

Total Population

103

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										31	32	62
Manager of analysts										3	13	21
Analytic enabler										11	2	20
Other										1	13	10
Total										46	60	113
MOE										10.75%	8.17%	#NUM!

Original response categories

What is your work role?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Manager of analysts	11	16	14	13	20	7	14	1	4			
Analyst	61	54	29	74	64	16	46	13	47		NA after FY18	
Other (new in 2017)								3	8			
Total	72	70	43	87	84	23	60	14	59			
MOE	6.34%	6.63%	11.41%	4.14%	4.59%	18.01%	8.17%	24.35%	7.46%			

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	39	35	23	52	36	9	21	5	25	21	10	41
5 - 9 years	14	10	9	15	20	7	19	8	20	8	11	14
10 - 19 years								1	16	11	28	39
20 years or more	19	24	8	20	28	7	5	3	5	6	11	20
Total	72	69	40	87	84	23	59	17	66	46	60	114

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											31	39
No											21	55
Total											52	94
MOE											9.56%	2.99%

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										11		
Yes, I suspect but am not sure it has occurred										5	NA after FY19	
No										18		
Total										34		
MOE										13.76%		

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	56	52	29	49	50	12	39	4	15			
Yes	16	17	11	38	24	4	21	13	33		NA after FY18	
Total	72	69	40	87	74	16	60	17	48			
MOE	6.34%	6.78%	12.12%	4.14%	6.04%	22.52%	8.17%	21.72%	10.34%			

Question wording changed in 2021

Question responses changed in 2021

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Constantly (daily)											5	1
Frequently (weekly or monthly)											14	18
Occasionally (more than twice but less than monthly)											7	12
Rarely (Once or twice)											5	8
Total											31	39
MOE											14.72%	12.37%

New response categories added to the question in 2019

Question wording changed in 2019

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
On a daily or monthly basis										3		
On a monthly basis										3		
Several times a year (less than 12 but more than 3)										5	NA after FY19	
2 - 3 times										3		
Once										2		
Total										16		
MOE										22.52%		

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)									3			
Frequently (Consistently, on a weekly or monthly basis)									14			
Occasionally (Up to 4 times per year)									13		NA after FY18	
Rarely (1-2 times a year)									3			
Total									33			
MOE									14.06%			

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	7	4	3	15	7	1	8					
Twice	4	4	4	8	7	2	6					
Three times	2	1	0	4	4	1	1			NA after FY17		
More than three times	3	8	4	11	6	0	6					
Total	16	17	11	38	24	4	21					

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												8
Analytic Standard B - Independent of political consideration												12
Analytic Standard C - Timely												9
Analytic Standard D - Based on all available sources of intelligence informati												1
Analytic Standard E - Implements and exhibits Analytic Tradecraft Standards												8
Other												1
Total OBJ												39

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												12
A changed analytic line absent sufficient sourcing or argumentation												2
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or												7
Distorted or suppressed analysis of alternatives or dissent												3
Discouraged analysis/production on a particular topic absent sufficient reas												3
Delayed, shelved, or recalled analysis absent sufficient reasoning												9
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												2
A deliberately distorted product classification												0
Other												1
Total OBJ												39

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												12
The product was deliberately delayed												1
I was discouraged from writing a product												4
The analytic line was dictated to me												2
The main analytic line was changed without sufficient justification, argumen												4
Judgements, sourcing, and/or confidence levels were mischaracterized or re												3
A briefer mischaracterized the assessment/product to a consumer												0
An internal IC element/CCMD senior mischaracterized the assessment/prod												0
My comments or dissent on a product were distorted or suppressed												1
Other												4
Total OBJ												31

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												1
I was discouraged from writing a product												1
My analytic line was dictated to me												3
The main analytic line of my product was deliberately changed during review												1
Analytic points, supporting evidence, and/or confidence levels in my produc												3
A briefer either suppressed or misrepresented the analysis												0
An internal agency senior changed, deleted, or added minor analytic points												5
My comments or dissent on a product were suppressed or distorted												1
Other												1
Total OBJ												16

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												11
The analysis did not meet threshold or priority for publication												0
The analysis did not meet one or more of the analytic tradecraft standards												1
Dissent or alterantive analysis was not accepted												1
Concurrence from a particular component was required for publication												2
Content was changed or deleted to better meet customer needs												0
Content was changed or deleted because of differing views from the field												2
Content was changed or deleted because it was too long, complicated, or te												1
Information to which I do not have access changed the analysis												1
The assessment was policy prescriptive												2
Other												10
Total OBJ												31

New question added in 2019

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
I was told my product did not meet threshold and/or was not a high enough												0
I was told my logical argumentation was flawed or not convincing												1
I was told the sourcing I relied on was not reliable, complete, or persuasive												2
I was told that dissent was not accepted in this instance because it did not r												0

I was told that concurrence from a particular agency or office was required f	0
I was told that my analysis was changed or deleted so that the product woul	2
I was told additional/special compartmented information (which I do not ha	0
I was told my assessment was policy prescriptive	0
I was told that my product did not meet appropriate tradecraft standards	0
I was told that my analysis was changed or deleted in response to policymak	0
I was told that my analysis was changed in response to differing views from	1
I was told that my analysis was too complicated or technical and has to be si	0
I did not receive any feedback or explanation as to why my product was dist	6
Other	4
Total OBJ	16

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												3
Manager/supervisor within my IC element/CCMD												8
Reviewer within my IC element/CCMD												6
Senior executive/military officer within my IC element/CCMD												17
Intelligence professional from another IC element/CCMD												1
US Government official outside of the IC												0
Other												4
Total OBJ												39

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											3	
Reviewer within my IC element/CCMD											12	
Senior executive within my IC element/CCMD											14	
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											2	
Total OBJ											31	

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										1		
Mid-level/Senior supervisor within your IC element										2		
Non-supervisory internal analyst reviewer (e.g., SIOs)										0		
Non-analyst senior within your IC element										6		
IC senior leadership										5	NA after FY19	
External IC colleague or supervisor										1		
DNI element (NIC, NIM, etc.)										0		
US government official outside the IC										0		
Editor or senior reviewer of an IC publication										0		
Other										1		
Total OBJ										16		

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									2			
Mid-level/Senior supervisor within your IC element									22			
External colleague									1			
Non-intelligence senior									2			
External IC supervisor									1	NA after FY18		
Non-supervisory reviewer									0			
DNI element (NIC, NIM, etc.)									0			
US government official outside the IC									2			
Other									2			
Total OBJ									33			

Original response categories

Source

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Non-supervisory professional within your IC element	3	5	0	9	6	1	6	0				
Supervisor within your IC element	13	8	6	27	9	3	12	11				
Intelligence professional outside your IC element	1	3	3	4	7	1	5	1			NA after FY17	
US government official outside the IC	3	3	5	9	7	1	5	1				
Other	0	3	1	1	3	0	1	2				
Total OBJ	16	17	11	38	24	4	21	13				

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											7	7
Somewhat a factor											3	8
A moderate factor											4	7
An important factor											5	16
Unsure											12	0

Total OBJ 31 38

To what extent were the following factors a motive for your most significant experience of 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											5	4
Somewhat a factor											0	4
A moderate factor											4	3
An important factor											14	25
Unsure											8	2
Total OBJ											31	38

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											12	18
Somewhat a factor											2	5
A moderate factor											3	5
An important factor											3	5
Unsure											11	5
Total OBJ											31	38

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

Support/protect bureaucratic interests

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											2	4
Somewhat a factor											0	7
A moderate factor											1	4
An important factor											23	17
Unsure											4	6
Total OBJ											30	38

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											3	9
Somewhat a factor											0	10
A moderate factor											2	9
An important factor											15	4
Unsure											11	6
Total OBJ											31	38

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

Support or oppose a policy agenda or narrative

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											2	9
Somewhat a factor											0	6
A moderate factor											2	4
An important factor											15	12
Unsure											12	7
Total OBJ											31	38

New response categories added to the question in 2019

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Maintain an existing analytic line										1		
Support views of an internal supervisor/management										2		
Support views of internal colleague(s)										0		
Support views of external colleague(s)										1		
Support views of external management										0		
Support views of government/policy official(s)										6	NA after FY19	
To support operational equities										0		
To suppress information deemed embarrassing to the Department, Agency or										4		
To prevent policymaker action or response on a topic										0		
Not sure what the motive was										0		
Other										2		
Total OBJ										16		

New response categories in 2018

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Maintain existing analytic line									1			
Support views of internal supervisor/management									2			
Support views of internal colleague									1			
Support views of external colleague									1			
Support views of external management									1			
Support views of government/policy official									15			
To support increase/decrease of resources for operational, military or USG p									5	NA after FY18		
Unintentional									0			
Unsure what the motive was									1			
Other									4			
To suppress information deemed embarrassing to the Department, Agency or									2			
To prevent policymaker action/response									0			
Total OBJ									33			

Original response categories

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
To support supervisor within your IC element	5	8	5	18	5	1	5	1				
To support IC personnel or management outside your IC element	8	6	3	12	10	1	4	7				
To support government official outside the IC	12	9	4	15	10	1	5	10				

I am unsure what the motive was	6	5	0	6	0	NA after FY17						
Inadvertent/unintended		3	1	1	0							
To avoid conflicting with an existing analytic line			1	4	1							
Other	6	4	5	7	7	2	5	2				
Total OBJ	16	17	11	38	24	4	21	13				

Question wording changed in 2022

Did you seek assistance to address this matter?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No												13
Yes												24
Total												37
MOE												12.90%

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?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No											18	
Yes											13	NA after F
Total											31	
MOE												14.72%

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No	5	5	3	10	5	2	8	6	9	7		
Yes	6	5	6	28	19	2	13	7	24	9	NA after FY19	
Partially	5	7	2									
Total	16	17	11	38	24	4	21	13	33	16		
MOE	22.52%	21.72%	27.93%	12.63%	17.52%	48.04%	19.08%	25.41%	14.06%	22.52%		

Question wording changed in 2022

Did you seek assistance from the analytic ombuds?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												9
No												15
Total OBJ												24

Question wording changed in 2021

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											8	
No											5	NA after F
Total OBJ											13	

New question added in 2019

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes										6	NA after FY19	
No										3		
Total OBJ										9		

Question wording changed in 2022

Question responses changed in 2022

What is the primary reason you did not seek assistance from the analytic ombuds?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change												2
Did not know who to go to for help												0
Concerns regarding retribution												1
Concerns regarding confidentiality												1
Concerns regarding rank, tenure, or other power imbalances among individ												2
Time constraints/press of business												1
I was dissuaded from seeking assistance												2
Did not know a process exists for addressing the matter												2
Presumed others involved would seek assistance												0
Other												4
Total OBJ												15

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											2	
Concerns regarding confidentiality											2	
Concerns regarding rank, tenure, or other power imbalances of individual(s)											0	
Time constraints/press of business											0	NA after F
Kept the issue at the management level											0	
Did not believe the analytic ombudsman would help											0	
Other											1	
Total OBJ											5	

Question responses changed in 2022

What is the primary reason you did not seek assistance?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change												5
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 individ												1
Time constraints/press of business												4
I was dissuaded from seeking assistance												0
Did not know a process exists for addressing the matter												1

Presumed others involved would seek assistance	0
Other	0
Total OBJ	13

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											14	
Concerns regarding confidentiality											1	NA after F
Concerns regarding rank, tenure, or other power imbalances of individual(s) i											1	
Time constraints/press of business											0	
Other											1	
Total OBJ											18	

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										5	NA after FY19	
Person in question was considered "senior" to me										0		
Didn't know who to go to for help										1		
Other										1		
Total OBJ										7		

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									4			
Did not believe anything could change									3			
Person in question considered "senior" to me									0	NA after FY18		
Didn't know who to go to for help									0			
Didn't know about Ombudsman process									0			
Other									1			
Total OBJ									8			

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									1			
Did not believe anyone would listen									2			
Did not believe anything could change									2			
Person in question considered "senior" to me									1	NA after FY18		
Didn't know who to go to for help									0			
Didn't know about Ombudsman process									1			
Other									0			
Total OBJ									7			

Why did you not seek assistance in dealing with distortion or suppression? (Rank 3)												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0			
Did not believe anyone would listen									1			
Did not believe anything could change									1			
Person in question considered "senior" to me									0	NA after FY18		
Didn't know who to go to for help									2			
Didn't know about Ombudsman process									0			
Other									0			
Total OBJ									4			

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

Why did you not seek assistance in dealing with distortion or suppression? (Rank 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											22	66
No											31	29
Total											53	95
MOE											9.38%	2.80%

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											17	64
No											35	30
Total											52	94
MOE											9.56%	2.99%

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												16
Promote awareness of the analytic ombuds as a resource to address concern												4
Consistent and transparent product review and feedback practices												28
Consistent and transparent product coordination practices												8
Communication, guidance, and strategic messaging about the Analytic Stanc												7
Leadership commitment to preserve objective analysis independent from pr												19
Address resource-to-task imbalances												7
Other												5
Total												94
MOE												2.99%

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												83
No												9
Total												92
MOE												3.34%

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									45	30	44	76
No									4	10	9	7
Total									49	40	53	83
MOE									10.14%	12.12%	9.38%	4.74%

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												77
No												17
Total												94
MOE												2.99%

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												66
No												11
Total												77
MOE												5.61%

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											8	35
A mixed performance											7	11
Unsatisfactory											0	1
No opinion											38	47
Total											53	94
MOE											9.38%	2.99%

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												1
Threshold for publication												1
Pressure to reach consensus, including distorting or suppressing analysis of :												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 cc												1
Information sharing constraints, including compartmentalization												1
Other												2
Total												12
MOE												26.59%

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											11	35
A mixed performance											3	7
Unsatisfactory											0	1
No opinion											40	48
Total											54	91
MOE											9.20%	3.51%

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 :												2
Pressure to maintain the existing analytic line or status quo on a topic												1
Efforts to distort or suppress analysis due to considerations regarding the cc												1
Information sharing constraints, including compartmentalization												2
Other												1
Total												8
MOE												33.28%

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	4
2 - 3											1	18
4 - 5											17	33
More than 5											34	31
Unsure											2	2
Total											54	88
MOE											9.20%	3.99%

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											4	19
Frequently											9	32
Sometimes											18	23
Rarely											15	10
Never											3	2
Not applicable to my work role											5	7
Total											54	93
MOE											9.20%	3.17%

Question wording changed in 2022

Question responses changed in 2022

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Difficulty generating attention to the product												8
Difficulty building or maintaining a network with all pertinent subject matte:												17
Overlapping roles or "lanes in the road"												10
Efforts to distort or suppress the analysis												5
Adjudicating differering perspectives												4
Pressure to reach consensus												6
Information sharing constraints												4
Time constraints												11
Pressure to incorporate input from non-analytic elements												2
No challenges												7
Not applicable to my work role												11
Other												7
Total												92
MOE												3.34%

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											1	
Difficulty building or maintaining a network with all pertinent subject matte:											4	
Overlapping roles or "lanes in the road"											16	
Efforts to distort or suppress the analysis											19	
Pressure to reach consensus											2	NA after F
Information sharing constraints											0	
Time constraints											4	

Pressure to incorporate input from non-analytic elements	3
Other	5
Total	54
MOE	9.20%

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										32	29	68
No										2	17	11
Not applicable to my work role										5	7	14
Total										39	53	93
MOE										12.37%	9.38%	3.17%

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	44	48	15	35	25	3	13	0	6			
Yes	28	21	25	52	48	11	39	17	43		NA after FY18	
Total	72	69	40	87	73	14	52	17	49			
MOE	6.34%	6.78%	12.12%	4.14%	6.19%	24.35%	9.56%	21.72%	10.14%			

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	3	5
Frequently										19	13	16
Sometimes										12	9	25
Rarely										5	4	19
Never										0	0	3
Total										38	29	68
MOE										12.63%	15.42%	6.93%

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									14			
Usually									20			
Sometimes									7		NA after FY18	
Rarely									1			
Never									0			
Total									42			
MOE									11.64%			

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												2
Product template constraints												6
Perceived to undermine confidence in the analytic judgments												3
Perceived as not relevant or did not add value to the product												6
Perceived that the consumer would be averse to alternatives												3
Other												2
Total												22
MOE												18.53%

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
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												1
It was perceived the customer would be averse to inclusion of alternatives												1
Total												4
MOE												48.04%

New question added in 2022

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Pressure to maintain the existing analytic line or status quo on a topic												14
Perception that the consumer is averse to products conveying differing view												2
Perception that differing views undermine the main analytic judgement												10
Pressure to reach consensus												6
Difficulty adjudicating conflicting input												14
Policies delineating lead, collaboration, and coordination roles												6
Information sharing constraints, including compartmentalization												8
No challenges												11
Not applicable to my work role												15
Other												3
Total												89
MOE												3.83%

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												41 NA after F

No	19	NA after F
Total	60	

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											40	
No											20	NA after F
Total											60	

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											40	
No											20	NA after F
Total											60	

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											6	
Independent of political considerations											18	
Timely											2	
Based on all available sources of intelligence information											1	NA after F
Implements and exhibits Analytic Tradecraft Standards											2	
Other											2	
Total OBJ											31	

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											10	
Yes											0	NA after F
Partially											3	
Total											13	
MOE											25.41%	

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	6	6	2	8	5	0	6	0	15	3		
Yes	2	2	2	7	5	1	4	3	4	0		NA after FY19
Partially	3	4	4	13	9	1	3	4	5	6		
Total	11	12	8	28	19	2	13	7	24	9		
MOE	27.93%	26.59%	33.28%	15.80%	20.30%	68.62%	25.41%	35.76%	17.52%	31.21%		

New response categories added to the question in 2019
Question wording changed in 2021

Which of the following best describes your work role?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analyst										67%	53%	55%
Manager of analysts										7%	22%	19%
Analytic enabler										24%	3%	18%
Other										2%	22%	9%
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	15%	23%	33%	15%	24%	30%	23%	7%	7%			
Analyst	85%	77%	67%	85%	76%	70%	77%	93%	80%			
Other (new in 2017)								21%	14%			
Total	100%	100%	100%	100%	100%	100%	100%	121%	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	54%	51%	58%	60%	43%	39%	36%	29%	38%	46%	17%	36%
5 - 9 years	19%	14%	23%	17%	24%	30%	32%	47%	30%	17%	18%	12%
10 - 19 years												
20 years or more	26%	35%	20%	23%	33%	30%	24%	6%	24%	24%	47%	34%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Question wording changed in 2021
Question responses changed in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											60%	41%
No											40%	59%
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											32%	
Yes, I suspect but am not sure it has occurred											15%	
No											53%	
Total											100%	

Original response categories
Question wording changed in 2018

During the past year, do you believe that anyone attempted to distort or suppress analysis on which you were working?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No	78%	75%	73%	56%	68%	75%	65%	24%	31%			
Yes	22%	25%	28%	44%	32%	25%	35%	76%	69%			
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%			

Question wording changed in 2021
Question responses changed in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Constantly (daily)											16%	3%
Frequently (weekly or monthly)											45%	46%
Occasionally (more than twice but less than monthly)											23%	31%
Rarely (Once or twice)											16%	21%
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											19%	
On a monthly basis											19%	
Several times a year (less than 12 but more than 3)											31%	
2 - 3 times											19%	
Once											13%	
Total											100%	

New response categories in 2018
How often do you face distortion/suppression of your analysis?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Constantly (Daily)											9%	
Frequently (Consistently, on a weekly or monthly basis)											42%	
Occasionally (Up to 4 times per year)											39%	
Rarely (1-2 times a year)											9%	
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	44%	24%	27%	39%	29%	25%	38%					
Twice	25%	24%	36%	21%	29%	50%	29%					
Three times	13%	6%	0%	11%	17%	25%	5%					
More than three times	19%	47%	36%	29%	25%	0%	29%					
Total	100%	100%	100%	100%	100%	100%	100%					

New question added in 2022

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analytic Standard A - Objective												21%
Analytic Standard B - Independent of political consideration												31%
Analytic Standard C - Timely												23%
Analytic Standard D - Based on all available sources of intelligence informati												3%
Analytic Standard E - Implements and exhibits Analytic Tradecraft Standards												21%
Other												3%
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												31%
A changed analytic line absent sufficient sourcing or argumentation												5%
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or												18%
Distorted or suppressed analysis of alternatives or dissent												8%
Discouraged analysis/production on a particular topic absent sufficient reas												8%
Delayed, shelved, or recalled analysis absent sufficient reasoning												23%
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												5%
A deliberately distorted product classification												0%
Other												3%
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												39%
The product was deliberately delayed												3%
I was discouraged from writing a product												13%
The analytic line was dictated to me												6%
The main analytic line was changed without sufficient justification, argumen												13%
Judgements, sourcing, and/or confidence levels were mischaracterized or re												10%
A briefer mischaracterized the assessment/product to a consumer												0%
An internal IC element/CCMD senior mischaracterized the assessment/prod												0%
My comments or dissent on a product were distorted or suppressed												3%
Other												13%
Total												100%

New question added in 2019

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
My product was not published												6%
I was discouraged from writing a product												6%
My analytic line was dictated to me												19%
The main analytic line of my product was deliberately changed during review												6%
Analytic points, supporting evidence, and/or confidence levels in my produc												19%
A briefer either suppressed or misrepresented the analysis												0%
An internal agency senior changed, deleted, or added minor analytic points												31%
My comments or dissent on a product were suppressed or distorted												6%
Other												6%
Total												100%

Question wording changed in 2021

Question responses changed in 2021

What feedback or explanation did you receive on this matter?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
I did not receive feedback or explanation												35%
The analysis did not meet threshold or priority for publication												0%
The analysis did not meet one or more of the analytic tradecraft standards												3%
Dissent or alternative analysis was not accepted												3%
Concurrence from a particular component was required for publication												6%
Content was changed or deleted to better meet customer needs												0%
Content was changed or deleted because of differing views from the field												6%
Content was changed or deleted because it was too long, complicated, or te												3%
Information to which I do not have access changed the analysis												3%
The assessment was policy prescriptive												6%
Other												32%
Total												100%

New question added in 2019

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
I was told my product did not meet threshold and/or was not a high enough												0%
I was told my logical argumentation was flawed or not convincing												6%
I was told the sourcing I relied on was not reliable, complete, or persuasive												13%
I was told that dissent was not accepted in this instance because it did not r												0%

I was told that concurrence from a particular agency or office was required f	0%	NA after FY19
I was told that my analysis was changed or deleted so that the product woul	13%	
I was told additional/special compartmented information (which I do not ha	0%	
I was told my assessment was policy prescriptive	0%	
I was told that my product did not meet appropriate tradecraft standards	0%	
I was told that my analysis was changed or deleted in response to policymak	0%	
I was told that my analysis was changed in response to differing views from	6%	
I was told that my analysis was too complicated or technical and has to be si	0%	
I did not receive any feedback or explanation as to why my product was dist	38%	
Other	25%	
Total	100%	

Question responses changed in 2022

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analyst within my IC element/CCMD												8%
Manager/supervisor within my IC element/CCMD												21%
Reviewer within my IC element/CCMD												15%
Senior executive/military officer within my IC element/CCMD												44%
Intelligence professional from another IC element/CCMD												3%
US Government official outside of the IC												0%
Other												10%
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												10%
Reviewer within my IC element/CCMD												39%
Senior executive within my IC element/CCMD												45%
Intelligence professional from another IC element/CCMD												0%
Intelligence professional at an ODN component (NIC, NIM, PDB, etc.)												0%
US Government official outside of the IC												0%
Other												6%
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												6%
Mid-level/Senior supervisor within your IC element												13%
Non-supervisory internal analyst reviewer (e.g., SIOs)												0%
Non-analyst senior within your IC element												38%
IC senior leadership												31%
External IC colleague or supervisor												6%
DNI element (NIC, NIM, etc.)												0%
US government official outside the IC												0%
Editor or senior reviewer of an IC publication												0%
Other												6%
Total												100%

New response categories in 2018

Source

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague												3%
First-level manager												6%
Mid-level/Senior supervisor within your IC element												67%
External colleague												3%
Non-intelligence senior												6%
External IC supervisor												3%
Non-supervisory reviewer												0%
DNI element (NIC, NIM, etc.)												0%
US government official outside the IC												6%
Other												6%
Total												100%

Original response categories

Source

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Non-supervisory professional within your IC element	19%	29%	0%	24%	25%	25%	29%	0%				
Supervisor within your IC element	81%	47%	55%	71%	38%	75%	57%	85%				
Intelligence professional outside your IC element	6%	18%	27%	11%	29%	25%	24%	8%				
US government official outside the IC	19%	18%	45%	24%	29%	25%	24%	8%				
Other	0%	18%	9%	3%	13%	0%	5%	15%				

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												23%
Somewhat a factor												18%
A moderate factor												13%
An important factor												42%
Unsure												39%
Total												100%

Total 100% 100%

To what extent were the following factors a motive for your most significant experience of 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											16%	11%
Somewhat a factor											0%	11%
A moderate factor											13%	8%
An important factor											45%	66%
Unsure											26%	5%
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											39%	47%
Somewhat a factor											6%	13%
A moderate factor											10%	13%
An important factor											10%	13%
Unsure											35%	13%
Total											100%	100%

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

Support/protect bureaucratic interests

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											7%	11%
Somewhat a factor											0%	18%
A moderate factor											3%	11%
An important factor											77%	45%
Unsure											13%	16%
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											10%	24%
Somewhat a factor											0%	26%
A moderate factor											6%	24%
An important factor											48%	11%
Unsure											35%	16%
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											6%	24%
Somewhat a factor											0%	16%
A moderate factor											6%	11%
An important factor											48%	32%
Unsure											39%	18%
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										6%		
Support views of an internal supervisor/management										13%		
Support views of internal colleague(s)										0%		
Support views of external colleague(s)										6%		
Support views of external management										0%		
Support views of government/policy official(s)										38%	NA after FY19	
To support operational equities										0%		
To suppress information deemed embarrassing to the Department, Agency or										25%		
To prevent policymaker action or response on a topic										0%		
Not sure what the motive was										0%		
Other										13%		
Total										100%		

New response categories in 2018

Motive

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Maintain existing analytic line									3%			
Support views of internal supervisor/management									6%			
Support views of internal colleague									3%			
Support views of external colleague									3%			
Support views of external management									3%			
Support views of government/policy official									45%			
To support increase/decrease of resources for operational, military or USG f									15%			
Unintentional									0%			
Unsure what the motive was									3%			
Other									12%			
To suppress information deemed embarrassing to the Department, Agency or									6%			
To prevent policymaker action\response									0%			
Total									100%			

Original response categories

Motive

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
To support supervisor within your IC element	31%	47%	45%	47%	21%	25%	24%	8%				
To support IC personnel or management outside your IC element	50%	35%	27%	32%	42%	25%	19%	54%				
To support government official outside the IC	75%	53%	36%	39%	42%	25%	24%	77%				

I am unsure what the motive was	0%	16%	21%	0%	29%	0%	NA after FY17				
Inadvertent/unintended			13%	25%	5%	0%					
To avoid conflicting with an existing analytic line				25%	19%	8%					
Other	38%	24%	45%	18%	29%	50%	24%	15%			

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												35%
Yes												65%
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												58%
Yes												42%
Total												100%

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No	31%	29%	27%	26%	21%	50%	38%	46%	27%	44%		
Yes (Yes/Partially)	69%	71%	73%	74%	79%	50%	62%	54%	73%	56%		
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		

Question wording changed in 2022

Did you seek assistance from the analytic ombuds?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												38%
No												63%
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												62%
No												38%
Total												100%

New question added in 2019

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

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

Question wording changed in 2022

Question responses changed in 2022

Why did you not seek assistance from your analytic ombudsman?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change												13%
Did not know who to go to for help												0%
Concerns regarding retribution												7%
Concerns regarding confidentiality												7%
Concerns regarding rank, tenure, or other power imbalances among individual												13%
Time constraints/press of business												7%
I was dissuaded from seeking assistance												13%
Did not know a process exists for addressing the matter												13%
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												40%
Concerns regarding confidentiality												40%
Concerns regarding rank, tenure, or other power imbalances of individual(s)												0%
Time constraints/press of business												0%
Kept the issue at the management level												0%
Did not believe the analytic ombudsman would help												0%
Other												20%
Total												100%

Question responses changed in 2022

What is the primary reason you did not seek assistance?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change												38%
Did not know who to go to for help												0%
Concerns regarding retribution												15%
Concerns regarding confidentiality												0%
Concerns regarding rank, tenure, or other power imbalances among individual												8%
Time constraints/press of business												31%
I was dissuaded from seeking assistance												0%
Did not know a process exists for addressing the matter												8%

Presumed others involved would seek assistance	0%
Other	0%
Total	100%

New response categories added to the question in 2021

Question wording changed in 2021

What is the primary reason you did not seek assistance?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change											6%	
Did not know who to go to for help											0%	
Concerns regarding retribution											78%	
Concerns regarding confidentiality											6%	NA after F
Concerns regarding rank, tenure, or other power imbalances of individual(s) i											6%	
Time constraints/press of business											0%	
Other											6%	
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										71%		
Person in question was considered "senior" to me										0%	NA after FY19	
Didn't know who to go to for help										14%		
Other										14%		
Total										100%		

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									50%			
Did not believe anything could change									38%			
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									13%			
Total									100%			

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									14%			
Did not believe anyone would listen									29%			
Did not believe anything could change									29%			
Person in question considered "senior" to me									14%		NA after FY18	
Didn't know who to go to for help									0%			
Didn't know about Ombudsman process									14%			
Other									0%			
Total									100%			

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0%			
Did not believe anyone would listen									25%			
Did not believe anything could change									25%			
Person in question considered "senior" to me									0%		NA after FY18	
Didn't know who to go to for help									50%			
Didn't know about Ombudsman process									0%			
Other									0%			
Total									100%			

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

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

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0%			
Did not believe anyone would listen									0%			
Did not believe anything could change									0%			
Person in question considered "senior" to me									0%		NA after FY18	
Didn't know who to go to for help									0%			
Didn't know about Ombudsman process									0%			
Other									0%			
Total									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%			
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 7)

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

New question added in 2021

Are you empowered to uphold ICD 203 principles?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											42%	69%
No											58%	31%
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											33%	68%
No											67%	32%
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												17%
Promote awareness of the analytic ombuds as a resource to address concern												4%
Consistent and transparent product review and feedback practices												30%
Consistent and transparent product coordination practices												9%
Communication, guidance, and strategic messaging about the Analytic Stanc												7%
Leadership commitment to preserve objective analysis independent from pr												20%
Address resource-to-task imbalances												7%
Other												5%
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												90%
No												10%
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									92%	75%	83%	92%
No									8%	25%	17%	8%
Total									100%	100%	100%	100%

New question added in 2022

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022.33
Yes												82%
No												18%
Total												100%

New question added in 2022

Do you know how to contact the IC Analytic Ombudsman?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022.33
Yes												86%
No												14%
Total												100%

Question wording changed in 2022

New question added in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Satisfactory											15%	37%
A mixed performance											13%	12%
Unsatisfactory											0%	1%
No opinion											72%	50%
Total											100%	100%

New question added in 2022

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints												8%
Levels of review												376%
Threshold for publication												376%
Pressure to reach consensus, including distorting or suppressing analysis of :												1128%
Pressure to maintain the existing analytic line or status quo on a topic												752%
Efforts to distort or suppress analysis due to considerations regarding the cc												376%
Information sharing constraints, including compartmentalization												376%
Other												752%
Total												4145%

Question wording changed in 2022
New question added in 2021

In terms of effectively upholding ICD 203 Analytic Standards principles, how would you rate your experience with the National Intelligence Council in the past year?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Satisfactory											20%	38%
A mixed performance											6%	8%
Unsatisfactory											0%	1%
No opinion											74%	53%
Total											100%	100%

New question added in 2022

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints												0%
Levels of review												301%
Threshold for publication												0%
Pressure to reach consensus, including distorting or suppressing analysis of :												601%
Pressure to maintain the existing analytic line or status quo on a topic												301%
Efforts to distort or suppress analysis due to considerations regarding the cc												301%
Information sharing constraints, including compartmentalization												601%
Other												301%
Total												2404%

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%	5%
2 - 3											2%	20%
4 - 5											31%	38%
More than 5											63%	35%
Unsure											4%	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%	20%
Frequently											17%	34%
Sometimes											33%	25%
Rarely											28%	11%
Never											6%	2%
Not applicable to my work role											9%	8%
Total											100%	100%

Question wording changed in 2022
Question responses changed in 2022

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Difficulty generating attention to the product												9%
Difficulty building or maintaining a network with all pertinent subject matter												18%
Overlapping roles or "lanes in the road"												11%
Efforts to distort or suppress the analysis												5%
Adjudicating differing perspectives												4%
Pressure to reach consensus												7%
Information sharing constraints												4%
Time constraints												12%
Pressure to incorporate input from non-analytic elements												2%
No challenges												8%
Not applicable to my work role												12%
Other												8%
Total												100%

New question added in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Difficulty generating attention to the product											2%	
Difficulty building or maintaining a network with all pertinent subject matter											7%	
Overlapping roles or "lanes in the road"											30%	
Efforts to distort or suppress the analysis											35%	
Pressure to reach consensus											4%	NA after F
Information sharing constraints											0%	
Time constraints											7%	

Pressure to incorporate input from non-analytic elements	6%
Other	9%
Total	100%

Question wording changed in 2018

When thinking through analytic issues and/or preparing analytic products, is consideration of alternative explanations and/or outcomes a routine part of the analytic process?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes										82%	55%	73%
No										5%	32%	12%
Not applicable to my work role										13%	13%	15%
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	61%	70%	38%	40%	34%	21%	25%	0%	12%			
Yes	39%	30%	63%	60%	66%	79%	75%	100%	88%			
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%			

Question responses changed in 2019

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always										5%	10%	7%
Frequently										50%	45%	24%
Sometimes										32%	31%	37%
Rarely										13%	14%	28%
Never										0%	0%	4%
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									33%			
Usually									48%			
Sometimes									17%			
Rarely									2%			
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												9%
Product template constraints												27%
Perceived to undermine confidence in the analytic judgments												14%
Perceived as not relevant or did not add value to the product												27%
Perceived that the consumer would be averse to alternatives												14%
Other												9%
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											25%	
It was perceived as not relevant or did not add value to the product											25%	
It was discouraged or removed by reviewer											25%	
It was perceived the customer would be averse to inclusion of alternatives											25%	
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												16%
Perception that the consumer is averse to products conveying differing view												2%
Perception that differing views undermine the main analytic judgement												11%
Pressure to reach consensus												7%
Difficulty adjudicating conflicting input												16%
Policies delineating lead, collaboration, and coordination roles												7%
Information sharing constraints, including compartmentalization												9%
No challenges												12%
Not applicable to my work role												17%
Other												3%
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											68%	

No												32%	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												67%		
No												33%	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												67%		
No												33%	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												19%		
Independent of political considerations												58%		
Timely												6%		
Based on all available sources of intelligence information												3%	NA after F	
Implements and exhibits Analytic Tradecraft Standards												6%		
Other												6%		
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	202		
No												77%		
Yes/Partially												23%	NA after F	
Total												100%		
Question not asked in 2022														
Did you receive assistance that was effective in resolving the problem?														
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022		
No	55%	50%	25%	29%	26%	0%	46%	0%	63%	33%				
Yes/Partially	45%	50%	75%	71%	74%	100%	54%	100%	38%	67%			NA after FY19	
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%				