1	2
Total											54	37
MOE											#DIV/0!	#DIV/0!

Question wording changed in 2022

Question responses changed in 2022

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Difficulty generating attention to the product												3
Difficulty building or maintaining a network with all pertinent subject matte												3
Overlapping roles or "lanes in the road"												3
Efforts to distort or suppress the analysis												0
Adjudicating differering perspectives												6
Pressure to reach consensus												5
Information sharing constraints												0
Time constraints												9
Pressure to incorporate input from non-analytic elements												2
No challenges												2
Not applicable to my work role												2
Other												2
Total												37
MOE												#DIV/0!

New question added in 2021

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Difficulty generating attention to the product											4	
Difficulty building or maintaining a network with all pertinent subject matte											8	
Overlapping roles or "lanes in the road"											6	
Efforts to distort or suppress the analysis											0	
Pressure to reach consensus											12	NA after F
Information sharing constraints											2	
Time constraints											18	

Pressure to incorporate input from non-analytic elements	1
Other	1
Total	52
MOE	#DIV/0!

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										10	46	33
No										0	3	1
Not applicable to my work role										0	2	3
Total										10	51	37
MOE										#DIV/0!	#DIV/0!	#DIV/0!

Question wording changed in 2018

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No							13	6	8			
Yes							30	25	18		NA after FY18	
Total							43	31	26			
MOE							#DIV/0!	#DIV/0!	#DIV/0!			

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										1	9	21
Frequently										6	17	5
Sometimes										2	15	4
Rarely										1	5	2
Never										0	0	1
Total										10	46	33
MOE										#DIV/0!	#DIV/0!	#DIV/0!

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								2	3			
Usually								7	7			
Sometimes								12	7		NA after FY18	
Rarely								4	1			
Never								0	0			
Total								25	18			
MOE								#DIV/0!	#DIV/0!			

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												2
Perceived to undermine confidence in the analytic judgments												0
Perceived as not relevant or did not add value to the product												0
Perceived that the consumer would be averse to alternatives												0
Other												1
Total												3
MOE												#DIV/0!

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											2	
It was perceived as not relevant or did not add value to the product											1	NA after F
It was discouraged or removed by reviewer											0	
It was perceived the customer would be averse to inclusion of alternatives											0	
Total											3	
MOE											#DIV/0!	

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												3
Perception that the consumer is averse to products conveying differing view												2
Perception that differing views undermine the main analytic judgement												5
Pressure to reach consensus												3
Difficulty adjudicating conflicting input												5
Policies delineating lead, collaboration, and coordination roles												1
Information sharing constraints, including compartmentalization												4
No challenges												8
Not applicable to my work role												4
Other												2
Total												37
MOE												#DIV/0!

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											5	NA after F

No	52	NA after F
Total	57	

Question not asked in 2022

New question added in 2021

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											5	
No											52	NA after F
Total											57	

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											53	NA after F
Total											57	

Question not asked in 2022

New question added in 2021

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Objective											0	
Independent of political considerations											1	
Timely											1	
Based on all available sources of intelligence information											1	NA after F
Implements and exhibits Analytic Tradecraft Standards											0	
Other											1	
Total OBJ											4	

Question not asked in 2022

Question wording changed in 2021

Was the assistance effective in resolving the issue?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No											1	
Yes											1	NA after F
Partially											1	
Total											3	
MOE											#DIV/0!	

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							4	2	0	0		
Yes							0	0	0	0		NA after FY19
Partially							2	1	1	0		
Total							6	3	1	0		
MOE							#DIV/0!	#DIV/0!	#DIV/0!	0.00%		

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										70%	47%	56%
Manager of analysts										10%	40%	33%
Analytic enabler										20%	11%	9%
Other										0%	2%	2%
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							25%	21%	19%			
Analyst							75%	79%	81%			
Other (new in 2017)									0%			
Total							100%	100%	100%			

Question wording changed in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Less than 5 years							44%	3%	5%	20%	5%	9%
5 - 9 years							27%	13%	19%	0%	12%	7%
10 - 19 years							21%	33%	46%	40%	42%	35%
20 years or more							8%	51%	30%	40%	40%	49%
Total							100%	100%	100%	100%	100%	100%

Question wording changed in 2021

Question responses changed in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											7%	23%
No											93%	77%
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										0%		
Yes, I suspect but am not sure it has occurred										0%		
No										100%		
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							78%	81%	91%			
Yes							22%	19%	9%			
Total							100%	100%	100%			

Question wording changed in 2021

Question responses changed in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Constantly (daily)											0%	0%
Frequently (weekly or monthly)											0%	11%
Occasionally (more than twice but less than monthly)											50%	33%
Rarely (Once or twice)											50%	56%
Total											100%	100%

New response categories added to the question in 2019

Question wording changed in 2019

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

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

New response categories in 2018

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Constantly (Daily)									33%			
Frequently (Consistently, on a weekly or monthly basis)									67%			
Occasionally (Up to 4 times per year)									0%			
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							20%					
Twice							10%					
Three times							0%					
More than three times							70%					
Total							100%					

New question added in 2022

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analytic Standard A - Objective												11%
Analytic Standard B - Independent of political consideration												22%
Analytic Standard C - Timely												0%
Analytic Standard D - Based on all available sources of intelligence informati												44%
Analytic Standard E - Implements and exhibits Analytic Tradecraft Standards												22%
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												11%
A changed analytic line absent sufficient sourcing or argumentation												11%
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or												67%
Distorted or suppressed analysis of alternatives or dissent												0%
Discouraged analysis/production on a particular topic absent sufficient reaso												0%
Delayed, shelved, or recalled analysis absent sufficient reasoning												11%
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												25%
I was discouraged from writing a product												0%
The analytic line was dictated to me												0%
The main analytic line was changed without sufficient justification, argumen												0%
Judgements, sourcing, and/or confidence levels were mischaracterized or re												25%
A briefer mischaracterized the assessment/product to a consumer												0%
An internal IC element/CCMD senior mischaracterized the assessment/prod												0%
My comments or dissent on a product were distorted or suppressed												0%
Other												50%
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										0%		
My analytic line was dictated to me										0%		
The main analytic line of my product was deliberately changed during review										0%		
Analytic points, supporting evidence, and/or confidence levels in my produc										0%		
A briefer either suppressed or misrepresented the analysis										0%		
An internal agency senior changed, deleted, or added minor analytic points										0%		
My comments or dissent on a product were suppressed or distorted										0%		
Other										0%		
Total										0%		

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											25%	11%
The analysis did not meet threshold or priority for publication											0%	0%
The analysis did not meet one or more of the analytic tradecraft standards											0%	22%
Dissent or alternative analysis was not accepted											50%	22%
Concurrence from a particular component was required for publication											0%	11%
Content was changed or deleted to better meet customer needs											0%	0%
Content was changed or deleted because of differing views from the field											0%	0%
Content was changed or deleted because it was too long, complicated, or te											0%	0%
Information to which I do not have access changed the analysis											0%	0%
The assessment was policy prescriptive											0%	11%
Other											25%	22%
Total											100%	100%

New question added in 2019

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

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

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

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												11%
Manager/supervisor within my IC element/CCMD												11%
Reviewer within my IC element/CCMD												22%
Senior executive/military officer within my IC element/CCMD												11%
Intelligence professional from another IC element/CCMD												44%
Intelligence professional at an ODNi component (NIC, NIM, PDB, etc.)												0%
Other												0%
Total												100%

Question wording changed in 2021

Question responses changed in 2021

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

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

New response categories added to the question in 2019

Source

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

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												100%
External colleague												0%
Non-intelligence senior												0%
External IC supervisor												0%
Non-supervisory reviewer												0%
DNI element (NIC, NIM, etc.)												0%
US government official outside the IC												0%
Other												0%
Total												100%

Original response categories

Source

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Non-supervisory professional within your IC element							19%	33%				
Supervisor within your IC element							50%	44%				
Intelligence professional outside your IC element							19%	11%				
US government official outside the IC							13%	11%				
Other							0%	0%				

Question wording changed in 2022

Question wording changed in 2021

Question responses changed in 2021

Question design changed in 2021

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

Maintain an existing analytic line or status quo on a topic

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											25%	11%
Somewhat a factor											25%	22%
A moderate factor											25%	22%
An important factor											0%	44%
Unsure											25%	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%	22%
Somewhat a factor											25%	11%
A moderate factor											25%	0%
An important factor											25%	67%
Unsure											25%	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											50%	38%
Somewhat a factor											0%	25%
A moderate factor											0%	0%
An important factor											50%	25%
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/protect bureaucratic interests

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											50%	33%
Somewhat a factor											0%	11%
A moderate factor											0%	33%
An important factor											50%	22%
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											50%	33%
Somewhat a factor											0%	0%
A moderate factor											25%	22%
An important factor											25%	22%
Unsure											0%	22%
Total											100%	100%

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

Support or oppose a policy agenda or narrative

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											50%	44%
Somewhat a factor											0%	0%
A moderate factor											0%	22%
An important factor											25%	22%
Unsure											25%	11%
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%	NA after FY19	
Support views of an internal supervisor/management										0%		
Support views of internal colleague(s)										0%		
Support views of external colleague(s)										0%		
Support views of external management										0%		
Support views of government/policy official(s)										0%		
To support operational equities										0%		
To suppress information deemed embarrassing to the Department, Agency or										0%		
To prevent policymaker action or response on a topic										0%		
Not sure what the motive was										0%		
Other										0%		
Total										0%		

New response categories in 2018

Motive

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Maintain existing analytic line									0%	NA after FY18		
Support views of internal supervisor/management									0%			
Support views of internal colleague									0%			
Support views of external colleague									0%			
Support views of external management									0%			
Support views of government/policy official									33%			
To support increase/decrease of resources for operational, military or USG f									33%			
Unintentional									0%			
Unsure what the motive was									0%			
Other									0%			
To suppress information deemed embarrassing to the Department, Agency or									33%			
To prevent policymaker action\response									0%			
Total									100%			

Original response categories

Motive

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
To support supervisor within your IC element							31%	56%				
To support IC personnel or management outside your IC element							38%	33%				
To support government official outside the IC							44%	33%				

I am unsure what the motive was	6%	0%	NA after FY17
Inadvertent/unintended	19%	22%	
To avoid conflicting with an existing analytic line	38%	44%	
Other	6%	0%	

Question wording changed in 2022

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No												22%
Yes												78%
Total												100%

Question wording changed in 2021

Question responses changed in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No											25%	
Yes											75%	NA after F
Total											100%	

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No							40%	57%	67%	0%		
Yes (Yes/Partially)							60%	43%	33%	0%	NA after FY19	
Total							100%	100%	100%	0%		

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												43%
No												57%
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											33%	
No											67%	NA after F
Total											100%	

New question added in 2019

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

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

Question wording changed in 2022

Question responses changed in 2022

Why did you not seek assistance from your analytic ombudsman?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change												0%
Did not know who to go to for help												0%
Concerns regarding retribution												0%
Concerns regarding confidentiality												0%
Concerns regarding rank, tenure, or other power imbalances among individ												25%
Time constraints/press of business												50%
I was dissuaded from seeking assistance												0%
Did not know a process exists for addressing the matter												0%
Presumed others involved would seek assistance												25%
Other												0%
Total												100%

New question added in 2021

Why did you not seek assistance from your analytic ombudsman?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Concerns regarding retribution											0%	
Concerns regarding confidentiality											0%	
Concerns regarding rank, tenure, or other power imbalances of individual(s)											0%	
Time constraints/press of business											0%	NA after F
Kept the issue at the management level											50%	
Did not believe the analytic ombudsman would help											0%	
Other											50%	
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												50%
Did not know who to go to for help												0%
Concerns regarding retribution												0%
Concerns regarding confidentiality												0%
Concerns regarding rank, tenure, or other power imbalances among individ												50%
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											0%	
Did not know who to go to for help											0%	
Concerns regarding retribution											0%	
Concerns regarding confidentiality											0%	NA after F
Concerns regarding rank, tenure, or other power imbalances of individual(s) i										100%		
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									50%			
Did not believe anyone would listen									0%			
Did not believe anything could change									0%			
Person in question considered "senior" to me									50%		NA after FY18	
Didn't know who to go to for help									0%			
Didn't know about Ombudsman process									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									50%			
Did not believe anything could change									50%			
Person in question considered "senior" to me									0%		NA after FY18	
Didn't know who to go to for help									0%			
Didn't know about Ombudsman process									0%			
Other									0%			
Total									100%			

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

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

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

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

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

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

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

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

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

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

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

New question added in 2021

Are you empowered to uphold ICD 203 principles?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											92%	92%
No											8%	8%
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											91%	86%
No											9%	14%
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												33%
Promote awareness of the analytic ombuds as a resource to address concern												6%
Consistent and transparent product review and feedback practices												19%
Consistent and transparent product coordination practices												14%
Communication, guidance, and strategic messaging about the Analytic Stanc												6%
Leadership commitment to preserve objective analysis independent from pr												14%
Address resource-to-task imbalances												6%
Other												3%
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												68%
No												32%
Total												100%

New question added in 2018

Question wording changed in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes									82%	60%	75%	92%
No									18%	40%	25%	8%
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												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											16%	29%
A mixed performance											15%	13%
Unsatisfactory											2%	5%
No opinion											67%	53%
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												0%
Levels of review												14%
Threshold for publication												14%
Pressure to reach consensus, including distorting or suppressing analysis of :												29%
Pressure to maintain the existing analytic line or status quo on a topic												14%
Efforts to distort or suppress analysis due to considerations regarding the cc												0%
Information sharing constraints, including compartmentalization												14%
Other												14%
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											30%	37%
A mixed performance											6%	5%
Unsatisfactory											0%	8%
No opinion											64%	50%
Total											100%	100%

New question added in 2022

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints												0%
Levels of review												0%
Threshold for publication												0%
Pressure to reach consensus, including distorting or suppressing analysis of :												0%
Pressure to maintain the existing analytic line or status quo on a topic												40%
Efforts to distort or suppress analysis due to considerations regarding the cc												0%
Information sharing constraints, including compartmentalization												20%
Other												40%
Total												100%

Question wording changed in 2022
New question added in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
One											2%	0%
2 - 3											60%	53%
4 - 5											32%	44%
More than 5											4%	3%
Unsure											2%	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											26%	41%
Frequently											48%	27%
Sometimes											19%	19%
Rarely											4%	8%
Never											2%	0%
Not applicable to my work role											2%	5%
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												8%
Overlapping roles or "lanes in the road"												8%
Efforts to distort or suppress the analysis												0%
Adjudicating differing perspectives												16%
Pressure to reach consensus												14%
Information sharing constraints												0%
Time constraints												24%
Pressure to incorporate input from non-analytic elements												5%
No challenges												5%
Not applicable to my work role												5%
Other												5%
Total												100%

New question added in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Difficulty generating attention to the product											8%	
Difficulty building or maintaining a network with all pertinent subject matter											15%	
Overlapping roles or "lanes in the road"											12%	
Efforts to distort or suppress the analysis											0%	
Pressure to reach consensus											23%	NA after F
Information sharing constraints											4%	
Time constraints											35%	

Pressure to incorporate input from non-analytic elements	2%
Other	2%
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										100%	90%	89%
No										0%	6%	3%
Not applicable to my work role										0%	4%	8%
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							30%	19%	31%			
Yes							70%	81%	69%			
Total							100%	100%	100%			

Question responses changed in 2019

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always										10%	20%	64%
Frequently										60%	37%	15%
Sometimes										20%	33%	12%
Rarely										10%	11%	6%
Never										0%	0%	3%
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								8%	17%			
Usually								28%	39%			
Sometimes								48%	39%			
Rarely								16%	6%			
Never								0%	0%			
Total								100%	100%			

Question responses changed in 2022

New question added in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints												0%
Product template constraints												67%
Perceived to undermine confidence in the analytic judgments												0%
Perceived as not relevant or did not add value to the product												0%
Perceived that the consumer would be averse to alternatives												0%
Other												33%
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											67%	
It was perceived as not relevant or did not add value to the product											33%	
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												8%
Perception that the consumer is averse to products conveying differing view												5%
Perception that differing views undermine the main analytic judgement												14%
Pressure to reach consensus												8%
Difficulty adjudicating conflicting input												14%
Policies delineating lead, collaboration, and coordination roles												3%
Information sharing constraints, including compartmentalization												11%
No challenges												22%
Not applicable to my work role												11%
Other												5%
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											9%	

No													91%	NA after F
Total													100%	
Question not asked in 2022														
New question added in 2021														
In the past year, were you involved in domestic extremism-related intelligence analysis?														
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022		
Yes													9%	
No													91%	NA after F
Total													100%	
Question not asked in 2022														
New question added in 2021														
In the past year, were you involved in border security-related intelligence analysis?														
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022		
Yes													7%	
No													93%	NA after F
Total													100%	
Question not asked in 2022														
New question added in 2021														
When considering your most significant experience of distortion and/or suppression of analysis, which of the following was the primary Analytic Standard Violated?														
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022		
Objective													0%	
Independent of political considerations													25%	
Timely													25%	NA after F
Based on all available sources of intelligence information													25%	
Implements and exhibits Analytic Tradecraft Standards													0%	
Other													25%	
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													33%	NA after F
Yes/Partially													67%	
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							67%	67%	0%	0%				NA after FY19
Yes/Partially							33%	33%	100%	0%				
Total							100%	100%	100%	0%				