

Total Population

232

**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										77	98	81
Manager of analysts										20	20	25
Analytic enabler										6	9	6
Other										2	4	3
Total										105	131	115
MOE										7.08%	5.65%	6.49%

**Original response categories**

What is your work role?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Manager of analysts	18	22	26	26	25	22	32	30	30			
Analyst	74	76	109	66	102	77	87	100	95		NA after FY18	
Other (new in 2017)								11	9			
Total	92	98	135	92	127	99	119	141	134			
MOE	7.94%	7.52%	5.45%	7.94%	5.85%	7.46%	6.27%	5.17%	5.50%			

**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	45	49	67	45	53	46	43	44	56	47	51	40
5 - 9 years	16	19	30	13	22	14	22	38	31	15	24	15
10 - 19 years												
20 years or more	31	30	34	34	46	35	28	35	38	28	40	41
Total	92	98	131	92	121	95	118	140	146	106	135	115

**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											9	12
No											116	95
Total											125	107
MOE											5.95%	6.95%

**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										8		
Yes, I suspect but am not sure it has occurred										4	NA after FY19	
No										88		
Total										100		
MOE										7.39%		

**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	88	91	120	84	114	85	92	99	119			
Yes	4	7	11	8	12	10	22	27	15		NA after FY18	
Total	92	98	131	92	126	95	114	126	134			
MOE	7.94%	7.52%	5.65%	7.94%	5.90%	7.73%	6.55%	5.90%	5.50%			

**Question wording changed in 2021**

**Question responses changed in 2021**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Constantly (daily)											0	0
Frequently (weekly or monthly)											1	2
Occasionally (more than twice but less than monthly)											2	6
Rarely (Once or twice)											6	4
Total											9	12
MOE											32.03%	27.55%

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

**Question wording changed in 2019**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
On a daily or monthly basis										0		
On a monthly basis										1		
Several times a year (less than 12 but more than 3)										2	NA after FY19	
2 - 3 times										5		
Once										4		
Total										12		
MOE										27.55%		

**New response categories in 2018**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Constantly (Daily)									0			
Frequently (Consistently, on a weekly or monthly basis)									1			
Occasionally (Up to 4 times per year)									9		NA after FY18	
Rarely (1-2 times a year)									5			
Total									15			
MOE									24.47%			

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	3	5	4	3	4	5	7					
Twice	1	0	2	2	4	3	10					
Three times	0	0	2	2	0	0	2			NA after FY17		
More than three times	0	2	3	1	4	3	3					
Total	4	7	11	8	12	11	22					

New question added in 2022

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analytic Standard A - Objective												3
Analytic Standard B - Independent of political consideration												3
Analytic Standard C - Timely												1
Analytic Standard D - Based on all available sources of intelligence information												2
Analytic Standard E - Implements and exhibits Analytic Tradecraft Standards												3
Other												0
Total OBJ												12

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												3
A changed analytic line absent sufficient sourcing or argumentation												0
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or confidence language												4
Distorted or suppressed analysis of alternatives or dissent												1
Discouraged analysis/production on a particular topic absent sufficient reasoning												1
Delayed, shelved, or recalled analysis absent sufficient reasoning												1
Distorted or suppressed input to, or comments on, a product												0
Information to which I did not have access changed the analysis												0
Analysis mischaracterized in conveyance to a consumer												1
A deliberately distorted product classification												0
Other												1
Total OBJ												12

Question wording changed in 2021

Question responses changed in 2021

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
My product was not published												0
The product was deliberately delayed												1
I was discouraged from writing a product												2
The analytic line was dictated to me												0
The main analytic line was changed without sufficient justification, argumentation, and/or sourcing												0
Judgements, sourcing, and/or confidence levels were mischaracterized or removed												1
A briefer mischaracterized the assessment/product to a consumer												0
An internal IC element/CCMD senior mischaracterized the assessment/product to other officials												1
My comments or dissent on a product were distorted or suppressed												1
Other												3
Total OBJ												9

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												2
I was discouraged from writing a product												0
My analytic line was dictated to me												1
The main analytic line of my product was deliberately changed during review/coordination												1
Analytic points, supporting evidence, and/or confidence levels in my product were changed during review/coordination												2
A briefer either suppressed or misrepresented the analysis												0
An internal agency senior changed, deleted, or added minor analytic points and/or supporting evidence to brief other officials												0
My comments or dissent on a product were suppressed or distorted												0
Other												6
Total OBJ												12

Question wording changed in 2021

Question responses changed in 2021

What feedback or explanation did you receive on this matter?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
I did not receive feedback or explanation												1
The analysis did not meet threshold or priority for publication												1
The analysis did not meet one or more of the analytic tradecraft standards												0
Dissent or alternative analysis was not accepted												0
Concurrence from a particular component was required for publication												2

Content was changed or deleted to better meet customer needs	1	2
Content was changed or deleted because of differing views from the field	0	0
Content was changed or deleted because it was too long, complicated, or technical	0	0
Information to which I do not have access changed the analysis	0	0
The assessment was policy prescriptive	0	0
Other	4	4
<b>Total OBJ</b>	<b>9</b>	<b>12</b>

**New question added in 2019**

What was the primary feedback or explanation given to you during or following this incident?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
I was told my product did not meet threshold and/or was not a high enough priority for publication										1		
I was told my logical argumentation was flawed or not convincing										0		
I was told the sourcing I relied on was not reliable, complete, or persuasive enough										2		
I was told that dissent was not accepted in this instance because it did not relate to the main analytic line										0		
I was told that concurrence from a particular agency or office was required for publication										3		
I was told that my analysis was changed or deleted so that the product would better meet customer needs										1		
I was told additional/special compartmented information (which I do not have access to) refuted or changed my analysis										0	NA after FY19	
I was told my assessment was policy prescriptive										0		
I was told that my product did not meet appropriate tradecraft standards										1		
I was told that my analysis was changed or deleted in response to policymaker sensitivities										0		
I was told that my analysis was changed in response to differing views from the field										0		
I was told that my analysis was too complicated or technical and has to be simplified to the point that it was misleading										1		
I did not receive any feedback or explanation as to why my product was distorted or suppressed										1		
Other										2		
<b>Total OBJ</b>										<b>12</b>		

**Question responses changed in 2022**

Who was the primary source of your most significant experience with distortion and/or suppression of analysis?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analyst within my IC element/CCMD												1
Manager/supervisor within my IC element/CCMD												1
Reviewer within my IC element/CCMD												1
Senior executive/military officer within my IC element/CCMD												0
Intelligence professional from another IC element/CCMD												7
Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.)												2
Other												0
<b>Total OBJ</b>												<b>12</b>

**Question wording 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											2	
Reviewer within my IC element/CCMD											0	
Senior executive within my IC element/CCMD											1	
Intelligence professional from another IC element/CCMD											2	NA after F
Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.)											1	
US Government official outside of the IC											1	
Other											2	
<b>Total OBJ</b>											<b>9</b>	

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

Source												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague										0		
First-level manager										1		
Mid-level/Senior supervisor within your IC element										1		
Non-supervisory internal analyst reviewer (e.g., SIOs)										0		
Non-analyst senior within your IC element										0		
IC senior leadership										0	NA after FY19	
External IC colleague or supervisor										2		
DNI element (NIC, NIM, etc.)										1		
US government official outside the IC										6		
Editor or senior reviewer of an IC publication										0		
Other										1		
<b>Total OBJ</b>										<b>12</b>		

**New response categories in 2018**

Source												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague									2			
First-level manager									0			
Mid-level/Senior supervisor within your IC element									7			
External colleague									0			

Non-intelligence senior	0	NA after FY18
External IC supervisor	0	
Non-supervisory reviewer	0	
DNI element (NIC, NIM, etc.)	2	
US government official outside the IC	3	
Other	1	
<b>Total OBJ</b>	<b>15</b>	

Original response categories

Source	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
<b>n</b>												
Non-supervisory professional within your IC element	0	1	2	0	3	1	5	1				
Supervisor within your IC element	0	1	3	0	3	2	6	12				
Intelligence professional outside your IC element	4	7	6	6	5	6	16	12		NA after FY17		
US government official outside the IC	0	0	2	1	2	2	3	10				
Other	0	0	2	1	0	1	0	0				
<b>Total OBJ</b>	<b>4</b>	<b>7</b>	<b>11</b>	<b>8</b>	<b>12</b>	<b>12</b>	<b>30</b>	<b>35</b>				

Question wording changed in 2022

Question wording changed in 2021

Question responses changed in 2021

Question design changed in 2021

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

Maintain an existing analytic line or status quo on a topic

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											5	3
Somewhat a factor											1	0
A moderate factor											0	0
An important factor											3	8
Unsure											0	1
<b>Total OBJ</b>											<b>9</b>	<b>12</b>

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

Align to an individual's perspective

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											1	2
Somewhat a factor											0	3
A moderate factor											1	0
An important factor											7	6
Unsure											0	0
<b>Total OBJ</b>											<b>9</b>	<b>11</b>

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

Support/protect operational equities

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											5	4
Somewhat a factor											0	2
A moderate factor											2	2
An important factor											0	3
Unsure											2	0
<b>Total OBJ</b>											<b>9</b>	<b>11</b>

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

Support/protect bureaucratic interests

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											1	4
Somewhat a factor											0	1
A moderate factor											2	2
An important factor											2	4
Unsure											4	0
<b>Total OBJ</b>											<b>9</b>	<b>11</b>

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

Provoke or prevent policymaker action or response

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											3	1
Somewhat a factor											0	1
A moderate factor											1	3
An important factor											2	5
Unsure											3	1
<b>Total OBJ</b>											<b>9</b>	<b>11</b>

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

Support or oppose a policy agenda or narrative

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											2	1
Somewhat a factor											0	1
A moderate factor											0	2
An important factor											5	6
Unsure											2	1
<b>Total OBJ</b>											<b>9</b>	<b>11</b>

New response categories added to the question in 2019

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Maintain an existing analytic line											0	
Support views of an internal supervisor/management											2	
Support views of internal colleague(s)											0	
Support views of external colleague(s)											0	
Support views of external management											0	
Support views of government/policy official(s)											5	

To support operational equities	0	NA after FY19
To suppress information deemed embarrassing to the Department, Agency or Bureau	1	
To prevent policymaker action or response on a topic	0	
Not sure what the motive was	1	
Other	3	
<b>Total OBJ</b>	<b>12</b>	

**New response categories in 2018**

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Maintain existing analytic line									2			
Support views of internal supervisor/management									1			
Support views of internal colleague									1			
Support views of external colleague									0			
Support views of external management									0			
Support views of government/policy official									4			
To support increase/decrease of resources for operational, military or USG program									2	NA after FY18		
Unintentional									0			
Unsure what the motive was									1			
Other									3			
To suppress information deemed embarrassing to the Department, Agency or Bureau									0			
To prevent policymaker action/response									1			
<b>Total OBJ</b>									<b>15</b>			

**Original response categories**

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
To support supervisor within your IC element	0	0	3	0	2	3	2	0				
To support IC personnel or management outside your IC element	3	2	7	3	1	1	6	4				
To support government official outside the IC	2	0	6	2	5	4	4	16				
I am unsure what the motive was			1	1	4	5	7	6		NA after FY17		
Inadvertent/unintended					0	1	4	5				
To avoid conflicting with an existing analytic line						1	15	12				
Other	0	0	4	2	2	0	0	3				
<b>Total OBJ</b>	<b>4</b>	<b>7</b>	<b>11</b>	<b>8</b>	<b>12</b>	<b>15</b>	<b>38</b>	<b>35</b>				

**Question wording changed in 2022**

Did you seek assistance to address this matter?	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No												4
Yes												8
<b>Total</b>												<b>12</b>
MOE												27.55%

**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												3
Yes											6	NA after F
<b>Total</b>											<b>9</b>	
MOE											32.03%	

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

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No	1	3	1	2	6	1	3	9	3	8		
Yes	2	4	9	6	5	9	19	18	12	4	NA after FY19	
Partially	1	0	1									
<b>Total</b>	<b>4</b>	<b>7</b>	<b>11</b>	<b>8</b>	<b>11</b>	<b>10</b>	<b>22</b>	<b>27</b>	<b>15</b>	<b>12</b>		
MOE	48.58%	36.48%	28.84%	34.05%	28.84%	30.32%	19.88%	17.73%	24.47%	27.55%		

**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												1
No												7
<b>Total OBJ</b>												<b>8</b>

**Question wording changed in 2021**

Did you seek assistance from your IC element/CCMD analytic ombudsman?	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											1	
No											5	NA after F
<b>Total OBJ</b>											<b>6</b>	

**New question added in 2019**

Did you go to your IC element's ombudsman for help?	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes										1		
No										6	NA after FY19	
<b>Total OBJ</b>										<b>7</b>		

**Question wording changed in 2022**

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

Concerns regarding retribution	0
Concerns regarding confidentiality	0
Concerns regarding rank, tenure, or other power imbalances among individual(s) involved	0
Time constraints/press of business	1
I was dissuaded from seeking assistance	0
Did not know a process exists for addressing the matter	2
Presumed others involved would seek assistance	0
Other	2
<b>Total OBJ</b>	<b>7</b>

**New question added in 2021**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Concerns regarding retribution											0	
Concerns regarding confidentiality											0	
Concerns regarding rank, tenure, or other power imbalances of individual(s) involved											1	NA after F
Time constraints/press of business											0	
Kept the issue at the management level											2	
Did not believe the analytic ombudsman would help											0	
Other											2	
<b>Total OBJ</b>											<b>5</b>	

**Question responses changed in 2022**

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

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

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

**Question wording changed in 2021**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change											0	
Did not know who to go to for help											0	
Concerns regarding retribution											0	
Concerns regarding confidentiality											0	
Concerns regarding rank, tenure, or other power imbalances of individual(s) involved												NA after F
Time constraints/press of business											1	
Other											2	
<b>Total OBJ</b>											<b>3</b>	

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

**Question wording changed in 2019**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution										0		
Concerns about the lack of confidentiality										0		
Did not believe anything would change										3		
Person in question was considered "senior" to me										1	NA after FY19	
Didn't know who to go to for help										0		
Other										0		
<b>Total OBJ</b>										<b>4</b>		

**New response categories in 2018**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0			
Did not believe anyone would listen									1			
Did not believe anything could change									0			
Person in question considered "senior" to me									0	NA after FY18		
Didn't know who to go to for help									0			
Didn't know about Ombudsman process									1			
Other									1			
<b>Total OBJ</b>									<b>3</b>			

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0			
Did not believe anyone would listen									0			
Did not believe anything could change									1			
Person in question considered "senior" to me									2	NA after FY18		
Didn't know who to go to for help									0			
Didn't know about Ombudsman process									0			
Other									0			
<b>Total OBJ</b>									<b>3</b>			

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
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Fear of retribution	0	
Did not believe anyone would listen	0	
Did not believe anything could change	1	
Person in question considered "senior" to me	0	NA after FY18
Didn't know who to go to for help	1	
Didn't know about Ombudsman process	0	
Other	0	
<b>Total OBJ</b>	<b>2</b>	

**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									1			
Did not believe anything could change									0			
Person in question considered "senior" to me									0		NA after FY18	
Didn't know who to go to for help									0			
Didn't know about Ombudsman process									0			
Other									0			
<b>Total OBJ</b>									<b>2</b>			

**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									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			
<b>Total OBJ</b>									<b>1</b>			

**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			
<b>Total OBJ</b>									<b>0</b>			

**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			
<b>Total OBJ</b>									<b>0</b>			

**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											119	94
No											4	2
<b>Total</b>											<b>123</b>	<b>96</b>
<b>MOE</b>											<b>6.06%</b>	<b>7.66%</b>

**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											114	90
No											7	6
<b>Total</b>											<b>121</b>	<b>96</b>
<b>MOE</b>											<b>6.16%</b>	<b>7.66%</b>

**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												25
Promote awareness of the analytic ombuds as a resource to address concerns												10
Consistent and transparent product review and feedback practices												7
Consistent and transparent product coordination practices												7
Communication, guidance, and strategic messaging about the Analytic Standards												16
Leadership commitment to preserve objective analysis independent from political consideration												14
Address resource-to-task imbalances												13
Other												3
<b>Total</b>												<b>95</b>
<b>MOE</b>												<b>7.73%</b>

**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												56

No	38
Total	94
MOE	7.80%

**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									88	59	68	45
No									5	47	56	8
Total									93	106	124	53
MOE									7.87%	7.01%	6.00%	11.82%

**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												56
No												41
Total												97
MOE												7.59%

**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												30
No												25
Total												55
MOE												11.54%

**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											58	40
A mixed performance											37	38
Unsatisfactory											3	6
No opinion											27	13
Total											125	97
MOE											5.95%	7.59%

**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												7
Levels of review												2
Threshold for publication												1
Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent												13
Pressure to maintain the existing analytic line or status quo on a topic												3
Efforts to distort or suppress analysis due to considerations regarding the consumer												5
Information sharing constraints, including compartmentalization												3
Other												10
Total												44
MOE												13.30%

**Question wording changed in 2022**

**New question added in 2021**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Satisfactory											80	62
A mixed performance											15	16
Unsatisfactory											1	2
No opinion											25	13
Total											121	93
MOE											6.16%	7.87%

**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												3
Levels of review												0
Threshold for publication												1
Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent												4
Pressure to maintain the existing analytic line or status quo on a topic												4
Efforts to distort or suppress analysis due to considerations regarding the consumer												1
Information sharing constraints, including compartmentalization												0
Other												5
Total												18
MOE												22.18%

**Question wording changed in 2022**

**New question added in 2021**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
One											1	0
2 - 3											59	58



4 - 5	50	34
More than 5	4	3
Unsure	8	0
<b>Total</b>	<b>122</b>	<b>95</b>
MOE	6.11%	7.73%

**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											42	36
Frequently											36	24
Sometimes											27	25
Rarely											9	8
Never											3	2
Not applicable to my work role											6	1
<b>Total</b>											<b>123</b>	<b>96</b>
MOE											6.06%	7.66%

**Question wording changed in 2022**  
**Question responses changed in 2022**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Difficulty generating attention to the product												3
Difficulty building or maintaining a network with all pertinent subject matter experts												10
Overlapping roles or "lanes in the road"												5
Efforts to distort or suppress the analysis												3
Adjudicating differering perspectives												13
Pressure to reach consensus												11
Information sharing constraints												4
Time constraints												26
Pressure to incorporate input from non-analytic elements												3
No challenges												10
Not applicable to my work role												3
Other												5
<b>Total</b>												<b>96</b>
MOE												7.66%

**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												11
Difficulty building or maintaining a network with all pertinent subject matter experts												19
Overlapping roles or "lanes in the road"												15
Efforts to distort or suppress the analysis												0
Pressure to reach consensus												17
Information sharing constraints												8
Time constraints												37
Pressure to incorporate input from non-analytic elements												2
Other												8
<b>Total</b>												<b>117</b>
MOE												6.38%

**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										91	99	71
No										7	16	20
Not applicable to my work role										6	8	5
<b>Total</b>										<b>104</b>	<b>123</b>	<b>96</b>
MOE										7.14%	6.06%	7.66%

**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	38	44	66	39	54	27	27	33	52			
Yes	54	54	65	53	67	64	82	92	73			
<b>Total</b>	<b>92</b>	<b>98</b>	<b>131</b>	<b>92</b>	<b>121</b>	<b>91</b>	<b>109</b>	<b>125</b>	<b>125</b>			
MOE	7.94%	7.52%	5.65%	7.94%	6.16%	8.01%	6.83%	5.95%	5.95%			

**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										4	5	3
Frequently										18	21	11
Sometimes										44	50	36
Rarely										27	20	18
Never										7	3	3
<b>Total</b>										<b>100</b>	<b>99</b>	<b>71</b>
MOE										7.39%	7.46%	9.69%

**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								5	3			
Usually								18	3			
Sometimes								36	32			
Rarely								30	31			
Never								3	4			
<b>Total</b>								<b>92</b>	<b>73</b>			

MOE	7.94%	9.50%
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**Question responses changed in 2022**

**New question added in 2021**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints												0
Product template constraints												8
Perceived to undermine confidence in the analytic judgments												1
Perceived as not relevant or did not add value to the product												9
Perceived that the consumer would be averse to alternatives												1
Other												2
Total												21
MOE												20.39%

**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											6	
It was perceived as not relevant or did not add value to the product											12	NA after F
It was discouraged or removed by reviewer											3	
It was perceived the customer would be averse to inclusion of alternatives											1	
Total											22	
MOE											19.88%	

**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												4
Perception that the consumer is averse to products conveying differing views												2
Perception that differing views undermine the main analytic judgement												17
Pressure to reach consensus												10
Difficulty adjudicating conflicting input												15
Policies delineating lead, collaboration, and coordination roles												1
Information sharing constraints, including compartmentalization												6
No challenges												19
Not applicable to my work role												6
Other												15
Total												95
MOE												7.73%

**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											20	
No											113	NA after F
Total											133	

**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											8	
No											125	NA after F
Total											133	

**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											19	
No											116	NA after F
Total											135	

**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											1	
Independent of political considerations											4	
Timely											0	
Based on all available sources of intelligence information											3	NA after F
Implements and exhibits Analytic Tradecraft Standards											1	
Other											0	
Total OBJ											9	

**Question not asked in 2022**

**Question wording changed in 2021**

Was the assistance effective in resolving the issue?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No											0	
Yes											3	NA after F

Partially	3
Total	6
MOE	39.49%

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	1	0	2	1	0	2	3	1	5	2		
Yes	1	0	2	3	1	3	6	7	6	2	NA after FY19	
Partially	1	4	6	2	4	4	10	10	1	4		
Total	3	4	10	6	5	9	19	18	12	8		
MOE	56.21%	48.58%	30.32%	39.49%	43.35%	32.03%	21.54%	22.18%	27.55%	34.05%		

**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										73%	75%	70%
Manager of analysts										19%	15%	22%
Analytic enabler										6%	7%	5%
Other										2%	3%	3%
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	20%	22%	19%	28%	20%	22%	27%	21%	22%			
Analyst	80%	78%	81%	72%	80%	78%	73%	71%	71%			
Other (new in 2017)								8%	7%			
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%			

**Question wording changed in 2021**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Less than 5 years	49%	50%	51%	49%	44%	48%	36%	31%	38%	44%	38%	35%
5 - 9 years	17%	19%	23%	14%	18%	15%	19%	27%	21%	14%	18%	13%
10 - 19 years												
20 years or more	34%	31%	26%	37%	38%	37%	24%	25%	26%	26%	30%	36%
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											7%	11%
No											93%	89%
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										8%		
Yes, I suspect but am not sure it has occurred										4%		
No										88%		
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	96%	93%	92%	91%	90%	89%	81%	79%	89%			
Yes	4%	7%	8%	9%	10%	11%	19%	21%	11%			
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)											0%	0%
Frequently (weekly or monthly)											11%	17%
Occasionally (more than twice but less than monthly)											22%	50%
Rarely (Once or twice)											67%	33%
Total											100%	100%

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

**Question wording changed in 2019**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
On a daily or monthly basis										0%		
On a monthly basis										8%		
Several times a year (less than 12 but more than 3)										17%		
2 - 3 times										42%		
Once										33%		
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)									0%			
Frequently (Consistently, on a weekly or monthly basis)									7%			
Occasionally (Up to 4 times per year)									60%			
Rarely (1-2 times a year)									33%			
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	75%	71%	36%	38%	33%	45%	32%					
Twice	25%	0%	18%	25%	33%	27%	45%					
Three times	0%	0%	18%	25%	0%	0%	9%					
More than three times	0%	29%	27%	13%	33%	27%	14%					
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												25%
Analytic Standard B - Independent of political consideration												25%
Analytic Standard C - Timely												8%
Analytic Standard D - Based on all available sources of intelligence information												17%
Analytic Standard E - Implements and exhibits Analytic Tradecraft Standards												25%
Other												0%
Total												100%

New question added in 2022

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
A dictated/pre-determined analytic line												25%
A changed analytic line absent sufficient sourcing or argumentation												0%
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or confidence language												33%
Distorted or suppressed analysis of alternatives or dissent												8%
Discouraged analysis/production on a particular topic absent sufficient reasoning												8%
Delayed, shelved, or recalled analysis absent sufficient reasoning												8%
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												8%
A deliberately distorted product classification												0%
Other												8%
Total												100%

Question wording changed in 2021

Question responses changed in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
My product was not published												0%
The product was deliberately delayed												11%
I was discouraged from writing a product												22%
The analytic line was dictated to me												0%
The main analytic line was changed without sufficient justification, argumentation, and/or sourcing												0%
Judgements, sourcing, and/or confidence levels were mischaracterized or removed												11%
A briefer mischaracterized the assessment/product to a consumer												0%
An internal IC element/CCMD senior mischaracterized the assessment/product to other officials												11%
My comments or dissent on a product were distorted or suppressed												11%
Other												33%
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												17%
I was discouraged from writing a product												0%
My analytic line was dictated to me												8%
The main analytic line of my product was deliberately changed during review/coordination												8%
Analytic points, supporting evidence, and/or confidence levels in my product were changed during review/coordination												17%
A briefer either suppressed or misrepresented the analysis												0%
An internal agency senior changed, deleted, or added minor analytic points and/or supporting evidence to brief other officials												0%
My comments or dissent on a product were suppressed or distorted												0%
Other												50%
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												11%
The analysis did not meet threshold or priority for publication												8%
The analysis did not meet one or more of the analytic tradecraft standards												11%
Dissent or alternative analysis was not accepted												0%
Concurrence from a particular component was required for publication												8%
												33%
												22%
												0%

Content was changed or deleted to better meet customer needs	11%	17%
Content was changed or deleted because of differing views from the field	0%	0%
Content was changed or deleted because it was too long, complicated, or technical	0%	0%
Information to which I do not have access changed the analysis	0%	0%
The assessment was policy prescriptive	0%	0%
Other	44%	33%
<b>Total</b>	<b>100%</b>	<b>100%</b>

**New question added in 2019**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
I was told my product did not meet threshold and/or was not a high enough priority for publication										8%		
I was told my logical argumentation was flawed or not convincing										0%		
I was told the sourcing I relied on was not reliable, complete, or persuasive enough										17%		
I was told that dissent was not accepted in this instance because it did not relate to the main analytic line										0%		
I was told that concurrence from a particular agency or office was required for publication										25%		
I was told that my analysis was changed or deleted so that the product would better meet customer needs										8%		
I was told additional/special compartmented information (which I do not have access to) refuted or changed my analysis										0%	NA after FY19	
I was told my assessment was policy prescriptive										0%		
I was told that my product did not meet appropriate tradecraft standards										8%		
I was told that my analysis was changed or deleted in response to policymaker sensitivities										0%		
I was told that my analysis was changed in response to differing views from the field										0%		
I was told that my analysis was too complicated or technical and has to be simplified to the point that it was misleading										8%		
I did not receive any feedback or explanation as to why my product was distorted or suppressed										8%		
Other										17%		
<b>Total</b>										<b>100%</b>		

**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												8%
Reviewer within my IC element/CCMD												8%
Senior executive/military officer within my IC element/CCMD												0%
Intelligence professional from another IC element/CCMD												58%
Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.)												17%
Other												0%
<b>Total</b>												<b>100%</b>

**Question wording changed in 2021**

**Question responses changed in 2021**

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

%	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											22%	
Reviewer within my IC element/CCMD											0%	
Senior executive within my IC element/CCMD											11%	
Intelligence professional from another IC element/CCMD											22%	NA after F
Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.)												11%
US Government official outside of the IC											11%	
Other											22%	
<b>Total</b>											<b>100%</b>	

**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										8%		
Mid-level/Senior supervisor within your IC element										8%		
Non-supervisory internal analyst reviewer (e.g., SIOs)										0%		
Non-analyst senior within your IC element										0%		
IC senior leadership										0%	NA after FY19	
External IC colleague or supervisor										17%		
DNI element (NIC, NIM, etc.)										8%		
US government official outside the IC										50%		
Editor or senior reviewer of an IC publication										0%		
Other										8%		
<b>Total</b>										<b>100%</b>		

**New response categories in 2018**

**Source**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague									13%			
First-level manager									0%			
Mid-level/Senior supervisor within your IC element									47%			
External colleague									0%			

Non-intelligence senior	0%	NA after FY18
External IC supervisor	0%	
Non-supervisory reviewer	0%	
DNI element (NIC, NIM, etc.)	13%	
US government official outside the IC	20%	
Other	7%	
	100%	

Original response categories

Source	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Non-supervisory professional within your IC element	0%	14%	18%	0%	25%	8%	17%	3%	NA after FY17			
Supervisor within your IC element	0%	14%	27%	0%	25%	17%	20%	34%				
Intelligence professional outside your IC element	100%	100%	55%	75%	42%	50%	53%	34%				
US government official outside the IC	0%	0%	18%	13%	17%	17%	10%	29%				
Other	0%	0%	18%	13%	0%	8%	0%	0%				

Question wording changed in 2022

Question wording changed in 2021

Question responses changed in 2021

Question design changed in 2021

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

Maintain an existing analytic line or status quo on a topic

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											56%	25%
Somewhat a factor											11%	0%
A moderate factor											0%	0%
An important factor											33%	67%
Unsure											0%	8%
Total											100%	100%

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

Align to an individual's perspective

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											11%	18%
Somewhat a factor											0%	27%
A moderate factor											11%	0%
An important factor											78%	55%
Unsure											0%	0%
Total											100%	100%

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

Support/protect operational equities

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											56%	36%
Somewhat a factor											0%	18%
A moderate factor											22%	18%
An important factor											0%	27%
Unsure											22%	0%
Total											100%	100%

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

Support/protect bureaucratic interests

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											11%	36%
Somewhat a factor											0%	9%
A moderate factor											22%	18%
An important factor											22%	36%
Unsure											44%	0%
Total											100%	100%

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

Provoke or prevent policymaker action or response

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											33%	9%
Somewhat a factor											0%	9%
A moderate factor											11%	27%
An important factor											22%	45%
Unsure											33%	9%
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											22%	9%
Somewhat a factor											0%	9%
A moderate factor											0%	18%
An important factor											56%	55%
Unsure											22%	9%
Total											100%	100%

New response categories added to the question in 2019

Motive

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Maintain an existing analytic line										0%	NA after FY19	
Support views of an internal supervisor/management										17%		
Support views of internal colleague(s)										0%		
Support views of external colleague(s)										0%		
Support views of external management										0%		
Support views of government/policy official(s)										42%		

To support operational equities	0%	NA after FY19
To suppress information deemed embarrassing to the Department, Agency or Bureau	8%	
To prevent policymaker action or response on a topic	0%	
Not sure what the motive was	8%	
Other	25%	
<b>Total</b>	<b>100%</b>	

**New response categories in 2018**

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Maintain existing analytic line									13%			
Support views of internal supervisor/management									7%			
Support views of internal colleague									7%			
Support views of external colleague									0%			
Support views of external management									0%			
Support views of government/policy official									27%			
To support increase/decrease of resources for operational, military or USG program									13%			
Unintentional									0%			
Unsure what the motive was									7%			
Other									20%			
To suppress information deemed embarrassing to the Department, Agency or Bureau									0%			
To prevent policymaker action\response									7%			
<b>Total</b>									<b>100%</b>			

**Original response categories**

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
To support supervisor within your IC element	0%	0%	27%	0%	17%	20%	5%	0%				
To support IC personnel or management outside your IC element	75%	29%	64%	38%	8%	7%	16%	11%				
To support government official outside the IC	50%	0%	55%	25%	42%	27%	11%	46%				
I am unsure what the motive was			9%	13%	33%	33%	18%	17%				
Inadvertent/unintended					0%	7%	11%	14%				
To avoid conflicting with an existing analytic line						7%	39%	34%				
Other	0%	0%	36%	25%	17%	0%	0%	9%				

**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												33%
Yes												67%
<b>Total</b>												<b>100%</b>

**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												33%
Yes												67%
<b>Total</b>												<b>100%</b>

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	25%	43%	9%	25%	55%	10%	14%	33%	20%	67%		
Yes (Yes/Partially)	75%	57%	91%	75%	45%	90%	86%	67%	80%	33%		
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>		

**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												13%
No												88%
<b>Total</b>												<b>100%</b>

**Question wording changed in 2021**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												17%
No												83%
<b>Total</b>												<b>100%</b>

**New question added in 2019**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												14%
No												86%
<b>Total</b>												<b>100%</b>

**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												14%
Did not know who to go to for help												14%



Concerns regarding retribution	0%
Concerns regarding confidentiality	0%
Concerns regarding rank, tenure, or other power imbalances among individual(s) involved	0%
Time constraints/press of business	14%
I was dissuaded from seeking assistance	0%
Did not know a process exists for addressing the matter	29%
Presumed others involved would seek assistance	0%
Other	29%
<b>Total</b>	<b>100%</b>

**New question added in 2021**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Concerns regarding retribution											0%	
Concerns regarding confidentiality											0%	
Concerns regarding rank, tenure, or other power imbalances of individual(s) involved											20%	NA after F
Time constraints/press of business											0%	
Kept the issue at the management level											40%	
Did not believe the analytic ombudsman would help											0%	
Other											40%	
<b>Total</b>											<b>100%</b>	

**Question responses changed in 2022**

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

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

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

**Question wording changed in 2021**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change											0%	
Did not know who to go to for help											0%	
Concerns regarding retribution											0%	
Concerns regarding confidentiality											0%	
Concerns regarding rank, tenure, or other power imbalances of individual(s) involved											33%	NA after F
Time constraints/press of business											67%	
Other											0%	
<b>Total</b>											<b>100%</b>	

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

**Question wording changed in 2019**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution										0%		
Concerns about the lack of confidentiality										0%		
Did not believe anything would change										75%		NA after FY19
Person in question was considered "senior" to me										25%		
Didn't know who to go to for help										0%		
Other										0%		
<b>Total</b>										<b>100%</b>		

**New response categories in 2018**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0%			
Did not believe anyone would listen									33%			
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									33%			
Other									33%			
<b>Total</b>									<b>100%</b>			

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0%			
Did not believe anyone would listen									0%			
Did not believe anything could change									33%			
Person in question considered "senior" to me									67%		NA after FY18	
Didn't know who to go to for help									0%			
Didn't know about Ombudsman process									0%			
Other									0%			
<b>Total</b>									<b>100%</b>			

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

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

Fear of retribution	0%	NA after FY18
Did not believe anyone would listen	0%	
Did not believe anything could change	50%	
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 suppression? (Rank 4)**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022	
Fear of retribution									50%	NA after FY18			
Did not believe anyone would listen									50%				
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 suppression? (Rank 5)**

%	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 suppression? (Rank 6)**

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

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

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

**New question added in 2021**

**Are you empowered to uphold ICD 203 principles?**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											97%	98%
No											3%	2%
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											94%	94%
No											6%	6%
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												26%
Promote awareness of the analytic ombuds as a resource to address concerns												11%
Consistent and transparent product review and feedback practices												7%
Consistent and transparent product coordination practices												7%
Communication, guidance, and strategic messaging about the Analytic Standards												17%
Leadership commitment to preserve objective analysis independent from political consideration												15%
Address resource-to-task imbalances												14%
Other												3%
Total												100%

**New question added in 2022**

**Are you aware of your IC element/CCMD analytic ombuds role and responsibilities?**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022.33
Yes												60%

No	40%
Total	100%

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

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes									95%	56%	55%	85%
No									5%	44%	45%	15%
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												58%
No												42%
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												55%
No												45%
Total												100%

**Question wording changed in 2022**  
**New question added in 2021**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Satisfactory											46%	41%
A mixed performance											30%	39%
Unsatisfactory											2%	6%
No opinion											22%	13%
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												16%
Levels of review												5%
Threshold for publication												2%
Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent												30%
Pressure to maintain the existing analytic line or status quo on a topic												7%
Efforts to distort or suppress analysis due to considerations regarding the consumer												11%
Information sharing constraints, including compartmentalization												7%
Other												23%
Total												100%

**Question wording changed in 2022**  
**New question added in 2021**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Satisfactory											66%	67%
A mixed performance											12%	17%
Unsatisfactory											1%	2%
No opinion											21%	14%
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												17%
Levels of review												0%
Threshold for publication												6%
Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent												22%
Pressure to maintain the existing analytic line or status quo on a topic												22%
Efforts to distort or suppress analysis due to considerations regarding the consumer												6%
Information sharing constraints, including compartmentalization												0%
Other												28%
Total												100%

**Question wording changed in 2022**  
**New question added in 2021**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
One											1%	0%
2 - 3											48%	61%

4 - 5	41%	36%
More than 5	3%	3%
Unsure	7%	0%
Total	100%	100%

**New question added in 2021**

**How frequently do you have an opportunity to discuss feedback from product review?**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always											34%	38%
Frequently											29%	25%
Sometimes											22%	26%
Rarely											7%	8%
Never											2%	2%
Not applicable to my work role											5%	1%
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												3%
Difficulty building or maintaining a network with all pertinent subject matter experts												10%
Overlapping roles or "lanes in the road"												5%
Efforts to distort or suppress the analysis												3%
Adjudicating differing perspectives												14%
Pressure to reach consensus												11%
Information sharing constraints												4%
Time constraints												27%
Pressure to incorporate input from non-analytic elements												3%
No challenges												10%
Not applicable to my work role												3%
Other												5%
Total												100%

**New question added in 2021**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Difficulty generating attention to the product											9%	
Difficulty building or maintaining a network with all pertinent subject matter experts											16%	
Overlapping roles or "lanes in the road"											13%	
Efforts to distort or suppress the analysis											0%	
Pressure to reach consensus											15%	NA after F
Information sharing constraints											7%	
Time constraints											32%	
Pressure to incorporate input from non-analytic elements											2%	
Other											7%	
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										88%	80%	74%
No										7%	13%	21%
Not applicable to my work role										6%	7%	5%
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	41%	45%	50%	42%	45%	30%	25%	26%	42%			
Yes	59%	55%	50%	58%	55%	70%	75%	74%	58%			
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	2020	2022
Always										4%	5%	4%
Frequently										18%	21%	15%
Sometimes										44%	51%	51%
Rarely										27%	20%	25%
Never										7%	3%	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								5%	4%			
Usually								20%	4%			
Sometimes								39%	44%			
Rarely								33%	42%			
Never								3%	5%			
Total								100%	100%			

**Question responses changed in 2022**  
**New question added in 2021**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints												0%
Product template constraints												38%
Perceived to undermine confidence in the analytic judgments												5%
Perceived as not relevant or did not add value to the product												43%
Perceived that the consumer would be averse to alternatives												5%
Other												10%
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											27%	
It was perceived as not relevant or did not add value to the product											55%	NA after F
It was discouraged or removed by reviewer											14%	
It was perceived the customer would be averse to inclusion of alternatives											5%	
Total											100%	

**New question added in 2022**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Pressure to maintain the existing analytic line or status quo on a topic												4%
Perception that the consumer is averse to products conveying differing views												2%
Perception that differing views undermine the main analytic judgement												18%
Pressure to reach consensus												11%
Difficulty adjudicating conflicting input												16%
Policies delineating lead, collaboration, and coordination roles												1%
Information sharing constraints, including compartmentalization												6%
No challenges												20%
Not applicable to my work role												6%
Other												16%
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											15%	
No											85%	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											6%	
No											94%	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											14%	
No											86%	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											11%	
Independent of political considerations											44%	
Timely											0%	
Based on all available sources of intelligence information											33%	NA after F
Implements and exhibits Analytic Tradecraft Standards											11%	
Other											0%	
Total											100%	

**Question not asked in 2022**  
**Question wording changed in 2021**

**Was the assistance effective in resolving the issue?**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No											0%	
Yes/Partially											100%	NA after F

Total	100%
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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	33%	0%	20%	17%	0%	22%	16%	6%	42%	25%		
Yes/Partially	67%	100%	80%	83%	100%	78%	84%	94%	58%	75%	NA after FY19	
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		