

Total Population

45

**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	7	10
Manager of analysts										1	2	1
Analytic enabler										1	1	0
Other										0	1	0
Total										9	11	11
MOE										29.22%	25.68%	25.68%

**Original response categories**

What is your work role?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Manager of analysts							2	0	3			
Analyst							12	7	7		NA after FY18	
Other (new in 2017)								0	2			
Total							14	7	12			
MOE							21.74%	34.04%	24.23%			

**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							4	0	1	0	2	3
5 - 9 years							3	3	3	1	0	0
10 - 19 years							3	4	6	3	7	8
20 years or more							2	0	3	5	2	0
Total							12	7	13	9	11	11

**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											0	1
No											10	9
Total											10	10
MOE											27.33%	27.33%

**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											8	
Total											8	
MOE											31.42%	

**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							7	4	11			
Yes							3	2	2		NA after FY18	
Total							10	6	13			
MOE							27.33%	37.25%	22.92%			

**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	0
Occasionally (more than twice but less than monthly)											0	0
Rarely (Once or twice)											0	1
Total											0	1
MOE											0.00%	96.90%

**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)									0			
Frequently (Consistently, on a weekly or monthly basis)									0			
Occasionally (Up to 4 times per year)									0		NA after FY18	
Rarely (1-2 times a year)									2			
Total									2			
MOE									67.74%			

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												
Twice												
Three times										NA after FY17		
More than three times												
Total												

New question added in 2022

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

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

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												0
A changed analytic line absent sufficient sourcing or argumentation												0
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or confidence language												0
Distorted or suppressed analysis of alternatives or dissent												1
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												1

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

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/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												NA after FY19
An internal agency senior changed, deleted, or added minor analytic points and/or supporting evidence to brief other officials												0
My comments or dissent on a product were suppressed or distorted												0
Other												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												0
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												0
Concurrence from a particular component was required for publication												0

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 technical	0	0
Information to which I do not have access changed the analysis	0	0
The assessment was policy prescriptive	0	0
Other	0	1
<b>Total OBJ</b>	<b>0</b>	<b>1</b>

**New question added in 2019**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
I was told my product did not meet threshold and/or was not a high enough priority for publication										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										0		
I was told that my product did not meet appropriate tradecraft standards										0		
I was told that my analysis was changed or deleted in response to policymaker sensitivities										0		
I was told that my analysis was changed in response to differing views from the field										0		
I was told that my analysis was too complicated or technical and has to be simplified to the point that it was misleading										0		
I did not receive any feedback or explanation as to why my product was distorted or suppressed										0		
Other										0		
<b>Total OBJ</b>										<b>0</b>		

**Question responses changed in 2022**

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

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

**Question wording changed in 2021**

**Question responses changed in 2021**

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

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

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

**Source**

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague										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		
<b>Total OBJ</b>										<b>0</b>		

**New response categories in 2018**

**Source**

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague									1			
First-level manager									0			
Mid-level/Senior supervisor within your IC element									1			
External colleague									0			
Non-intelligence senior									0			NA after FY18

External IC supervisor	0	NA after FY16
Non-supervisory reviewer	0	
DNI element (NIC, NIM, etc.)	0	
US government official outside the IC	0	
Other	0	
<b>Total OBJ</b>	<b>2</b>	

Original response categories

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

Question wording changed in 2022

Question wording changed in 2021

Question responses changed in 2021

Question design changed in 2021

In your perception, to what extent were the following factors a motive for your most significant experience with distortion and/or suppression of analysis?  
 Maintain an existing analytic line or status quo on a topic

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

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

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

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

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

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

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

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

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

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

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

New response categories added to the question in 2019

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Maintain an existing analytic line										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		
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
<b>Total OBJ</b>	<b>0</b>

**New response categories in 2018**

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
<b>n</b>												
Maintain existing analytic line									1			
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									0			
To support increase/decrease of resources for operational, military or USG program									0	NA after FY18		
Unintentional									0			
Unsure what the motive was									1			
Other									0			
To suppress information deemed embarrassing to the Department, Agency or Bureau									0			
To prevent policymaker action/response									0			
<b>Total OBJ</b>									<b>2</b>			

**Original response categories**

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

**Question wording changed in 2022**

Did you seek assistance to address this matter?	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
<b>n</b>												
No												0
Yes												1
<b>Total</b>												<b>1</b>
<b>MOE</b>												96.90%

**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
<b>n</b>												
No												0
Yes												0 NA after F
<b>Total</b>												<b>0</b>
<b>MOE</b>												0.00%

**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
<b>n</b>												
No								1	0	0		
Yes								1	2	0	NA after FY19	
Partially												
<b>Total</b>								<b>2</b>	<b>2</b>	<b>0</b>		
<b>MOE</b>								67.74%	67.74%	0.00%		

**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
<b>n</b>												
Yes												0
No												1
<b>Total OBJ</b>												<b>1</b>

**Question wording changed in 2021**

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

**New question added in 2019**

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

**Question wording changed in 2022**

What is the primary reason you did not seek assistance from the analytic ombuds?	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
<b>n</b>												
Did not believe anything would change												0
Did not know who to go to for help												0
Concerns regarding retribution												0

Concerns regarding confidentiality	0
Concerns regarding rank, tenure, or other power imbalances among individual(s) involved	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	1
<b>Total OBJ</b>	<b>1</b>

**New question added in 2021**

**Why did you not seek assistance from your analytic ombudsman?**

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Concerns regarding retribution											0	
Concerns regarding confidentiality											0	
Concerns regarding rank, tenure, or other power imbalances of individual(s) involved											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	
<b>Total OBJ</b>											<b>0</b>	

**Question responses changed in 2022**

**What is the primary reason you did not seek assistance?**

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change												0
Did not know who to go to for help												0
Concerns regarding retribution												0
Concerns regarding confidentiality												0
Concerns regarding rank, tenure, or other power imbalances among individual(s) involved												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
<b>Total OBJ</b>												<b>0</b>

**New response categories added to the question in 2021**

**Question wording changed in 2021**

**What is the primary reason you did not seek assistance?**

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change												0
Did not know who to go to for help												0
Concerns regarding retribution												0
Concerns regarding confidentiality												0
Concerns regarding rank, tenure, or other power imbalances of individual(s) involved												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
<b>Total OBJ</b>												<b>0</b>

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

**Question wording changed in 2019**

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

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

**New response categories in 2018**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution												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
<b>Total OBJ</b>												<b>0</b>

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution												0
Did not believe anyone would listen												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
<b>Total OBJ</b>												<b>0</b>

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution												0

Did not believe anyone would listen	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											10	9
No											0	0
Total											10	9
MOE											27.33%	29.22%

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											9	9
No											1	0
Total											10	9
MOE											27.33%	29.22%

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												2
Promote awareness of the analytic ombuds as a resource to address concerns												1
Consistent and transparent product review and feedback practices												1
Consistent and transparent product coordination practices												1
Communication, guidance, and strategic messaging about the Analytic Standards												0
Leadership commitment to preserve objective analysis independent from political consideration												2
Address resource-to-task imbalances												2
Other												0
Total												9
MOE												29.22%

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												7
No												2

Total												9
MOE												29.22%

**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									9	6	8	7
No									0	3	2	0
Total									9	9	10	7
MOE									29.22%	29.22%	27.33%	34.04%

**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												7
No												2
Total												9
MOE												29.22%

**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												4
No												3
Total												7
MOE												34.04%

**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											3	4
A mixed performance											1	0
Unsatisfactory											0	0
No opinion											6	5
Total											10	9
MOE											27.33%	29.22%

**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												0
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												0
Efforts to distort or suppress analysis due to considerations regarding the consumer												0
Information sharing constraints, including compartmentalization												0
Other												0
Total												0
MOE												0.00%

**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											2	4
A mixed performance											2	0
Unsatisfactory											0	0
No opinion											6	5
Total											10	9
MOE											27.33%	29.22%

**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 alternatives and/or dissent												0
Pressure to maintain the existing analytic line or status quo on a topic												0
Efforts to distort or suppress analysis due to considerations regarding the consumer												0
Information sharing constraints, including compartmentalization												0
Other												0
Total												0
MOE												0.00%

**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											8	9
4 - 5											1	0



More than 5	0	0
Unsure	1	0
Total	10	9
MOE	27.33%	29.22%

**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											5	4
Frequently											3	4
Sometimes											1	1
Rarely											0	0
Never											0	0
Not applicable to my work role											1	0
Total											10	9
MOE											27.33%	29.22%

**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												0
Difficulty building or maintaining a network with all pertinent subject matter experts												0
Overlapping roles or "lanes in the road"												2
Efforts to distort or suppress the analysis												0
Adjudicating differing perspectives												1
Pressure to reach consensus												0
Information sharing constraints												1
Time constraints												2
Pressure to incorporate input from non-analytic elements												0
No challenges												1
Not applicable to my work role												0
Other												2
Total												9
MOE												29.22%

**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												0
Difficulty building or maintaining a network with all pertinent subject matter experts												2
Overlapping roles or "lanes in the road"												1
Efforts to distort or suppress the analysis											0	NA after F
Pressure to reach consensus											1	
Information sharing constraints												0
Time constraints												6
Pressure to incorporate input from non-analytic elements												0
Other												0
Total												10
MOE												27.33%

**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										8	10	9
No										0	0	0
Not applicable to my work role										0	0	0
Total										8	10	9
MOE										31.42%	27.33%	29.22%

**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
No								3	2			
Yes								3	8		NA after FY18	
Total								6	10			
MOE								37.25%	27.33%			

**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										2	5	0
Frequently										2	4	4
Sometimes										3	1	4
Rarely										1	0	1
Never										0	0	0
Total										8	10	9
MOE										31.42%	27.33%	29.22%

**Question wording changed in 2018**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always								0	1			
Usually								1	3			
Sometimes								1	2		NA after FY18	
Rarely								1	2			
Never								0	0			
Total								3	8			
MOE								54.66%	31.42%			

**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												1
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												0
Total												1
MOE												96.90%

**New question added in 2021**  
**Which of the following is the primary reason the alternative considerations were excluded from the published product?**

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints											0	
Product template constraints											0	
It was perceived as not relevant or did not add value to the product											0	NA after F
It was discouraged or removed by reviewer											0	
It was perceived the customer would be averse to inclusion of alternatives											0	
Total											0	
MOE											0.00%	

**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												0
Perception that the consumer is averse to products conveying differing views												1
Perception that differing views undermine the main analytic judgement												0
Pressure to reach consensus												2
Difficulty adjudicating conflicting input												1
Policies delineating lead, collaboration, and coordination roles												0
Information sharing constraints, including compartmentalization												1
No challenges												2
Not applicable to my work role												0
Other												2
Total												9
MOE												29.22%

**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											3	
No											8	NA after F
Total											11	

**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											2	
No											9	NA after F
Total											11	

**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											9	
No											2	NA after F
Total											11	

**Question not asked in 2022**  
**New question added in 2021**  
**When considering your most significant experience of distortion and/or suppression of analysis, which of the following was the primary Analytic Standard Violated?**

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

**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											0	
Yes											0	NA after F
Partially											0	

Total												0
MOE												0.00%
<b>Question not asked in 2022</b>												
<b>Did you receive assistance that was effective in resolving the problem?</b>												
<i>n</i>	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No								1	1	0		
Yes								0	1	0	NA after FY19	
Partially								0	0	0		
Total								1	2	0		
MOE								96.90%	67.74%	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										78%	64%	91%
Manager of analysts										11%	18%	9%
Analytic enabler										11%	9%	0%
Other										0%	9%	0%
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							14%	0%	25%			
Analyst							86%	100%	58%			
Other (new in 2017)									17%			
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							33%	0%	8%	0%	18%	27%
5 - 9 years							25%	43%	23%	11%	0%	0%
10 - 19 years							25%	57%	46%	33%	64%	73%
20 years or more							17%	0%	23%	56%	18%	0%
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											0%	10%
No											100%	90%
Total											100%	100%

**New response categories added to the question in 2019**  
**During the past year, do you believe that anyone attempted to distort or suppress analysis on which you were working in the face of persuasive evidence which supported your original assessment?**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes										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							70%	67%	85%			
Yes							30%	33%	15%			
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%	0%
Occasionally (more than twice but less than monthly)											0%	0%
Rarely (Once or twice)											0%	100%
Total											0%	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)									0%			
Frequently (Consistently, on a weekly or monthly basis)									0%			
Occasionally (Up to 4 times per year)									0%			
Rarely (1-2 times a year)									100%			
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												
Twice												
Three times												
More than three times												
Total												

NA after FY17

New question added in 2022

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analytic Standard A - Objective												0%
Analytic Standard B - Independent of political consideration												0%
Analytic Standard C - Timely												0%
Analytic Standard D - Based on all available sources of intelligence information												0%
Analytic Standard E - Implements and exhibits Analytic Tradecraft Standards												100%
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												0%
A changed analytic line absent sufficient sourcing or argumentation												0%
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or confidence language												0%
Distorted or suppressed analysis of alternatives or dissent												100%
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												0%
The analytic line was dictated to me												0%
The main analytic line was changed without sufficient justification, argumentation, and/or sourcing												0%
Judgements, sourcing, and/or confidence levels were mischaracterized or removed												NA after F
A briefer mischaracterized the assessment/product to a consumer												0%
An internal IC element/CCMD senior mischaracterized the assessment/product to other officials												0%
My comments or dissent on a product were distorted or suppressed												0%
Other												0%
Total												0%

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/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												0%
Other												0%
Total												0%

NA after FY19

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												0%
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												0%
Concurrence from a particular component was required for publication												0%

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 technical	0%	0%
Information to which I do not have access changed the analysis	0%	0%
The assessment was policy prescriptive	0%	0%
Other	0%	100%
Total	0%	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										0%		
I was told that my product did not meet appropriate tradecraft standards										0%		
I was told that my analysis was changed or deleted in response to policymaker sensitivities										0%		
I was told that my analysis was changed in response to differing views from the field										0%		
I was told that my analysis was too complicated or technical and has to be simplified to the point that it was misleading										0%		
I did not receive any feedback or explanation as to why my product was distorted or suppressed										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												0%
Manager/supervisor within my IC element/CCMD												0%
Reviewer within my IC element/CCMD												0%
Senior executive/military officer within my IC element/CCMD												0%
Intelligence professional from another IC element/CCMD												100%
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												0%
Senior executive within my IC element/CCMD												0%
Intelligence professional from another IC element/CCMD												0%
Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.)												0%
US Government official outside of the IC												0%
Other												0%
Total												0%

**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%	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										0%		

**New response categories in 2018**

**Source**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague									50%			
First-level manager									0%			
Mid-level/Senior supervisor within your IC element									50%			
External colleague									0%			
Non-intelligence senior									0%			NA after FY18

External IC supervisor  
 Non-supervisory reviewer  
 DNI element (NIC, NIM, etc.)  
 US government official outside the IC  
 Other

0%  
 0%  
 0%  
 0%  
 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								50%				
Supervisor within your IC element								50%				
Intelligence professional outside your IC element								0%				
US government official outside the IC								0%				
Other								0%				

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

**In your perception, to what extent were the following factors a motive for your most significant experience with distortion and/or suppression of analysis?**  
**Maintain an existing analytic line or status quo on a topic**

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

**In your perception, to what extent were the following factors a motive for your most significant experience with distortion and/or suppression of analysis?**  
**Align to an individual's perspective**

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

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

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

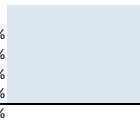
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											0%	100%
Somewhat a factor											0%	0%
A moderate factor											0%	0%
An important factor											0%	0%
Unsure											0%	0%
Total											0%	100%

**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)										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 Bureau  
 To prevent policymaker action or response on a topic  
 Not sure what the motive was  
 Other  
 Total

0%  
 0%  
 0%  
 0%  
 0%



**New response categories in 2018**

**Motive**

%  
 Maintain existing analytic line  
 Support views of internal supervisor/management  
 Support views of internal colleague  
 Support views of external colleague  
 Support views of external management  
 Support views of government/policy official  
 To support increase/decrease of resources for operational, military or USG program  
 Unintentional  
 Unsure what the motive was  
 Other  
 To suppress information deemed embarrassing to the Department, Agency or Bureau  
 To prevent policymaker action\response

50%  
 0%  
 0%  
 0%  
 0%  
 0%  
 0%  
 50%  
 0%  
 0%  
 0%

NA after FY18

100%

**Original response categories**

**Motive**

%  
 To support supervisor within your IC element  
 To support IC personnel or management outside your IC element  
 To support government official outside the IC  
 I am unsure what the motive was  
 Inadvertent/unintended  
 To avoid conflicting with an existing analytic line  
 Other

100%  
 0%  
 0%  
 0%  
 0%  
 0%  
 50%

NA after FY17

**Question wording changed in 2022**

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

%  
 No  
 Yes

0%  
 100%

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?**

%  
 No  
 Yes

0%  
 0%

NA after F

0%

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

%  
 No  
 Yes (Yes/Partially)  
 Total

50%  
 50%  
 100%

0%  
 100%  
 100%

0%  
 0%  
 0%

NA after FY19

**Question wording changed in 2022**

**Did you seek assistance from the analytic ombuds?**

%  
 Yes  
 No  
 Total

0%  
 100%  
 100%

**Question wording changed in 2021**

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

%  
 Yes  
 No  
 Total

0%  
 0%  
 0%

NA after F

**New question added in 2019**

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

%  
 Yes  
 No  
 Total

0%  
 0%  
 0%

NA after FY19

**Question wording changed in 2022**

**Question responses changed in 2022**

**Why did you not seek assistance from your analytic ombudsman?**

%  
 Did not believe anything would change  
 Did not know who to go to for help  
 Concerns regarding retribution

0%  
 0%  
 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	100%
<b>Total</b>	<b>100%</b>

**New question added in 2021**

**Why did you not seek assistance from your analytic ombudsman?**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Concerns regarding retribution											0%	
Concerns regarding confidentiality											0%	
Concerns regarding rank, tenure, or other power imbalances of individual(s) involved											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%	
<b>Total</b>											<b>0%</b>	

**Question responses changed in 2022**

**What is the primary reason you did not seek assistance?**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change											0%	
Did not know who to go to for help											0%	
Concerns regarding retribution											0%	
Concerns regarding confidentiality											0%	
Concerns regarding rank, tenure, or other power imbalances among individual(s) involved											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%	
<b>Total</b>											<b>0%</b>	

**New response categories added to the question in 2021**

**Question wording changed in 2021**

**What is the primary reason you did not seek assistance?**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change											0%	
Did not know who to go to for help											0%	
Concerns regarding retribution											0%	
Concerns regarding confidentiality											0%	
Concerns regarding rank, tenure, or other power imbalances of individual(s) involved											0%	NA after F
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%	
<b>Total</b>											<b>0%</b>	

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

**Question wording changed in 2019**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution										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%		
<b>Total</b>										<b>0%</b>		

**New response categories in 2018**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									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%			
<b>Total</b>									<b>0%</b>			

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0%			
Did not believe anyone would listen									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%			
<b>Total</b>									<b>0%</b>			

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

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

Did not believe anyone would listen	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%	
	0%	

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

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

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

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

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

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

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022	
Fear of retribution									0%	NA after FY18			
Did not believe anyone would listen									0%				
Did not believe anything could change									0%				
Person in question considered "senior" to me									0%				
Didn't know who to go to for help									0%				
Didn't know about Ombudsman process									0%				
Other									0%				
									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											100%	100%
No											0%	0%
Total											100%	100%

**New question added in 2021**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											90%	100%
No											10%	0%
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												22%
Promote awareness of the analytic ombuds as a resource to address concerns												11%
Consistent and transparent product review and feedback practices												11%
Consistent and transparent product coordination practices												11%
Communication, guidance, and strategic messaging about the Analytic Standards												0%
Leadership commitment to preserve objective analysis independent from political consideration												22%
Address resource-to-task imbalances												22%
Other												0%
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												78%
No												22%

Total														100%
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	------

**New question added in 2018**  
**Question wording changed in 2021**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes									100%	67%	80%	100%
No									0%	33%	20%	0%
Total									100%	100%	100%	100%

**New question added in 2022**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022.33
Yes												78%
No												22%
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												57%
No												43%
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											30%	44%
A mixed performance											10%	0%
Unsatisfactory											0%	0%
No opinion											60%	56%
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												0%
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												0%
Efforts to distort or suppress analysis due to considerations regarding the consumer												0%
Information sharing constraints, including compartmentalization												0%
Other												0%
Total												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?**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Satisfactory											20%	44%
A mixed performance											20%	0%
Unsatisfactory											0%	0%
No opinion											60%	56%
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 alternatives and/or dissent												0%
Pressure to maintain the existing analytic line or status quo on a topic												0%
Efforts to distort or suppress analysis due to considerations regarding the consumer												0%
Information sharing constraints, including compartmentalization												0%
Other												0%
Total												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?**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
One											0%	0%
2 - 3											80%	100%
4 - 5											10%	0%

More than 5	0%	0%
Unsure	10%	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											50%	44%
Frequently											30%	44%
Sometimes											10%	11%
Rarely											0%	0%
Never											0%	0%
Not applicable to my work role											10%	0%
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												0%
Difficulty building or maintaining a network with all pertinent subject matter experts												0%
Overlapping roles or "lanes in the road"												22%
Efforts to distort or suppress the analysis												0%
Adjudicating differing perspectives												11%
Pressure to reach consensus												0%
Information sharing constraints												11%
Time constraints												22%
Pressure to incorporate input from non-analytic elements												0%
No challenges												11%
Not applicable to my work role												0%
Other												22%
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											0%	
Difficulty building or maintaining a network with all pertinent subject matter experts											20%	
Overlapping roles or "lanes in the road"											10%	
Efforts to distort or suppress the analysis											0%	
Pressure to reach consensus											10%	NA after F
Information sharing constraints											0%	
Time constraints											60%	
Pressure to incorporate input from non-analytic elements											0%	
Other											0%	
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%	100%	100%
No										0%	0%	0%
Not applicable to my work role										0%	0%	0%
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
No								50%	20%			
Yes								50%	80%		NA after FY18	
Total								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										25%	50%	0%
Frequently										25%	40%	44%
Sometimes										38%	10%	44%
Rarely										13%	0%	11%
Never										0%	0%	0%
Total										100%	100%	100%

**Question wording changed in 2018**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always								0%	13%			
Usually								33%	38%			
Sometimes								33%	25%			
Rarely								33%	25%			
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												100%
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												0%
Total												100%

New question added in 2021												
Which of the following is the primary reason the alternative considerations were excluded from the published product?												
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints												0%
Product template constraints												0%
It was perceived as not relevant or did not add value to the product												0%
It was discouraged or removed by reviewer											0%	NA after F
It was perceived the customer would be averse to inclusion of alternatives												0%
Total												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?												
%	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												0%
Perception that the consumer is averse to products conveying differing views												11%
Perception that differing views undermine the main analytic judgement												0%
Pressure to reach consensus												22%
Difficulty adjudicating conflicting input												11%
Policies delineating lead, collaboration, and coordination roles												0%
Information sharing constraints, including compartmentalization												11%
No challenges												22%
Not applicable to my work role												0%
Other												22%
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												27%
No												73%
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												18%
No												82%
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												82%
No												18%
Total												100%

Question not asked in 2022												
New question added in 2021												
When considering your most significant experience of distortion and/or suppression of analysis, which of the following was the primary Analytic Standard Violated?												
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Objective												0%
Independent of political considerations												0%
Timely												0%
Based on all available sources of intelligence information												0%
Implements and exhibits Analytic Tradecraft Standards												0%
Other												0%
Total												0%

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												0%
Yes/Partially												0%
Total												0%

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								100%	50%	0%	NA after FY19	
Yes/Partially								0%	50%	0%		
Total								100%	100%	0%		