

Total Population

350

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										6	12	49
Manager of analysts										3	6	18
Analytic enabler										1	1	12
Other										1	0	15
Total										11	19	94
MOE										29.08%	21.86%	8.64%

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	13	1			
Analyst							4	34	8		NA after FY18	
Other (new in 2017)								4	1			
Total							6	47	10			
MOE							39.66%	13.30%	30.54%			

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							0	3	1	1	3	8
5 - 9 years							2	6	0	1	2	9
10 - 19 years							2	20	5	5	9	41
20 years or more							2	22	4	4	5	36
Total							6	51	10	11	19	94

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											1	17
No											16	61
Total											17	78
MOE											23.18%	9.78%

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										9		
Total										9		
MOE										32.24%		

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								42	8			
Yes								4	0		NA after FY18	
Total								46	8			
MOE								13.47%	34.25%			

Question wording changed in 2021

Question responses changed in 2021

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Constantly (daily)											0	0
Frequently (weekly or monthly)											0	7
Occasionally (more than twice but less than monthly)											1	7
Rarely (Once or twice)											0	2
Total											1	16
MOE											97.86%	23.93%

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)									0			
Total									0			
MOE									0.00%			

Original response categories

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Once												
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?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analytic Standard A - Objective												3
Analytic Standard B - Independent of political consideration												4
Analytic Standard C - Timely												1
Analytic Standard D - Based on all available sources of intelligence information												5
Analytic Standard E - Implements and exhibits Analytic Tradecraft Standards												0
Other												3
Total OBJ												16

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												3
A changed analytic line absent sufficient sourcing or argumentation												0
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or confidence language												1
Distorted or suppressed analysis of alternatives or dissent												2
Discouraged analysis/production on a particular topic absent sufficient reasoning												4
Delayed, shelved, or recalled analysis absent sufficient reasoning												0
Distorted or suppressed input to, or comments on, a product												1
Information to which I did not have access changed the analysis												0
Analysis mischaracterized in conveyance to a consumer												1
A deliberately distorted product classification												1
Other												3
Total OBJ												16

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												0
A briefer mischaracterized the assessment/product to a consumer												0
An internal IC element/CCMD senior mischaracterized the assessment/product to other officials												1
My comments or dissent on a product were distorted or suppressed												0
Other												0
Total OBJ												1

NA after F

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												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 OBJ												0

NA after FY19

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

Content was changed or deleted to better meet customer needs	0	1
Content was changed or deleted because of differing views from the field	0	1
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	1	0
Other	0	5
Total OBJ	1	16

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		
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												3
Reviewer within my IC element/CCMD												7
Senior executive/military officer within my IC element/CCMD												1
Intelligence professional from another IC element/CCMD												2
Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.)												0
Other												2
Total OBJ												16

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

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									0			
External colleague									0			

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

Original response categories

Source	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
n												
Non-supervisory professional within your IC element												
Supervisor within your IC element												
Intelligence professional outside your IC element												
US government official outside the IC												
Other												
Total OBJ												

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	2
Somewhat a factor											0	3
A moderate factor											0	0
An important factor											0	5
Unsure											0	3
Total OBJ											1	13

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	1
Somewhat a factor											0	2
A moderate factor											1	2
An important factor											0	8
Unsure											0	1
Total OBJ											1	14

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

Support/protect operational equities

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											1	5
Somewhat a factor											0	1
A moderate factor											0	3
An important factor											0	3
Unsure											0	1
Total OBJ											1	13

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	2
Somewhat a factor											0	1
A moderate factor											0	4
An important factor											1	8
Unsure											0	0
Total OBJ											1	15

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	4
Somewhat a factor											0	3
A moderate factor											0	3
An important factor											0	4
Unsure											1	1
Total OBJ											1	15

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	6
Somewhat a factor											0	2
A moderate factor											0	3
An important factor											1	2
Unsure											0	2
Total OBJ											1	15

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 FY18
To suppress information deemed embarrassing to the Department, Agency or Bureau	0	
To prevent policymaker action or response on a topic	0	
Not sure what the motive was	0	
Other	0	
Total OBJ	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									0			
To support increase/decrease of resources for operational, military or USG program									0	NA after FY18		
Unintentional									0			
Unsure what the motive was									0			
Other									0			
To suppress information deemed embarrassing to the Department, Agency or Bureau									0			
To prevent policymaker action/response									0			
Total OBJ									0			

Original response categories

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
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										NA after FY17		
Inadvertent/unintended												
To avoid conflicting with an existing analytic line												
Other												
Total OBJ												

Question wording changed in 2022

Did you seek assistance to address this matter?	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No												5
Yes												11
Total												16
MOE												23.93%

Question wording changed in 2021

Did you seek assistance in dealing with this most significant experience of disortion and/or suppression of analysis?	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No												1
Yes												0 NA after F
Total												1
MOE												97.86%

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

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No								1	0	0		
Yes								3	0	0	NA after FY19	
Partially												
Total								4	0	0		
MOE								48.72%	0.00%	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
Yes												0
No												11
Total OBJ												11

Question wording changed in 2021

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

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		
No											NA after FY19	
Total OBJ										0		

Question wording changed in 2022

What is the primary reason you did not seek assistance from the analytic ombuds?	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change												1
Did not know who to go to for help												5

Concerns regarding retribution	0
Concerns regarding confidentiality	1
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	1
Did not know a process exists for addressing the matter	0
Presumed others involved would seek assistance	0
Other	3
Total OBJ	11

New question added in 2021

Why did you not seek assistance from your analytic ombudsman?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Concerns regarding retribution											0	
Concerns regarding confidentiality											0	
Concerns regarding rank, tenure, or other power imbalances of individual(s) involved											0	NA after F
Time constraints/press of business											0	
Kept the issue at the management level											0	
Did not believe the analytic ombudsman would help											0	
Other											0	
Total OBJ											0	

Question responses changed in 2022

What is the primary reason you did not seek assistance?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change												2
Did not know who to go to for help												0
Concerns regarding retribution												2
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
Total OBJ												5

New response categories added to the question in 2021

Question wording changed in 2021

What is the primary reason you did not seek assistance?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change											1	
Did not know who to go to for help											0	
Concerns regarding retribution											0	
Concerns regarding confidentiality											0	
Concerns regarding rank, tenure, or other power imbalances of individual(s) involved											0	NA after F
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									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 suppression? (Rank 2)

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

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
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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 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									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 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									0			
Other									0			
Total OBJ									0			

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									0			
Didn't know about Ombudsman process									0			
Other									0			
Total OBJ									0			

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									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											13	59
No											2	9
Total											15	68
MOE											24.76%	10.67%

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											10	52
No											5	15
Total											15	67
MOE											24.76%	10.77%

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												20
Promote awareness of the analytic ombuds as a resource to address concerns												2
Consistent and transparent product review and feedback practices												14
Consistent and transparent product coordination practices												0
Communication, guidance, and strategic messaging about the Analytic Standards												7
Leadership commitment to preserve objective analysis independent from political consideration												14
Address resource-to-task imbalances												6
Other												5
Total												68
MOE												10.67%

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												41

No	27
Total	68
MOE	10.67%

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									1	8	7	32
No									1	3	8	9
Total									2	11	15	41
MOE									69.10%	29.08%	24.76%	14.38%

New question added in 2022

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												47
No												22
Total												69
MOE												10.57%

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												34
No												13
Total												47
MOE												13.30%

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											2	13
A mixed performance											0	7
Unsatisfactory											0	6
No opinion											13	45
Total											15	71
MOE											24.76%	10.38%

New question added in 2022

What was the primary challenge to effectively upholding ICD 203 principles in your experience with the President's Daily Brief?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints												1
Levels of review												2
Threshold for publication												0
Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent												3
Pressure to maintain the existing analytic line or status quo on a topic												2
Efforts to distort or suppress analysis due to considerations regarding the consumer												0
Information sharing constraints, including compartmentalization												2
Other												3
Total												13
MOE												26.67%

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											4	28
A mixed performance											2	4
Unsatisfactory											0	3
No opinion											8	34
Total											14	69
MOE											25.66%	10.57%

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												1
Threshold for publication												0
Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent												2
Pressure to maintain the existing analytic line or status quo on a topic												1
Efforts to distort or suppress analysis due to considerations regarding the consumer												1
Information sharing constraints, including compartmentalization												2
Other												0
Total												7
MOE												36.67%

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	2
2 - 3											5	39

4 - 5	7	16
More than 5	2	2
Unsure	0	1
Total	14	60
MOE	25.66%	11.52%

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											1	23
Frequently											5	21
Sometimes											4	12
Rarely											2	6
Never											2	1
Not applicable to my work role											0	7
Total											14	70
MOE											25.66%	10.48%

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												9
Difficulty building or maintaining a network with all pertinent subject matter experts												4
Overlapping roles or "lanes in the road"												7
Efforts to distort or suppress the analysis												0
Adjudicating differering perspectives												4
Pressure to reach consensus												8
Information sharing constraints												1
Time constraints												15
Pressure to incorporate input from non-analytic elements												3
No challenges												5
Not applicable to my work role												9
Other												5
Total												70
MOE												10.48%

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											3	
Overlapping roles or "lanes in the road"											1	
Efforts to distort or suppress the analysis											1	NA after F
Pressure to reach consensus											1	
Information sharing constraints											1	
Time constraints											3	
Pressure to incorporate input from non-analytic elements											0	
Other											3	
Total											13	
MOE											26.67%	

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	13	48
No										0	1	6
Not applicable to my work role										0	0	16
Total										10	14	70
MOE										30.54%	25.66%	10.48%

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								14	2			
Yes								25	5		NA after FY18	
Total								39	7			
MOE								14.79%	36.67%			

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	4	4
Frequently										2	2	15
Sometimes										5	4	21
Rarely										2	3	7
Never										0	0	0
Total										10	13	47
MOE										30.54%	26.67%	13.30%

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									1			
Usually									3			
Sometimes									0		NA after FY18	
Rarely									1			
Never									0			
Total									5			

MOE 43.51%

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												1
Product template constraints												4
Perceived to undermine confidence in the analytic judgments												1
Perceived as not relevant or did not add value to the product												1
Perceived that the consumer would be averse to alternatives												0
Other												0
Total												7
MOE												36.67%

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											1	
Product template constraints											1	
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											56.34%	

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 views												3
Perception that differing views undermine the main analytic judgement												5
Pressure to reach consensus												15
Difficulty adjudicating conflicting input												3
Policies delineating lead, collaboration, and coordination roles												1
Information sharing constraints, including compartmentalization												6
No challenges												19
Not applicable to my work role												12
Other												3
Total												70
MOE												10.48%

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											1	
No											18	NA after F
Total											19	

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											0	
No											19	NA after F
Total											19	

Question not asked in 2022

New question added in 2021

In the past year, were you involved in border security-related intelligence analysis?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											1	
No											18	NA after F
Total											19	

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

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%

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								2	0	0		
Yes								1	0	0	NA after FY19	
Partially									0	0		
Total								3	0	0		
MOE								56.34%	0.00%	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										55%	63%	52%
Manager of analysts										27%	32%	19%
Analytic enabler										9%	5%	13%
Other										9%	0%	16%
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							33%	28%	10%			
Analyst							67%	72%	80%			
Other (new in 2017)											NA after FY18	
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							0%	6%	10%	9%	16%	9%
5 - 9 years							33%	12%	0%	9%	11%	10%
10 - 19 years							33%	39%	50%	45%	47%	44%
20 years or more							33%	43%	40%	36%	26%	38%
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											6%	22%
No											94%	78%
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%		NA after FY19
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								91%	100%			
Yes								9%	0%			NA after FY18
Total								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%	44%
Occasionally (more than twice but less than monthly)											100%	44%
Rarely (Once or twice)											0%	13%
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%		NA after FY19
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%			NA after FY18
Rarely (1-2 times a year)									0%			
Total									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?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Once												
Twice												
Three times												
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?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analytic Standard A - Objective												19%
Analytic Standard B - Independent of political consideration												25%
Analytic Standard C - Timely												6%
Analytic Standard D - Based on all available sources of intelligence information												31%
Analytic Standard E - Implements and exhibits Analytic Tradecraft Standards												0%
Other												19%
Total												100%

New question added in 2022

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
A dictated/pre-determined analytic line												19%
A changed analytic line absent sufficient sourcing or argumentation												0%
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or confidence language												6%
Distorted or suppressed analysis of alternatives or dissent												13%
Discouraged analysis/production on a particular topic absent sufficient reasoning												25%
Delayed, shelved, or recalled analysis absent sufficient reasoning												0%
Distorted or suppressed input to, or comments on, a product												6%
Information to which I did not have access changed the analysis												0%
Analysis mischaracterized in conveyance to a consumer												6%
A deliberately distorted product classification												6%
Other												19%
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												0%
A briefer mischaracterized the assessment/product to a consumer												0%
An internal IC element/CCMD senior mischaracterized the assessment/product to other officials												100%
My comments or dissent on a product were distorted or suppressed												0%
Other												0%
Total												100%

New question added in 2019

When considering the most significant instance of distortion or suppression, what form did it take?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
My product was not published												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%

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												31%
The analysis did not meet one or more of the analytic tradecraft standards												13%
Dissent or alternative analysis was not accepted												0%
Concurrence from a particular component was required for publication												6%
												0%
												6%

Content was changed or deleted to better meet customer needs	0%	6%
Content was changed or deleted because of differing views from the field	0%	6%
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	100%	0%
Other	0%	31%
Total	100%	100%

New question added in 2019

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
I was told my product did not meet threshold and/or was not a high enough priority for publication										0%		
I was told my logical argumentation was flawed or not convincing										0%		
I was told the sourcing I relied on was not reliable, complete, or persuasive enough										0%		
I was told that dissent was not accepted in this instance because it did not relate to the main analytic line										0%		
I was told that concurrence from a particular agency or office was required for publication										0%		
I was told that my analysis was changed or deleted so that the product would better meet customer needs										0%		
I was told additional/special compartmented information (which I do not have access to) refuted or changed my analysis										0%	NA after FY19	
I was told my assessment was policy prescriptive										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												6%
Manager/supervisor within my IC element/CCMD												19%
Reviewer within my IC element/CCMD												44%
Senior executive/military officer within my IC element/CCMD												6%
Intelligence professional from another IC element/CCMD												13%
Intelligence professional at an ODN component (NIC, NIM, PDB, etc.)												0%
Other												13%
Total												100%

Question wording changed in 2021

Question responses changed in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analyst within my IC element/CCMD											0%	
Manager/supervisor within my IC element/CCMD											0%	
Reviewer within my IC element/CCMD											0%	
Senior executive within my IC element/CCMD											100%	
Intelligence professional from another IC element/CCMD											0%	NA after F
Intelligence professional at an ODN component (NIC, NIM, PDB, etc.)											0%	
US Government official outside of the IC											0%	
Other											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%	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									0%			
First-level manager									0%			
Mid-level/Senior supervisor within your IC element									0%			
External colleague									0%			

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

Original response categories

Source

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

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											100%	15%
Somewhat a factor											0%	23%
A moderate factor											0%	0%
An important factor											0%	38%
Unsure											0%	23%
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%	7%
Somewhat a factor											0%	14%
A moderate factor											100%	14%
An important factor											0%	57%
Unsure											0%	7%
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											100%	38%
Somewhat a factor											0%	8%
A moderate factor											0%	23%
An important factor											0%	23%
Unsure											0%	8%
Total											100%	100%

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

Support/protect bureaucratic interests

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											0%	13%
Somewhat a factor											0%	7%
A moderate factor											0%	27%
An important factor											100%	53%
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											0%	27%
Somewhat a factor											0%	20%
A moderate factor											0%	20%
An important factor											0%	27%
Unsure											100%	7%
Total											100%	100%

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

Support or oppose a policy agenda or narrative

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											0%	40%
Somewhat a factor											0%	13%
A moderate factor											0%	20%
An important factor											100%	13%
Unsure											0%	13%
Total											100%	100%

New response categories added to the question in 2019

Motive

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Maintain an existing analytic line										0%		
Support views of an internal supervisor/management										0%		
Support views of internal colleague(s)										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 FY18
To suppress information deemed embarrassing to the Department, Agency or Bureau	0%	
To prevent policymaker action or response on a topic	0%	
Not sure what the motive was	0%	
Other	0%	
Total	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									0%			
To support increase/decrease of resources for operational, military or USG program									0%			
Unintentional									0%			
Unsure what the motive was									0%			
Other									0%			
To suppress information deemed embarrassing to the Department, Agency or Bureau									0%			
To prevent policymaker action\response									0%			
									0%			

Original response categories

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
%												
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												

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												31%
Yes												69%
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											100%	
Yes											0%	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	2018	2021	2022
No								25%	0%	0%		
Yes (Yes/Partially)								75%	0%	0%		NA after FY19
Total								100%	0%	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												0%
No												100%
Total												100%

Question wording changed in 2021

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

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

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%		
No										0%		NA after FY19
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												9%
Did not know who to go to for help												45%

Concerns regarding retribution	0%
Concerns regarding confidentiality	9%
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	9%
Did not know a process exists for addressing the matter	0%
Presumed others involved would seek assistance	0%
Other	27%
Total	100%

New question added in 2021

Why did you not seek assistance from your analytic ombudsman?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Concerns regarding retribution											0%	
Concerns regarding confidentiality											0%	
Concerns regarding rank, tenure, or other power imbalances of individual(s) involved											0%	NA after F
Time constraints/press of business											0%	
Kept the issue at the management level											0%	
Did not believe the analytic ombudsman would help											0%	
Other											0%	
Total											0%	

Question responses changed in 2022

What is the primary reason you did not seek assistance?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change												40%
Did not know who to go to for help												0%
Concerns regarding retribution												40%
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												20%
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											100%	
Did not know who to go to for help												0%
Concerns regarding retribution												0%
Concerns regarding confidentiality												0%
Concerns regarding rank, tenure, or other power imbalances of individual(s) involved												0%
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										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%		

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%		

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
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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 suppression? (Rank 4)

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

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

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

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

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

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0%	NA after FY18		
Did not believe anyone would listen									0%			
Did not believe anything could change									0%			
Person in question considered "senior" to me									0%			
Didn't know who to go to for help									0%			
Didn't know about Ombudsman process									0%			
Other									0%			
									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											87%	87%
No											13%	13%
Total											100%	100%

New question added in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											67%	78%
No											33%	22%
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												29%
Promote awareness of the analytic ombuds as a resource to address concerns												3%
Consistent and transparent product review and feedback practices												21%
Consistent and transparent product coordination practices												0%
Communication, guidance, and strategic messaging about the Analytic Standards												10%
Leadership commitment to preserve objective analysis independent from political consideration												21%
Address resource-to-task imbalances												9%
Other												7%
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												60%

No	40%
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									50%	73%	47%	78%
No									50%	27%	53%	22%
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												68%
No												32%
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												72%
No												28%
Total												100%

Question wording changed in 2022
New question added in 2021

In terms of effectively upholding ICD 203 principles, how would you rate your experience with the President's Daily Brief over the past year?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Satisfactory											13%	18%
A mixed performance											0%	10%
Unsatisfactory											0%	8%
No opinion											87%	63%
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												8%
Levels of review												15%
Threshold for publication												0%
Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent												23%
Pressure to maintain the existing analytic line or status quo on a topic												15%
Efforts to distort or suppress analysis due to considerations regarding the consumer												0%
Information sharing constraints, including compartmentalization												15%
Other												23%
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											29%	41%
A mixed performance											14%	6%
Unsatisfactory											0%	4%
No opinion											57%	49%
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												14%
Threshold for publication												0%
Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent												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 consumer												14%
Information sharing constraints, including compartmentalization												29%
Other												0%
Total												100%

Question wording changed in 2022
New question added in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
One											0%	3%
2 - 3											36%	65%

4 - 5	50%	27%
More than 5	14%	3%
Unsure	0%	2%
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											7%	33%
Frequently											36%	30%
Sometimes											29%	17%
Rarely											14%	9%
Never											14%	1%
Not applicable to my work role											0%	10%
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												13%
Difficulty building or maintaining a network with all pertinent subject matter experts												6%
Overlapping roles or "lanes in the road"												10%
Efforts to distort or suppress the analysis												0%
Adjudicating differing perspectives												6%
Pressure to reach consensus												11%
Information sharing constraints												1%
Time constraints												21%
Pressure to incorporate input from non-analytic elements												4%
No challenges												7%
Not applicable to my work role												13%
Other												7%
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											23%	
Overlapping roles or "lanes in the road"											8%	
Efforts to distort or suppress the analysis											8%	
Pressure to reach consensus											8%	
Information sharing constraints											8%	
Time constraints											23%	
Pressure to incorporate input from non-analytic elements											0%	
Other											23%	
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%	93%	69%
No										0%	7%	9%
Not applicable to my work role										0%	0%	23%
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								36%	29%			
Yes								64%	71%			
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										10%	31%	9%
Frequently										20%	15%	32%
Sometimes										50%	31%	45%
Rarely										20%	23%	15%
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									20%			
Usually									60%			
Sometimes									0%			
Rarely									20%			
Never									0%			
Total									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												14%
Product template constraints												57%
Perceived to undermine confidence in the analytic judgments												14%
Perceived as not relevant or did not add value to the product												14%
Perceived that the consumer would be averse to alternatives												0%
Other												0%
Total												100%

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints											33%	
Product template constraints											33%	
It was perceived as not relevant or did not add value to the product											33%	NA after F
It was discouraged or removed by reviewer											0%	
It was perceived the customer would be averse to inclusion of alternatives											0%	
Total											100%	

New question added in 2022
What is the primary challenge to conveying significant differences in analytic judgments and/or dissent in the analytic product type that you typically prepare?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Pressure to maintain the existing analytic line or status quo on a topic												4%
Perception that the consumer is averse to products conveying differing views												4%
Perception that differing views undermine the main analytic judgement												7%
Pressure to reach consensus												21%
Difficulty adjudicating conflicting input												4%
Policies delineating lead, collaboration, and coordination roles												1%
Information sharing constraints, including compartmentalization												9%
No challenges												27%
Not applicable to my work role												17%
Other												4%
Total												100%

Question not asked in 2022
New question added in 2021
In the past year, were you involved in election security-related intelligence analysis?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											5%	
No											95%	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											0%	
No											100%	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											5%	
No											95%	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											100%	
Timely											0%	
Based on all available sources of intelligence information											0%	NA after F
Implements and exhibits Analytic Tradecraft Standards											0%	
Other											0%	
Total											100%	

Question not asked in 2022
Question wording changed in 2021
Was the assistance effective in resolving the issue?

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

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	2018	2021	2022
No								67%	0%	0%		
Yes/Partially								33%	0%	0%	NA after FY19	
Total								100%	0%	0%		