

Total Population

181

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	45	62
Manager of analysts										3	12	21
Analytic enabler										11	12	20
Other										1	1	10
Total										46	70	113
MOE										12.48%	9.17%	5.65%

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	8.96%	9.17%	13.05%	7.57%	7.83%	19.09%	10.34%	25.16%	9.37%			

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	33	41
5 - 9 years	14	10	9	15	20	7	19	8	20	8	12	14
10 - 19 years								1	16	11	19	39
20 years or more	19	24	8	20	28	7	5	3	5	6	8	20
Total	72	69	40	87	84	23	59	17	66	46	72	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											22	39
No											32	55
Total											54	94
MOE											11.17%	7.01%

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										15.15%		

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	8.96%	9.28%	13.68%	7.57%	8.76%	23.39%	10.34%	22.62%	12.13%			

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)											3	1
Frequently (weekly or monthly)											9	18
Occasionally (more than twice but less than monthly)											5	12
Rarely (Once or twice)											5	8
Total											22	39
MOE											19.58%	13.90%

New response categories added to the question in 2019

Question wording changed in 2019

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
On a daily or monthly basis										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										23.39%		

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		NA after FY18	
Occasionally (Up to 4 times per year)									13			
Rarely (1-2 times a year)									3			
Total									33			
MOE									15.43%			

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 informa												1
Analytic Standard E - Implements and exhibits Analytic Tradecraft Standar												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/preetermined analytic line												12
A changed analytic line absent sufficient sourcing or argumentation												2
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, c												7
Distorted or suppressed analysis of alternatives or dissent												3
Discouraged analysis/production on a particular topic absent sufficient rea												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												1
The product was deliberately delayed												3
I was discouraged from writing a product												1
The analytic line was dictated to me												6
The main analytic line was changed without sufficient justification, argume												6
Judgements, sourcing, and/or confidence levels were mischaracterized or i												0
A briefer mischaracterized the assessment/product to a consumer												0
An internal IC element/CCMD senior mischaracterized the assessment/pro												1
My comments or dissent on a product were distorted or suppressed												1
Other												3
Total OBJ												22

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 revis										1		
Analytic points, supporting evidence, and/or confidence levels in my produ										3		NA after FY19
A briefer either suppressed or misrepresented the analysis										0		
An internal agency senior changed, deleted, or added minor analytic point										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											5	15
The analysis did not meet threshold or priority for publication											1	3
The analysis did not meet one or more of the analytic tradecraft standards											1	0
Dissent or alternative analysis was not accepted											1	2

Concurrence from a particular component was required for publication	1	0
Content was changed or deleted to better meet customer needs	4	3
Content was changed or deleted because of differing views from the field	0	2
Content was changed or deleted because it was too long, complicated, or 1	1	5
Information to which I do not have access changed the analysis	0	0
The assessment was policy prescriptive	1	0
Other	6	9
Total OBJ	21	39

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										0		
I was told that concurrence from a particular agency or office was required										0		
I was told that my analysis was changed or deleted so that the product would										2		
I was told additional/special compartmented information (which I do not have)										0		
I was told my assessment was policy prescriptive										0	NA after FY19	
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 policy/m:										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										0		
I did not receive any feedback or explanation as to why my product was di:										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											1	
Manager/supervisor within my IC element/CCMD											2	
Reviewer within my IC element/CCMD											2	
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											3	
Total OBJ											22	

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
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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											4	8
A moderate factor											4	7
An important factor											2	16
Unsure											4	0
Total OBJ											21	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											2	4
Somewhat a factor											3	4
A moderate factor											5	3
An important factor											10	25
Unsure											2	2
Total OBJ											22	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											10	18
Somewhat a factor											4	5
A moderate factor											2	5
An important factor											1	5
Unsure											4	5
Total OBJ											21	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											3	4
Somewhat a factor											2	7
A moderate factor											4	4
An important factor											11	17
Unsure											1	6
Total OBJ											21	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											5	9
Somewhat a factor											3	10
A moderate factor											2	9
An important factor											8	4
Unsure											3	6
Total OBJ											21	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											1	9
Somewhat a factor											3	6
A moderate factor											6	4
An important factor											8	12
Unsure											4	7
Total OBJ											22	38

New response categories added to the question in 2019

Motive

n	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 governemnet/policy official(s)	6 NA after FY19
To support operational equities	0
To suppress information deemed embarassing to the Department, Agency	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		NA after FY18	
To support increase/decrease of resources for operational, military or USC									5			
Unintentional									0			
Unsure what the motive was									1			
Other									4			
To suppress information deemed embarrassing to the Department, Agency									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?	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No												13
Yes												24
Total												37
MOE												14.37%

Question wording 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												10
Yes												12 NA after F
Total												22
MOE												19.58%

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	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	23.39%	22.62%	28.64%	14.13%	18.63%	48.46%	20.11%	26.19%	15.43%	23.39%		

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												9
No												15
Total OBJ												24

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												7
No												5 NA after F
Total OBJ												12

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										6		
No										3	NA after FY19	
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 indivi												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											1	
Concerns regarding confidentiality											0	
Concerns regarding rank, tenure, or other power imbalances of individual(2	
Time constraints/press of business											0	NA after F
Kept the issue at the management level											1	
Did not believe the analytic ombudsman would help											0	
Other											0	
Total OBJ											4	

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 indivi												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											4	
Did not know who to go to for help											0	
Concerns regarding retribution											3	
Concerns regarding confidentiality											0	NA after F
Concerns regarding rank, tenure, or other power imbalances of individual(s											2	
Time constraints/press of business											0	
Other											1	
Total OBJ											10	

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		
Person in question was considered "senior" to me										0	NA after FY19	
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
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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											37	66
No											17	29
Total											54	95
MOE											11.17%	6.93%

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											37	64
No											17	30
Total											54	94
MOE											11.17%	7.01%

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 concerns	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 Standards	7
Leadership commitment to preserve objective analysis independent from political pressure	19
Address resource-to-task imbalances	7
Other	5
Total	94
MOE	7.01%

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												7.16%

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	40	76
No									4	10	14	7
Total									49	40	54	83
MOE									11.96%	13.68%	11.17%	7.92%

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												7.01%

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												8.47%

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											12	35
A mixed performance											5	11
Unsatisfactory											4	1
No opinion											33	47
Total											54	94
MOE											11.17%	7.01%

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 or information												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 political environment												1
Information sharing constraints, including compartmentalization												1
Other												2
Total												12
MOE												27.34%

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											17	35
A mixed performance											3	7
Unsatisfactory											1	1
No opinion											30	48
Total											51	91
MOE											11.63%	7.24%

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 o	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 i	1
Information sharing constraints, including compartmentalization	2
Other	1
Total	8
MOE	33.87%

Question wording changed in 2022

New question added in 2021

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
One											1	4
2 - 3											10	18
4 - 5											22	33
More than 5											15	31
Unsure											4	2
Total											52	88
MOE											11.47%	7.49%

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											10	19
Frequently											17	32
Sometimes											17	23
Rarely											3	10
Never											0	2
Not applicable to my work role											5	7
Total											52	93
MOE											11.47%	7.09%

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 matt												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												7.16%

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												6
Difficulty building or maintaining a network with all pertinent subject matter experts												11
Overlapping roles or "lanes in the road"												8
Efforts to distort or suppress the analysis												2
Pressure to reach consensus												2 NA after F
Information sharing constraints												1
Time constraints												8
Pressure to incorporate input from non-analytic elements												2
Other												9
Total												49
MOE												11.96%

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	30	68
No											2	12	11
Not applicable to my work role											5	7	14
Total											39	49	93
MOE											13.90%	11.96%	7.09%

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	8.96%	9.28%	13.68%	7.57%	8.86%	25.16%	11.47%	22.62%	11.96%			

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	1	5
Frequently										19	7	16
Sometimes										12	15	25
Rarely										5	7	19
Never										0	0	3
Total										38	30	68
MOE										14.13%	16.34%	9.39%

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									13.25%			

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												19.58%

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											2	
It was perceived as not relevant or did not add value to the product											3	NA after F
It was discouraged or removed by reviewer											1	
It was perceived the customer would be averse to inclusion of alternatives											0	
Total											7	
MOE											36.32%	

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 vie												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												7.41%

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											33	
No											39	NA after F
Total											72	

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											31	
No											40	NA after F
Total											71	

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											34	
No											38	NA after F
Total											72	

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											3	
Independent of political considerations											10	
Timely											2	
Based on all available sources of intelligence information											1	NA after F
Implements and exhibits Analytic Tradecraft Standards											3	
Other											3	
Total OBJ											22	

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											8	
Yes											0	NA after F
Partially											4	
Total											12	
MOE											27.34%	

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	28.64%	27.34%	33.87%	17.03%	21.27%	68.91%	26.19%	36.32%	18.63%	31.84%		

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%	64%	55%
Manager of analysts										7%	17%	19%
Analytic enabler										24%	17%	18%
Other										2%	1%	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%	46%	36%
5 - 9 years	19%	14%	23%	17%	24%	30%	32%	47%	30%	17%	17%	12%
10 - 19 years							24%	6%	24%	24%	26%	34%
20 years or more	26%	35%	20%	23%	33%	30%	8%	18%	8%	13%	11%	18%
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											41%	41%
No											59%	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)											14%	3%
Frequently (weekly or monthly)											41%	46%
Occasionally (more than twice but less than monthly)											23%	31%
Rarely (Once or twice)											23%	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%	NA after FY18		
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%	NA after FY17				
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 information												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, etc.												18%
Distorted or suppressed analysis of alternatives or dissent												8%
Discouraged analysis/production on a particular topic absent sufficient reason												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											5%	NA after FY19
The product was deliberately delayed											14%	
I was discouraged from writing a product											5%	
The analytic line was dictated to me											27%	
The main analytic line was changed without sufficient justification, arguments, judgements, sourcing, and/or confidence levels were mischaracterized or suppressed											27%	
A briefer mischaracterized the assessment/product to a consumer											0%	
An internal IC element/CCMD senior mischaracterized the assessment/product											0%	
My comments or dissent on a product were distorted or suppressed											5%	
Other											14%	
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%	NA after FY19	
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 product were suppressed or misrepresented										19%		
A briefer either suppressed or misrepresented the analysis										0%		
An internal agency senior changed, deleted, or added minor analytic point										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											24%	38%
The analysis did not meet threshold or priority for publication											5%	8%
The analysis did not meet one or more of the analytic tradecraft standards											5%	0%
Dissent or alternative analysis was not accepted											5%	5%

Concurrence from a particular component was required for publication	5%	0%
Content was changed or deleted to better meet customer needs	19%	8%
Content was changed or deleted because of differing views from the field	0%	5%
Content was changed or deleted because it was too long, complicated, or 1	5%	13%
Information to which I do not have access changed the analysis	0%	0%
The assessment was policy prescriptive	5%	0%
Other	29%	23%
Total	100%	100%

New question added in 2019

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
I was told my product did not meet threshold and/or was not a high enough										0%		
I was told my logical argumentation was flawed or not convincing										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										0%		
I was told that concurrence from a particular agency or office was required										0%		
I was told that my analysis was changed or deleted so that the product would										13%		
I was told additional/special compartmented information (which I do not have)										0%		
I was told my assessment was policy prescriptive										0%	NA after FY19	
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 policy/m:										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										0%		
I did not receive any feedback or explanation as to why my product was di:										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											5%	
Manager/supervisor within my IC element/CCMD											9%	
Reviewer within my IC element/CCMD											9%	
Senior executive within my IC element/CCMD											64%	
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											14%	
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%	NA after FY19	
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%	NA after FY18		
Non-supervisory reviewer									0%			
DNI element (NIC, NIM, etc.)									0%			
US government official outside the IC									6%			
Other									6%			

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											33%	18%
Somewhat a factor											19%	21%
A moderate factor											19%	18%
An important factor											10%	42%
Unsure											19%	0%
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											9%	11%
Somewhat a factor											14%	11%
A moderate factor											23%	8%
An important factor											45%	66%
Unsure											9%	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											48%	47%
Somewhat a factor											19%	13%
A moderate factor											10%	13%
An important factor											5%	13%
Unsure											19%	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											14%	11%
Somewhat a factor											10%	18%
A moderate factor											19%	11%
An important factor											52%	45%
Unsure											5%	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											24%	24%
Somewhat a factor											14%	26%
A moderate factor											10%	24%
An important factor											38%	11%
Unsure											14%	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											5%	24%
Somewhat a factor											14%	16%
A moderate factor											27%	11%
An important factor											36%	32%
Unsure											18%	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 governemnet/policy official(s)	38%	NA after FY19
To support operational equities	0%	
To suppress information deemed embarassing to the Department, Agency	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									15%			
Unintentional									0%			
Unsure what the motive was									3%			
Other									12%			
To suppress information deemed embarrassing to the Department, Agency									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%				
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 disortion 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

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											45%	
Yes											55%	NA after F
Total											100%	

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No	31%	29%	27%	26%	21%	50%	38%	46%	27%	44%		
Yes (Yes/Partially)	69%	71%	73%	74%	79%	50%	62%	54%	73%	56%		NA after FY19
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		

Question wording changed in 2022

Did you seek assistance from the analytic ombuds?												
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												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											58%	
No											42%	NA after F
Total											100%	

New question added in 2019

Did you go to your IC element's ombudsman for help?												
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes										67%		
No											33%	NA after FY19
Total										100%		

Question wording changed in 2022
Question responses changed in 2022

Why did you not seek assistance from your analytic ombudsman?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change												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 indivi												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											25%	
Concerns regarding confidentiality											0%	
Concerns regarding rank, tenure, or other power imbalances of individual(50%	
Time constraints/press of business											0%	NA after F
Kept the issue at the management level											25%	
Did not believe the analytic ombudsman would help											0%	
Other											0%	
Total											100%	

Question responses changed in 2022

What is the primary reason you did not seek assistance?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change												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 indivi												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											40%	
Did not know who to go to for help											0%	
Concerns regarding retribution											30%	
Concerns regarding confidentiality											0%	NA after F
Concerns regarding rank, tenure, or other power imbalances of individual(s											20%	
Time constraints/press of business											0%	
Other											10%	
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%	NA after FY18
Did not believe anyone would listen	29%	
Did not believe anything could change	29%	
Person in question considered "senior" to me	14%	
Didn't know who to go to for help	0%	
Didn't know about Ombudsman process	14%	
Other	0%	
100%		

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

%	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									25%			
Did not believe anything could change									25%			
Person in question considered "senior" to me									0%			
Didn't know who to go to for help									50%			
Didn't know about Ombudsman process									0%			
Other									0%			
100%												

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									100%	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%			
100%												

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

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

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

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

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

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

New question added in 2021

Are you empowered to uphold ICD 203 principles?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											69%	69%
No											31%	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											69%	68%
No											31%	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 conce	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 Sta	7%
Leadership commitment to preserve objective analysis independent from	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%	74%	92%
No									8%	25%	26%	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											22%	37%
A mixed performance											9%	12%
Unsatisfactory											7%	1%
No opinion											61%	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												366%
Threshold for publication												366%
Pressure to reach consensus, including distorting or suppressing analysis o												1097%
Pressure to maintain the existing analytic line or status quo on a topic												732%
Efforts to distort or suppress analysis due to considerations regarding the i												366%
Information sharing constraints, including compartmentalization												366%
Other												732%
Total												4032%

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											33%	38%
A mixed performance											6%	8%
Unsatisfactory											2%	1%
No opinion											59%	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	295%
Threshold for publication	0%
Pressure to reach consensus, including distorting or suppressing analysis o	590%
Pressure to maintain the existing analytic line or status quo on a topic	295%
Efforts to distort or suppress analysis due to considerations regarding the i	295%
Information sharing constraints, including compartmentalization	590%
Other	295%
Total	2362%

Question wording changed in 2022

New question added in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
One											2%	5%
2 - 3											19%	20%
4 - 5											42%	38%
More than 5											29%	35%
Unsure											8%	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											19%	20%
Frequently											33%	34%
Sometimes											33%	25%
Rarely											6%	11%
Never											0%	2%
Not applicable to my work role											10%	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 matt												18%
Overlapping roles or "lanes in the road"												11%
Efforts to distort or suppress the analysis												5%
Adjudicating differering 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											12%	
Difficulty building or maintaining a network with all pertinent subject matter experts											22%	
Overlapping roles or "lanes in the road"											16%	
Efforts to distort or suppress the analysis											4%	
Pressure to reach consensus											4%	NA after F
Information sharing constraints											2%	
Time constraints											16%	
Pressure to incorporate input from non-analytic elements											4%	
Other											18%	
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%	73%
No											5%	12%
Not applicable to my work role											13%	15%
Total											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%			
												NA after FY18

Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
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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%	3%	7%
Frequently										50%	23%	24%
Sometimes										32%	50%	37%
Rarely										13%	23%	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											14%	
Product template constraints											29%	
It was perceived as not relevant or did not add value to the product											43%	NA after F
It was discouraged or removed by reviewer											14%	
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												16%
Perception that the consumer is averse to products conveying differing vie												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											46%	
No											54%	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											44%	
No											56%	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											47%	NA after F
No											53%	
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											14%	
Independent of political considerations											45%	
Timely											9%	NA after F
Based on all available sources of intelligence information											5%	
Implements and exhibits Analytic Tradecraft Standards											14%	
Other											14%	
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											67%	
Yes/Partially											33%	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%		