126

Mary	hich of the following best describes your work role?												
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The analysis did not meet threshold or priority for publication
The analysis did not meet one or more of the analytic tradecraft standards

Dissent or alterantive analysis was not accepted Concurrence from a particular component was required for publication

riginal response categories ow many times has someone attempted to distort or suppress analysis on												
nce	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
wice	0	3	1	2	3	0	1		NA	after FY17		
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hen considering your most signficant expeirence with distortion and/or su								2017	2010	2010	2021	2022
nalytic Standard A - Objective	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022 4
nalytic Standard B - Independent of political consideration												3
nalytic Standard C - Timely nalytic Standard D - Based on all available sources of intelligence												0
nformation												1
natlyic Standard E - Implements and exhibits Analytic Tradecraft tandards												0
Other												0
otal OBJ												8
lew question added in 2022			1		,							
Vhen considering your most significant experience with distortion and/or s	uppression 2010	of analysis 2011	, what forn 2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
dictated/predetermined analytic line												6
changed analytic line absent sufficient sourcing or argumentation												0
distorted or suppressed judgements, sourcing, uncertainty, assumptions,												
r confidence language istorted or suppressed analysis of alternativess or dissent												2 0
iscouraged analysis/production on a particular topic absent sufficient												
easoning Jelayed, shelved, or recalled analysis absent sufficient reasoning												0
distorted or suppressed input to, or comments on, a product												0
nformation to which I did not have access changed the analysis nalysis mischaracterized in conveyance to a consumer												0
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Otal Obj												0
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ntent was changed or deleted because of differeing views from the field											0	0
ntent was changed or deleted because it was too long, complicated, or chical											0	0
formation to which I do not have access changed the analysis											0	0
he assessment was policy prescriptive ther											0	1 1
otal OBJ											8	8
ew question added in 2019												
/hat was the primary feedback or explanation given to you during or follow	wing this inc 2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
was told my product did not meet threshold and/or was not a high enoug riority for publication										0		
was told my logical argumentation was flawed or not convincing										0		
was told the sourcing I relied on was not reliable, complete, or persuasive enough										0		
was told that dissent was not accepted in this instance because it did not										Ū		
elate to the main analytic line was told that concurrence from a particular agency or office was required										0		
or publication										0		
was told that my analysis was changed or deleted so that the product										0		
vould better meet customer needs was told additional/special compartmented information (which I do not										U		
ave access to) refuted or changed my analysis											A after FY1	.9
was told my assessment was policy prescriptive was told that my product did not meet appropriate tradecraft standards										1		
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rom the field was told that my analysis was too complicated or technical and has to be										0		
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Vho was the primary source of your most significant experience with distor	rtion and/oi	2011	on of analys	2013	2014	2015	2016	2017	2018	2019	2021	2022
nalyst within my IC element/CCMD												0
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ource												
Ion-supervisory professional within your IC element	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
upervisor within your IC element	1	5	0	1	2	0	1	2				
ntelligence professional outside your IC element	0	4	0	2	3	4	2	1		NA after	FY17	
JS government official outside the IC	0	1 0	0	0	1 0	0	1 0	1				
Other Total OBJ	1	8	2	5	5	4	4	1 5				
Question wording changed in 2022 Question wording changed in 2021												
Question responses changed in 2021												
Question design changed in 2021												
n your perception, to what extent were the following factors a moti	ve for your most si	gnficant ex	cperience v	vith distort	ion and/or	suppressio	on of analy	is?				
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	2010	2011	2012	2013	2017	2013	2010	2017	2010	2015	0	3
omewhat a factor											3	1
A moderate factor											3	1
An important factor Jnsure											1	3 0
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n your perception, to what extent were the following factors a moti Nign to an individual's perspective	ve for your most si	gnticant ex	cperience v	vith distori	ion and/or	suppressio	on of analy:	is?				
nigh to an individual s perspective	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
lot a factor						-				-	0	0
omewhat a factor											1	1
n moderate factor In important factor											0 7	1 6
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otal OBJ											8	8
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n your perception, to what extent were the following factors a moti support/protect operational equities	ve for your most si	gnticant ex	operience v	vitn distori	ion and/or	suppressio	on or analys	ilS?				
1	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											1	5
omewhat a factor											2	1 2
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Unsure Total OBJ n your perception, to what extent were the following factors a moti support/protect bureaucratic interests	ve for your most si 2010	gnficant ex	operience v	vith distort	ion and/or 2014	suppressio	on of analy: 2016	iis? 2017	2018	2019	0 7 2021	0 8
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Unsure Total OBJ In your perception, to what extent were the following factors a moticupport/protect bureaucratic interests In the factor Somewhat a factor An important factor Junsure Total OBJ	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	0 7 2021 1 1 1 5	0 8 2022 1 1 3 3
Insure otal OBJ n your perception, to what extent were the following factors a moti upport/protect bureaucratic interests lot a factor onewhat a factor moderate factor in moderate factor in moderate factor onewhat of some control factor in moderate factor i	2010 ve for your most si	2011	2012 eperience v	2013 vith distort	2014	2015 suppressio	2016 2016 on of analys	2017 sis?			0 7 2021 1 1 1 5 0	2022 1 1 3 3 0
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ogram									1	NA	after FY18	3
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	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
o support supervisor within your IC element	1	5		3	2	2	0	1				
o support IC personnel or management outside your IC element	0	2		2	1	0	1	1				
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am unsure what the motive was advertent/unintended				0	1	0	0	1 0		NA after	7117	
advertent/unimended o avoid conflicting with an existing analytic line				U	1	U	0	1				
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otal											58	57
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What is the primary challenge to effective coordination for the analytic												
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officulty generating attention to the product officulty building or maintaining a network with all pertinent subject												3
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ressure to reach consensus nformation sharing constraints												4 2
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New question added in 2021	what is the continuous	anni ek ili	ngo to . "	netive .	dination 3							
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How many times has someone attempted to distort or suppress analysis or %	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021
Once	100%	25%	0%	20%	20%	50%	33%	·	,		
Twice	0%	38%	50%	40%	60%	0%	33%				
Three times	0%	0%	50%	0%	0%	0%	0%		NA	after FY17	
More than three times	0%	38%	0%	40%	20%	50%	33%				
Total	100%	100%	100%	100%	100%	100%	100%				
New question added in 2022											
When considering your most signficant expeirence with distortion and/or s	uppression	of analysis	, which An	alytic Stand	dard was p	rimarily vio	lated?				
% Analytic Standard A - Objective	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021
Analytic Standard B - Independent of political consideration											
Analytic Standard C - Timely											
Analytic Standard D - Based on all available sources of intelligence											
information											
Anatlyic Standard E - Implements and exhibits Analytic Tradecraft											
Standards											
Other											
Total											
New question added in 2022											
When considering your most significant experience of distortion and/or supplied to the considering your most significant experience of distortion and/or supplied to the considering your most significant experience of distortion and/or supplied to the considering your most significant experience of distortion and/or supplied to the considering your most significant experience of distortion and/or supplied to the considering your most significant experience of distortion and/or supplied to the considering your most significant experience of distortion and/or supplied to the considering your most significant experience of distortion and/or supplied to the considering your most significant experience of the considering your most significant											
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021
A dictated/predetermined analytic line											
A changed analytic line absent sufficient sourcing or argumentation											
Distorted or suppressed judgements, sourcing, uncertainty, assumptions,											
or confidence language											
Distorted or suppressed analysis of alternativess or dissent											
Discouraged analysis/production on a particular topic absent sufficient											
reasoning											
Delayed, shelved, or recalled analysis absent sufficient reasoning											
Distorted or suppressed input to, or comments on, a product											
Information to which I did not have access changed the analysis											
Analysis mischaracterized in conveyance to a consumer											
A deliberately distorted product classification Other											
Total											
Question wording changed in 2021											
Question responses changed in 2021											
When considering your most significant experience of distortion and/or sug %	opression of 2010	analysis, v 2011	what form 2012	did it take? 2013	2014	2015	2016	2017	2018	2019	2021
				-0-2-5				/	2020		
My product was not published											0%
My product was not published The product was deliberately delayed											0%
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priority for publication I was told my logical argumentation was flawed or not convincing										0% 0%		
I was told the sourcing I relied on was not reliable, complete, or persuasive												
enough I was told that dissent was not accepted in this instance because it did not										0%		
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for publication I was told that my analysis was changed or deleted so that the product										0%		
would better meet customer needs										0%		
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I was told that my product did not meet appropriate tradecraft standards										0%		
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Not a factor Somewhat a factor An important factor Unsure Total 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2021 Not a factor An important factor Unsure 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2021 Not a factor Somewhat a factor An important factor Unsure 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2021 Not a factor Somewhat a factor An important factor Unsure 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2021 Not a factor Somewhat a factor An important factor Unsure 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2021 New response categories added to the question in 2019 Motive New response categories added to the question in 2019 Motive Support views of an internal supervisor/management Support views of an internal supervisor/management Support views of external colleague(s) Support views of external colleague(s) Support views of external management Somewhat a factor An important factor Bally and John Support views of external management Support views of external management Motive Support views of external management Support views of external management Motive Support views of external management Motive Motive Motive Motive Motive Motive Moti	In your perception, to what extent were the following factors a most support/protect bureaucratic interests ** Not a factor Somewhat a factor A moderate factor An important factor Unsure Total	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021 13% 13% 13% 63% 0%
Somewhat a factor A moderate factor Somewhat a factor Somewhat a factor Somewhat extent were the following factors a motive for your most significant experience with distortion and/or suppression of analysis? 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 Somewhat a factor Somewhat factor S	In your perception, to what extent were the following factors a mo Support/protect bureaucratic interests % Not a factor Somewhat a factor A moderate factor An important factor Unsure Total In your perception, to what extent were the following factors a mo Provoke or prevent policymaker action or response	2010 Dative for your most si	2011	2012 «perience v	2013	2014 ion and/or	2015 suppression	2016 on of analys	2017 sis?			2021 13% 13% 13% 63% 0%
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In your perception, to what extent were the following factors a motive for your most signficant experience with distortion and/or suppression of analysis? Support or oppose a policy agenda or narrative *** *** *** *** *** *** ***	In your perception, to what extent were the following factors a mosport/protect bureaucratic interests % Not a factor Somewhat a factor A moderate factor An important factor Unsure Total In your perception, to what extent were the following factors a morprovoke or prevent policymaker action or response % Not a factor Somewhat a factor A moderate factor	2010 Dative for your most si	2011	2012 «perience v	2013	2014 ion and/or	2015 suppression	2016 on of analys	2017 sis?			2021 13% 13% 63% 0% 100%
In your perception, to what extent were the following factors a motive for your most significant experience with distortion and/or suppression of analysis? % 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2021 Not a factor Somewhat a factor A moderate factor An important factor Unsure Total New response categories added to the question in 2019 Motive Maintain an existing analytic line Support views of an internal supervisor/management Support views of internal colleague(s) Support views of external colleague(s) Support views of external management	In your perception, to what extent were the following factors a most Support/protect bureaucratic interests % Not a factor Somewhat a factor An important factor Unsure Total In your perception, to what extent were the following factors a more provoke or prevent policymaker action or response % Not a factor Somewhat a factor A moderate factor An important factor An important factor	2010 Dative for your most si	2011	2012 «perience v	2013	2014 ion and/or	2015 suppression	2016 on of analys	2017 sis?			2021 13% 13% 63% 0% 100% 2021 13% 0% 50% 38%
Support or oppose a policy agenda or narrative	In your perception, to what extent were the following factors a mosphort/protect bureaucratic interests % Not a factor Somewhat a factor An important factor Unsure Total In your perception, to what extent were the following factors a mosphore provide or prevent policymaker action or response % Not a factor Somewhat a factor A moderate factor An important factor Unsure	2010 Dative for your most si	2011	2012 «perience v	2013	2014 ion and/or	2015 suppressio	2016 on of analys	2017 sis?			2021 13% 13% 13% 63% 0% 100%
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An important factor Unsure \$88\\\ Total	In your perception, to what extent were the following factors a most Support/protect bureaucratic interests % Not a factor Somewhat a factor A moderate factor An important factor Unsure Total In your perception, to what extent were the following factors a more provoke or prevent policymaker action or response % Not a factor Somewhat a factor A moderate factor An important factor Unsure Total In your perception, to what extent were the following factors a most provided factor and provided factor An important factor Unsure Total In your perception, to what extent were the following factors a most pupport or oppose a policy agenda or narrative % Not a factor	2010 potive for your most si 2010 potive for your most si	gnficant ex	2012 sperience v 2012	2013 vith distort 2013	2014 ion and/or 2014	suppression	2016 on of analys 2016 on of analys	2017 2017 2017	2018	2019	2021 13% 13% 63% 0% 100% 2021 13% 0% 50% 38% 0% 100%
New response categories added to the question in 2019	In your perception, to what extent were the following factors a mospheric protect bureaucratic interests ** Not a factor Somewhat a factor An important factor Unsure Total In your perception, to what extent were the following factors a more provoke or prevent policymaker action or response ** Not a factor Somewhat a factor A moderate factor A moderate factor A moderate factor Unsure Total In your perception, to what extent were the following factors a more provided by the pr	2010 potive for your most si 2010 potive for your most si	gnficant ex	2012 sperience v 2012	2013 vith distort 2013	2014 ion and/or 2014	suppression	2016 on of analys 2016 on of analys	2017 2017 2017	2018	2019	2021 13% 13% 63% 0% 100% 2021 13% 0% 50% 38% 0% 100%
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Support views of internal colleague(s) Support views of external colleague(s) Support views of external management 0%	In your perception, to what extent were the following factors a mosupport/protect bureaucratic interests % Not a factor Somewhat a factor A moderate factor An important factor Unsure Total In your perception, to what extent were the following factors a mosupport of the provided of	2010 Detive for your most si 2010 Detive for your most si	2011 ignficant experience of the control of the co	2012 sperience v 2012	vith distort 2013 vith distort 2013	2014 ion and/or 2014 ion and/or 2014	suppressic 2015 suppressic 2015	2016 2016 on of analysis	2017 iis? 2017 2017	2018	2019	2021 13% 13% 63% 0% 100% 2021 13% 0% 38% 0% 100%
Support views of external colleague(s) Support views of external management 0%	In your perception, to what extent were the following factors a mosupport/protect bureaucratic interests % Not a factor Somewhat a factor A moderate factor An important factor Unsure Total In your perception, to what extent were the following factors a more provoke or prevent policymaker action or response % Not a factor Somewhat a factor A moderate factor An important factor Unsure Total In your perception, to what extent were the following factors a mosupport or oppose a policy agenda or narrative % Not a factor Somewhat a factor An important factor Unsure Total New response categories added to the question in 2019 Motive % Maintain an existing analytic line	2010 Detive for your most si 2010 Detive for your most si	2011 ignficant experience of the control of the co	2012 sperience v 2012	vith distort 2013 vith distort 2013	2014 ion and/or 2014 ion and/or 2014	suppressic 2015 suppressic 2015	2016 2016 on of analysis	2017 iis? 2017 2017	2018	2019 2019 2019 0%	2021 13% 13% 63% 0% 100% 2021 13% 0% 38% 0% 100%
Support views of external management 0%	In your perception, to what extent were the following factors a mosupport/protect bureaucratic interests ** Not a factor Somewhat a factor An important factor Unsure Total In your perception, to what extent were the following factors a mosupport of prevent policymaker action or response ** Not a factor Somewhat a factor A moderate factor An important factor Unsure Total In your perception, to what extent were the following factors a mosupport or oppose a policy agenda or narrative ** Not a factor Somewhat a factor A moderate factor An important factor Jonumental factor Somewhat a factor A moderate factor A mination and in the factor of the f	2010 Detive for your most si 2010 Detive for your most si	2011 ignficant experience of the control of the co	2012 sperience v 2012	vith distort 2013 vith distort 2013	2014 ion and/or 2014 ion and/or 2014	suppressic 2015 suppressic 2015	2016 2016 on of analysis	2017 iis? 2017 2017	2018	2019 2019 2019 0% 0%	2021 13% 13% 63% 0% 100% 2021 13% 0% 38% 0% 100%
	In your perception, to what extent were the following factors a mosupport/protect bureaucratic interests ** Not a factor Somewhat a factor An important factor Unsure Total In your perception, to what extent were the following factors a mosupport of the protection of the prote	2010 Detive for your most si 2010 Detive for your most si	2011 ignficant experience of the control of the co	2012 sperience v 2012	vith distort 2013 vith distort 2013	2014 ion and/or 2014 ion and/or 2014	suppressic 2015 suppressic 2015	2016 2016 on of analysis	2017 iis? 2017 2017	2018	2019 2019 2019 0% 0% 50%	2021 13% 13% 63% 0% 100% 2021 13% 0% 38% 0% 100%

To prevent policymaker action or response on a topic Not sure what the motive was										0% 0%	
Other										0%	
Total										100%	
New response categories in 2018											
Motive	2010	2011	2012	2012	2014	2015	2016	2017	2018	2019	2021
% Maintain existing analytic line	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021
Support views of internal supervisor/management									0%		
Support views of internal colleague									20%		
Support views of external colleague									0%		
Support views of external management Support views of government/policy official									0% 20%		
To support increase/decrease of resources for operational, military or USG									2070		
program									20%	NA	after FY
Unintentional									0%		
Unsure what the motive was Other									0% 0%		
To suppress information deemed embarrassing to the Department, Agency									0%		
or Bureau									0%		
To prevent policymaker action\response									20%		
									100%		
Original response categories											
Motive %	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021
To support supervisor within your IC element	100%	63%	0%	60%	40%	50%	0%	20%			
To support IC personnel or management outside your IC element	0%	25%	0%	40%	20%	0%	25%	20%			
To support government official outside the IC	0%	50%	0%	0%	20%	50%	75%	40%		NIA - 5:	EV47
I am unsure what the motive was Inadvertent/unintended			0%	0%	40% 20%	0% 0%	0% 0%	20% 0%		NA after	FY17
To avoid conflicting with an existing analytic line					20/0	0%	0%	20%			
Other	0%	13%	0%	40%	20%	50%	25%	0%			
Question wording changed in 2022	11	1/		ali iai - 2							
Did you seek assistance in dealing with this most signficant experience of o	disortion and 2010	1/or suppre 2011	ession of an 2012	2013	2014	2015	2016	2017	2018	2019	2021
No No	2010	2011	2012	2013	2014	2013	2010	2017	2010	2013	202.
Yes Question wording changed in 2021 Question responses changed in 2021											
Question wording changed in 2021 Question responses changed in 2021 Did you seek assistance in dealing with this most signficant experience of o											
Question wording changed in 2021 Question responses changed in 2021 Did you seek assistance in dealing with this most signficant experience of 6	lisortion and	I/or suppre 2011	ession of an 2012	aalysis? 2013	2014	2015	2016	2017	2018	2019	
Question wording changed in 2021 Question responses changed in 2021 Did you seek assistance in dealing with this most signficant experience of o					2014	2015	2016	2017	2018	2019	389 639
Question wording changed in 2021 Question responses changed in 2021 Did you seek assistance in dealing with this most signficant experience of of the second					2014	2015	2016	2017	2018	2019	389 639
Question wording changed in 2021 Question responses changed in 2021 Did you seek assistance in dealing with this most signficant experience of 6 % No Yes	2010	2011			2014	2015	2016	2017	2018	2019	389 639
Question wording changed in 2021 Question responses changed in 2021 Did you seek assistance in dealing with this most signficant experience of of the second	2010	2011			2014	2015	2016	2017	2018	2019	38% 63% 100%
Question wording changed in 2021 Question responses changed in 2021 Did you seek assistance in dealing with this most significant experience of of the seed of the	2010 suppression? 2010 100%	2011 2011 38%	2012 2012 0%	2013 2013 0%	2014 20%	2015 0%	2016 33%	2017 33%	2018 20%	2019 100%	389 639 1009 2021
Question wording changed in 2021 Question responses changed in 2021 Did you seek assistance in dealing with this most significant experience of 69% No Yes During the past year, did you seek assistance in dealing with distortion or 99% No Yes (Yes/Partially)	2010 suppression? 2010 100% 0%	2011 2011 38% 63%	2012 2012 0% 100%	2013 2013 0% 100%	2014 20% 80%	2015 0% 100%	2016 33% 67%	2017 33% 67%	2018 20% 80%	2019 100% 0%	389 639 1009 2021
Question wording changed in 2021 Question responses changed in 2021 Did you seek assistance in dealing with this most significant experience of of the seed of the	2010 suppression? 2010 100%	2011 2011 38%	2012 2012 0%	2013 2013 0%	2014 20%	2015 0%	2016 33%	2017 33%	2018 20%	2019 100%	38% 63% 100% 2021
Question wording changed in 2021 Question responses changed in 2021 Did you seek assistance in dealing with this most significant experience of 69% No Yes During the past year, did you seek assistance in dealing with distortion or 99% No Yes (Yes/Partially)	2010 suppression? 2010 100% 0%	2011 2011 38% 63%	2012 2012 0% 100%	2013 2013 0% 100%	2014 20% 80%	2015 0% 100%	2016 33% 67%	2017 33% 67%	2018 20% 80%	2019 100% 0%	389 639 1009 2021
Question wording changed in 2021 Question responses changed in 2021 Did you seek assistance in dealing with this most signficant experience of of the seed of the	2010 suppression? 2010 100% 0%	2011 2011 38% 63%	2012 2012 0% 100%	2013 2013 0% 100%	2014 20% 80%	2015 0% 100%	2016 33% 67%	2017 33% 67%	2018 20% 80%	2019 100% 0%	389 639 1009 2021
Question wording changed in 2021 Question responses changed in 2021 Did you seek assistance in dealing with this most significant experience of of the seed of the	2010 suppression? 2010 100% 0% 100%	2011 2011 38% 63% 100%	2012 2012 0% 100% 100%	2013 2013 0% 100% 100%	2014 20% 80% 100%	2015 0% 100% 100%	2016 33% 67% 100%	2017 33% 67% 100%	2018 20% 80% 100%	2019 100% 0% 100%	389 639 1009 2021 NA af
Question wording changed in 2021 Question responses changed in 2021 Did you seek assistance in dealing with this most signficant experience of of the seed of the	2010 suppression? 2010 100% 0%	2011 2011 38% 63%	2012 2012 0% 100%	2013 2013 0% 100%	2014 20% 80%	2015 0% 100%	2016 33% 67%	2017 33% 67%	2018 20% 80%	2019 100% 0%	389 639 1009 2021 NA af
Question wording changed in 2021 Question responses changed in 2021 Did you seek assistance in dealing with this most significant experience of of the seed of the	2010 suppression? 2010 100% 0% 100%	2011 2011 38% 63% 100%	2012 2012 0% 100% 100%	2013 2013 0% 100% 100%	2014 20% 80% 100%	2015 0% 100% 100%	2016 33% 67% 100%	2017 33% 67% 100%	2018 20% 80% 100%	2019 100% 0% 100%	389 639 1009 2022 NA at
Question wording changed in 2021 Question responses changed in 2021 Did you seek assistance in dealing with this most signficant experience of of the seek assistance in dealing with this most signficant experience of the seek assistance in dealing with distortion or the seek assistance in dealin	2010 suppression? 2010 100% 0% 100%	2011 2011 38% 63% 100%	2012 2012 0% 100% 100%	2013 2013 0% 100% 100%	2014 20% 80% 100%	2015 0% 100% 100%	2016 33% 67% 100%	2017 33% 67% 100%	2018 20% 80% 100%	2019 100% 0% 100%	389 639 1009 2022 NA at
Question wording changed in 2021 Question responses changed in 2021 Did you seek assistance in dealing with this most signficant experience of of the seek assistance in dealing with this most signficant experience of the seek assistance in dealing with distortion or the seek assistance in dealin	2010 suppression? 2010 100% 0% 100%	2011 2011 38% 63% 100%	2012 2012 0% 100% 100%	2013 2013 0% 100% 100%	2014 20% 80% 100%	2015 0% 100% 100%	2016 33% 67% 100%	2017 33% 67% 100%	2018 20% 80% 100%	2019 100% 0% 100%	389 639 1009 2021 NA af
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Question wording changed in 2021 Question responses changed in 2021 Did you seek assistance in dealing with this most significant experience of of the seek assistance in dealing with distortion or seek assistance in dealing with distortion or seek assistance in dealing with distortion or seek (seek assistance) Question wording changed in 2022 Did you seek assistance from the analytic ombuds? Yes Question wording changed in 2021 Did you seek assistance from your IC element/CCMD analytic ombudsman seek assistance f	2010 suppression? 2010 100% 0% 100%	2011 2011 38% 63% 100%	2012 0% 100% 100%	2013 2013 0% 100% 100%	2014 20% 80% 100%	2015 0% 100% 100%	2016 33% 67% 100%	2017 33% 67% 100%	2018 20% 80% 100%	2019 100% 0% 100%	389 6393 1009 NA af
Question wording changed in 2021 Question responses changed in 2021 Did you seek assistance in dealing with this most significant experience of of the seek assistance in dealing with distortion or seek (seek assistance) Question wording changed in 2022 Did you seek assistance from the analytic ombuds? Yes No Total Question wording changed in 2021 Did you seek assistance from your IC element/CCMD analytic ombudsman seek assistance from yo	2010 suppression? 2010 100% 0% 100%	2011 2011 38% 63% 100%	2012 0% 100% 100%	2013 2013 0% 100% 100%	2014 20% 80% 100%	2015 0% 100% 100%	2016 33% 67% 100%	2017 33% 67% 100%	2018 20% 80% 100%	2019 100% 0% 100%	389 6393 1009 NA af
Question wording changed in 2021 Question responses changed in 2021 Did you seek assistance in dealing with this most significant experience of of the seek assistance in dealing with this most significant experience of of the seek assistance in dealing with distortion or the seek assistance in d	2010 suppression? 2010 100% 0% 100% 2010	2011 38% 63% 100%	2012 0% 100% 100%	2013 2013 0% 100% 100% 2013	2014 20% 80% 100%	2015 0% 100% 100%	2016 33% 67% 100%	2017 33% 67% 100%	2018 20% 80% 100%	2019 100% 0% 100%	389 639 1009 NA af
Question wording changed in 2021 Question responses changed in 2021 Did you seek assistance in dealing with this most significant experience of or % No Yes During the past year, did you seek assistance in dealing with distortion or seek (assistance) No Yes (Yes/Partially) Total Question wording changed in 2022 Did you seek assistance from the analytic ombuds? % Yes No Total Question wording changed in 2021 Did you seek assistance from your IC element/CCMD analytic ombudsman % Yes No Total No No No No No No No Did you go to your IC element's ombudsman for help? %	2010 suppression? 2010 100% 0% 100%	2011 2011 38% 63% 100%	2012 0% 100% 100%	2013 2013 0% 100% 100%	2014 20% 80% 100%	2015 0% 100% 100%	2016 33% 67% 100%	2017 33% 67% 100%	2018 20% 80% 100%	2019 100% 0% 100% 2019	389 639 1009 NA af 2021 2021 2021 1009 1009
Question wording changed in 2021 Question responses changed in 2021 Did you seek assistance in dealing with this most significant experience of of the seek assistance in dealing with this most significant experience of of the seek assistance in dealing with distortion or the seek assistance in d	2010 suppression? 2010 100% 0% 100% 2010	2011 38% 63% 100%	2012 0% 100% 100%	2013 2013 0% 100% 100% 2013	2014 20% 80% 100%	2015 0% 100% 100%	2016 33% 67% 100%	2017 33% 67% 100%	2018 20% 80% 100%	2019 100% 0% 100%	389 639 1009 NA af 2021 2021 2021 1009 1009
Question wording changed in 2021 Question responses changed in 2021 Did you seek assistance in dealing with this most significant experience of or seek assistance in dealing with this most significant experience of or seek assistance in dealing with distortion or seek assistance in dealing with di	2010 suppression? 2010 100% 0% 100% 2010	2011 38% 63% 100%	2012 0% 100% 100%	2013 2013 0% 100% 100% 2013	2014 20% 80% 100%	2015 0% 100% 100%	2016 33% 67% 100%	2017 33% 67% 100%	2018 20% 80% 100%	2019 100% 0% 100% 2019 2019	389 639 1009 NA af 2021 2021 2021 1009 1009
Question wording changed in 2021 Question responses changed in 2021 Did you seek assistance in dealing with this most significant experience of or % No Yes During the past year, did you seek assistance in dealing with distortion or s % No Yes (Yes/Partially) Total Question wording changed in 2022 Did you seek assistance from the analytic ombuds? % No Total Question wording changed in 2021 Did you seek assistance from your IC element/CCMD analytic ombudsman % Yes No Total New question added in 2019 Did you go to your IC element's ombudsman for help? % Yes No	2010 suppression? 2010 100% 0% 100% 2010	2011 38% 63% 100%	2012 0% 100% 100% 2012	2013 2013 0% 100% 100% 2013	2014 20% 80% 100%	2015 0% 100% 100%	2016 33% 67% 100%	2017 33% 67% 100%	2018 20% 80% 100%	2019 100% 0% 100% 2019 2019	389 639 1009 NA af 2021 2021 2021 1009 1009
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Concerns regarding rank, tenure, or other power imbalances among												(
individual(s) involved												(
Time constraints/press of business												(
I was dissuaded from seeking assistance												
Did not know a process exists for addressing the matter												
Presumed others involved would seek assistance												
Other Total												10
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	20
Concerns regarding retribution Concerns regarding confidentiality											100% 0%	
Concerns regarding confidentiality Concerns regarding rank, tenure, or other power imbalances of											078	
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Time constraints/press of businsess											0%	ıA artı
Kept the issue at the management level											0%	
Did not believe the analytic ombudsman would help Other											0% 0%	
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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	20
Did not believe anything would change												6
Did not know who to go to for help Concerns regarding retirubtion												2
Concerns regarding retirubtion Concerns regarding confidentiality												3
Concerns regarding rank, tenure, or other power imbalances among												
individual(s) involved												
Time constraints/press of business												
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Presumed others involved would seek assistance												
Other												
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New response categories added to the question in 2021												
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What is the primary reason you did not seek assistance? %	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	20
Did not believe anything would change	2010	2011	2012	2013	2014	2013	2010	2017	2018	2013	33%	20
Did not know who to go to for help											0%	
Concerns regading retirbution											67%	
Concerns regarding confidentiality											0% N	IA afte
Concerns regading rank, tenure, or other power imbalances of individual(s) involved											0%	
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what is the primary reason you didn't seek assistance in dealing with the atte	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	20
Fear of retribution												_
Concerns about the lack of confidentiality										0%		
Did not believe anything would change Person in question was considered "senior" to me										0%		
r craon in question was considered senior to the										0% 0%	NA after	· FY19
Didn't know who to go to for help										0% 0% 0%	NA after	· FY19
Didn't know who to go to for help Other										0% 0% 0% 0% 0%	NA after	· FY19
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Other Total New response categories in 2018 Why did you not seek assistance in dealing with distortion or supression? (Rai										0% 0% 0% 0% 0% 0%		
Other Total New response categories in 2018 Why did you not seek assistance in dealing with distortion or supression? (Rai %	nk 1) 2010	2011	2012	2013	2014	2015	2016	2017	2018	0% 0% 0% 0% 0%	NA after	
Other Total New response categories in 2018 Why did you not seek assistance in dealing with distortion or supression? (Rail % Fear of retribution		2011	2012	2013	2014	2015	2016	2017	100%	0% 0% 0% 0% 0% 0%		
Other Total New response categories in 2018 Why did you not seek assistance in dealing with distortion or supression? (Rai % Fear of retribution Did not believe anyone would listen		2011	2012	2013	2014	2015	2016	2017		0% 0% 0% 0% 0% 0%		
Other Total New response categories in 2018 Why did you not seek assistance in dealing with distortion or supression? (Ran		2011	2012	2013	2014	2015	2016	2017	100% 0%	0% 0% 0% 0% 0% 0%		20
Other Total New response categories in 2018 Why did you not seek assistance in dealing with distortion or supression? (Rai % Fear of retribution Did not believe anyone would listen Did not believe anything could change Person in question considered "senior" to me Didn't know who to go to for help		2011	2012	2013	2014	2015	2016	2017	100% 0% 0% 0% 0%	0% 0% 0% 0% 0% 0%	2021	20
Other Total New response categories in 2018 Why did you not seek assistance in dealing with distortion or supression? (Rai % Fear of retribution Did not believe anyone would listen Did not believe anything could change Person in question considered "senior" to me Didn't know who to go to for help Didn't know about Ombudsman process		2011	2012	2013	2014	2015	2016	2017	100% 0% 0% 0% 0% 0%	0% 0% 0% 0% 0% 0%	2021	20
Other Total New response categories in 2018 Why did you not seek assistance in dealing with distortion or supression? (Rai * Fear of retribution Did not believe anyone would listen Did not believe anything could change Person in question considered "senior" to me Didn't know who to go to for help		2011	2012	2013	2014	2015	2016	2017	100% 0% 0% 0% 0%	0% 0% 0% 0% 0% 0%	2021	20
Other Total New response categories in 2018 Why did you not seek assistance in dealing with distortion or supression? (Rai ### Fear of retribution Did not believe anyone would listen Did not believe anything could change Person in question considered "senior" to me Didn't know who to go to for help Didn't know about Ombudsman process Other	2010	2011	2012	2013	2014	2015	2016	2017	100% 0% 0% 0% 0% 0% 0%	0% 0% 0% 0% 0% 0%	2021	20
Other Total New response categories in 2018 Why did you not seek assistance in dealing with distortion or supression? (Rai % Fear of retribution Did not believe anyone would listen Did not believe anything could change Person in question considered "senior" to me Didn't know who to go to for help Didn't know about Ombudsman process Other Why did you not seek assistance in dealing with distortion or supression? (Rai	2010 nk 2)								100% 0% 0% 0% 0% 0% 0% 100%	0% 0% 0% 0% 0% 0% 0%	2021 after FY18	20
Other Total New response categories in 2018 Why did you not seek assistance in dealing with distortion or supression? (Rai % Fear of retribution Did not believe anyone would listen Did not believe anything could change Person in question considered "senior" to me Didn't know who to go to for help Didn't know who to go to for belp Didn't know about Ombudsman process Other Why did you not seek assistance in dealing with distortion or supression? (Rai %	2010	2011	2012	2013	2014	2015	2016	2017	100% 0% 0% 0% 0% 0% 0%	0% 0% 0% 0% 0% 0%	2021	20
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Other Total New response categories in 2018 Why did you not seek assistance in dealing with distortion or supression? (Rai % Fear of retribution Did not believe anyone would listen Did not believe anything could change Person in question considered "senior" to me Didn't know who to go to for help Didn't know who to go to for help Didn't know about Ombudsman process Other Why did you not seek assistance in dealing with distortion or supression? (Rai % Fear of retribution Did not believe anyone would listen Did not believe anyone would listen Did not believe anything could change Person in question considered "senior" to me	2010 nk 2)								100% 0% 0% 0% 0% 0% 0% 100% 2018 0% 0% 0%	0% 0% 0% 0% 0% 0% 2019	2021 after FY18 2021	200
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Other Total New response categories in 2018 Why did you not seek assistance in dealing with distortion or supression? (Rai % Fear of retribution Did not believe anyone would listen Did not believe anything could change Person in question considered "senior" to me Didn't know who to go to for help Didn't know about Ombudsman process Other Why did you not seek assistance in dealing with distortion or supression? (Rai % Fear of retribution Did not believe anyone would listen Did not believe anyone would listen Did not believe anything could change Person in question considered "senior" to me Didn't know who to go to for help	2010 nk 2) 2010								100% 0% 0% 0% 0% 0% 0% 100%	0% 0% 0% 0% 0% 0% 2019	2021 after FY18 2021	200

Did not believe anyone would listen Did not believe anything could change									0%			
Sid not believe anything could thange									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 Other									0% 0%			
									0%			
Why did you not seek assistance in dealing with distortion or supression?	(Rank 4)											
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	202
Fear of retribution Did not believe anyone would listen									0% 0%			
Did not believe anything could change									0%			
Person in question considered "senior" to me									0%	NA	after FY18	
Didn't know who to go to for help									0%			
Didn't know about Ombudsman process									0%			
Other									0%			
Why did you not seek assistance in dealing with distortion or supression?	(Rank 5)											
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	202
Fear of retribution									0%			
Did not believe anyone would listen Did not believe anything could change									0% 0%			
Person in question considered "senior" to me									0%	NΔ	after FY18	
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Didn't know about Ombudsman process									0%			
Other									0%			
									0%			
Why did you not seek assistance in dealing with distortion or supression?		2011	2017	2012	2011	2017	20	20:-	2010	2012	2022	
% Fear of retribution	2010	2011	2012	2013	2014	2015	2016	2017	2018 0%	2019	2021	202
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%			
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Why did you not seek assistance in dealing with distortion or supression?		2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	20
Fear of retribution	2010	2011	2012	2013	2014	2015	2016	2017	0%	2019	2021	20
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	
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Didn't know about Ombudsman process									0%			
Didn't know about Ombudsman process Other									0% 0%			
Other									0%			
Other New question added in 2021 Are you empowered to uphold ICD 203 principles?									0%			
Other New question added in 2021 Are you empowered to uphold ICD 203 principles? %	2010	2011	2012	2013	2014	2015	2016	2017	0%	2019	2021	
Other New question added in 2021 Are you empowered to uphold ICD 203 principles?	2010	2011	2012	2013	2014	2015	2016	2017	0%	2019	2021 82% 18%	8
Other New question added in 2021 Are you empowered to uphold ICD 203 principles? % Yes	2010	2011	2012	2013	2014	2015	2016	2017	0%	2019	82%	202 83 13 100
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New question added in 2021 Are you empowered to uphold ICD 203 principles? % Yes No Total New question added in 2021 Does your IC element/CCMD encourage raising questions and voicing cond % Yes No Total New question added in 2021 Does your IC element/CCMD encourage raising questions and voicing cond % Yes No Total New question added in 2022 What is the primary way in which your IC element/CCMD could better pro % Training on the Analytic Standards Promote awareness of the analytic ombuds as a resource to address concerns Consistent and transparent product coordination practices Consistent and transparent product coordination practices Communication, guidance, and strategic messaging about the Analytic	erns to ensu 2010	re analysis 2011	adheres to 2012	2013 princip	inciples? 2014	2015	2016	2017	0% 0% 2018	2019	82% 18% 100% 2021 80% 20% 100%	200 200 88 11 100 200 200 21
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New question added in 2021 Are you empowered to uphold ICD 203 principles? Yes No Total New question added in 2021 Does your IC element/CCMD encourage raising questions and voicing concess Yes No Total New question added in 2021 Does your IC element/CCMD encourage raising questions and voicing concess Yes No Total New question added in 2022 What is the primary way in which your IC element/CCMD could better process Training on the Analytic Standards Promote awareness of the analytic ombuds as a resource to address concerns Consistent and transparent product review and feedback practices Consistent and transparent product coordination practices Communication, guidance, and strategic messaging about the Analytic Standards Leadership commitment to preserve objective analysis independent from political consideration Address resource-to-task imbalances Other Total	erns to ensu 2010	re analysis 2011	adheres to 2012	2013 princip	inciples? 2014	2015	2016	2017	0% 0% 2018	2019	82% 18% 100% 2021 80% 20% 100%	200 88 11 100 200 200 21 11
New question added in 2021 Are you empowered to uphold ICD 203 principles? % Yes No Total New question added in 2021 Does your IC element/CCMD encourage raising questions and voicing concess Yes No Total New question added in 2021 New question added in 2022 What is the primary way in which your IC element/CCMD could better prosess Training on the Analytic Standards Promote awareness of the analytic ombuds as a resource to address concerns Consistent and transparent product review and feedback practices Communication, guidance, and strategic messaging about the Analytic Standards Leadership commitment to preserve objective analysis independent from political consideration Address resource-to-task imbalances Other Total	mote analys	re analysis 2011	adheres to 2012	2013 princip	inciples? 2014	2015	2016	2017	0% 0% 2018	2019	82% 18% 100% 2021 80% 20% 100%	200 88 1 100 200 200 21 1
New question added in 2021 Are you empowered to uphold ICD 203 principles? Yes No Total New question added in 2021 Does your IC element/CCMD encourage raising questions and voicing concessory Yes No Total New question added in 2021 Does your IC element/CCMD encourage raising questions and voicing concessory Yes No Total New question added in 2022 What is the primary way in which your IC element/CCMD could better processory Training on the Analytic Standards Promote awareness of the analytic ombuds as a resource to address concerns Consistent and transparent product review and feedback practices Communication, guidance, and strategic messaging about the Analytic Standards Leadership commitment to preserve objective analysis independent from political consideration Address resource-to-task imbalances Other Total	mote analys	re analysis 2011	adheres to 2012	2013 princip	inciples? 2014	2015	2016	2017	0% 0% 2018	2019	82% 18% 100% 2021 80% 20% 100%	20 8 1

	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
	Yes											73%
_	No Total											27% 100%
_	Total											100%
	New question added in 2022 Are you aware of the IC Analytic Ombudsman role and responsibilities?											
	Are you aware or the IC Analytic Ombudsman role and responsibilities?	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021
_	Yes											
	No Table 1											
	Total											
	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
	Yes											
_	No Total											
	Total											
	Oversition would be absenced by 2002											
	Question wording changed in 2022 New question added in 2021											
	In terms of effectively upholding ICD 203 principles, how would you rate you	r experienc	e with the	President	s Daily Brie	f over the	past year?					
	%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021
	Satisfactory											46%
	A mixed performance Unsatisfactory											12% 2%
	No opinion											41%
	Total											100%
1	New question added in 2022											
	What was the primary challenge to effectively upholding ICD 203 principles in %	n your expe	erience wi	th the Presi	dent's Dail	y Brief? 2014	2015	2016	2017	2018	2019	2021
_	76 Time constraints	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021
	Levels of review											
	Threshold for publication											
	Pressure to reach consensus, including distorting or suppressing analysis of											
	alternatives and/or dissent Pressure to maintain the existing analytic line or status quo on a topic											
	ressure to maintain the existing unarytic line of states 400 on a topic											
	Efforts to distort or suppress analysis due to considerations regarding the											
	consumer Information sharing constraints, including compartmentalization											
	Other											
	Total											
	Question wording changed in 2022											
	New question added in 2021 In terms of effectively upholding ICD 203 principles, how would you rate you	r ovnoriona	o with the	National I	ntalliganca	Council o	or the nac	t waar?				
	%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021
	Satisfactory											53%
	A mixed performance											10%
	Unsatisfactory No opinion											2% 34%
	Total											100%
j	New question added in 2022											
,	What was the primary challenge to effectively upholding ICD 203 principles in											
_	% Time and the internal	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021
	Time constraints Levels of review											
	Threshold for publication											
1	Pressure to reach consensus, including distorting or suppressing analysis of											
	alternatives and/or dissent											
	Pressure to maintain the existing analytic line or status quo on a topic											
ı	Efforts to distort or suppress analysis due to considerations regarding the											
	consumer											
	Information sharing constraints, including compartmentalization											
	Other Total											
	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 p	repare/su 2011	pport? 2012	2013	2014	2015	2016	2017	2018	2019	2021

Unsure											9%
Total											100%
New question added in 2021	rodust randan 3										
How frequently do you have an opportunity to discuss feedback from pr	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021
Always	2010			2010		2015	2010		2010	2023	28%
Frequently											29%
Sometimes											16%
Rarely Never											17% 2%
Not applicable to my work role											9%
Total											100%
Question wording changed in 2022											
Question responses changed in 2022											
What is the primary challenge to effective coordination for the analytic %	product type th 2010	at you typ 2011	ically prep	are/suppor 2013	t? 2014	2015	2016	2017	2018	2019	2021
Difficulty generating attention to the product	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021
Difficulty building or maintaining a network with all pertinent subject											
matter experts											
Overlapping roles or "lanes in the road"											
Efforts to distort or suppress the analysis Adjudicating differering perspectives											
Pressure to reach consensus											
Information sharing constraints											
Time constraints											
Pressure to incorporate input from non-analytic elements											
No challenges Not applicable to my work role											
Other											
Total											
New question added in 2021											
When considering the analytic product type that you typically prepare,											
% Difficulty generating attention to the product	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021 5%
Difficulty building or maintaining a network with all pertinent subject mat	tei										27%
Overlapping roles or "lanes in the road"											16%
Efforts to distort or suppress the analysis											2%
Pressure to reach consensus											15%
Information sharing constraints Time constraints											5% 16%
Pressure to incorporate input from non-analytic elements											4%
Other											9%
Total											100%
Question wording changed in 2018							utine part	of the anal			
When thinking through analytic issues and/or preparing analytic produc											2021
When thinking through analytic issues and/or preparing analytic production with the state of the	ts, is considera	tion of alte	rnative ex 2012	planations 2013	and/or out 2014	2015	2016	2017	2018	2019	2021 67%
When thinking through analytic issues and/or preparing analytic produc											2021 67% 31%
When thinking through analytic issues and/or preparing analytic product % Yes No Not applicable to my work role										92% 8% 0%	67% 31% 2%
When thinking through analytic issues and/or preparing analytic productions of the state of the										2019 92% 8%	67% 31%
When thinking through analytic issues and/or preparing analytic product % Yes No Not applicable to my work role										92% 8% 0%	67% 31% 2%
When thinking through analytic issues and/or preparing analytic product % Yes No Not applicable to my work role Total Question wording changed in 2018	2010	2011								92% 8% 0%	67% 31% 2%
When thinking through analytic issues and/or preparing analytic product % Yes No Not applicable to my work role Total Question wording changed in 2018 When preparing analytic products, is analysis of alternatives a routine p	2010 art of the proce	2011 ess?	2012	2013	2014	2015	2016	2017	2018	92% 8% 0% 100%	67% 31% 2% 100%
When thinking through analytic issues and/or preparing analytic product % Yes No Not applicable to my work role Total Question wording changed in 2018	2010	2011								2019 92% 8% 0% 100% 2019	67% 31% 2% 100%
When thinking through analytic issues and/or preparing analytic product % Yes No Not applicable to my work role Total Question wording changed in 2018 When preparing analytic products, is analysis of alternatives a routine p % No Yes	2010 art of the proce 2010 71% 29%	2011 2011 2011 59% 41%	2012 2012 0% 0%	2013 2013 57% 43%	2014 2014 36% 64%	2015 2015 10% 90%	2016 2016 30% 70%	2017 2017 17% 83%	2018 2018 24% 76%	2019 92% 8% 0% 100% 2019	67% 31% 2% 100%
When thinking through analytic issues and/or preparing analytic product % Yes No Not applicable to my work role Total Question wording changed in 2018 When preparing analytic products, is analysis of alternatives a routine p % No	2010 Part of the proce 2010 71%	2011 2011 2011 59%	2012 2012 0%	2013 2013 57%	2014 2014 36%	2015 2015 10%	2016 2016 30%	2017 2017 17%	2018 2018 2018 24%	2019 92% 8% 0% 100% 2019	67% 31% 2% 100%
When thinking through analytic issues and/or preparing analytic product % Yes No Not applicable to my work role Total Question wording changed in 2018 When preparing analytic products, is analysis of alternatives a routine p % No Yes	2010 art of the proce 2010 71% 29%	2011 2011 2011 59% 41%	2012 2012 0% 0%	2013 2013 57% 43%	2014 2014 36% 64%	2015 2015 10% 90%	2016 2016 30% 70%	2017 2017 17% 83%	2018 2018 24% 76%	2019 92% 8% 0% 100% 2019	67% 31% 2% 100%
When thinking through analytic issues and/or preparing analytic product % Yes No Not applicable to my work role Total Question wording changed in 2018 When preparing analytic products, is analysis of alternatives a routine p % No Yes	2010 art of the proce 2010 71% 29%	2011 2011 2011 59% 41%	2012 2012 0% 0%	2013 2013 57% 43%	2014 2014 36% 64%	2015 2015 10% 90%	2016 2016 30% 70%	2017 2017 17% 83%	2018 2018 24% 76%	2019 92% 8% 0% 100% 2019	67% 31% 2% 100%
When thinking through analytic issues and/or preparing analytic product % Yes No Not applicable to my work role Total Question wording changed in 2018 When preparing analytic products, is analysis of alternatives a routine p % No Yes Total Question responses changed in 2019 How often are the results of these alternative considerations included in	2010 Part of the proce 2010 71% 29% 100%	2011 2011 59% 41% 100%	2012 2012 0% 0% 0%	2013 2013 57% 43% 100%	2014 2014 36% 64% 100%	2015 2015 10% 90% 100%	2016 2016 30% 70% 100%	2017 2017 17% 83% 100%	2018 2018 24% 76% 100%	2019 92% 8% 0% 100%	67% 31% 2% 100% 2021 after FY1
When thinking through analytic issues and/or preparing analytic product % Yes No Not applicable to my work role Total Question wording changed in 2018 When preparing analytic products, is analysis of alternatives a routine p % No Yes Total Question responses changed in 2019 How often are the results of these alternative considerations included in	2010 nart of the proce 2010 711% 29% 100%	2011 2011 2011 59% 41% 100%	2012 2012 0% 0%	2013 2013 57% 43%	2014 2014 36% 64%	2015 2015 10% 90%	2016 2016 30% 70%	2017 2017 17% 83%	2018 2018 24% 76%	2019 92% 8% 0% 100%	67% 31% 2% 100% 2021 after FY1
When thinking through analytic issues and/or preparing analytic products Yes No Not applicable to my work role Total Question wording changed in 2018 When preparing analytic products, is analysis of alternatives a routine p No Yes Total Question responses changed in 2019 How often are the results of these alternative considerations included in % Always	2010 Part of the proce 2010 71% 29% 100%	2011 2011 59% 41% 100%	2012 2012 0% 0% 0%	2013 2013 57% 43% 100%	2014 2014 36% 64% 100%	2015 2015 10% 90% 100%	2016 2016 30% 70% 100%	2017 2017 17% 83% 100%	2018 2018 24% 76% 100%	2019 92% 8% 0% 100% 2019 NA	67% 31% 2% 100% 2021 after FV1
When thinking through analytic issues and/or preparing analytic product % Yes No Not applicable to my work role Total Question wording changed in 2018 When preparing analytic products, is analysis of alternatives a routine p % No Yes Total Question responses changed in 2019 How often are the results of these alternative considerations included in	2010 Part of the proce 2010 71% 29% 100%	2011 2011 59% 41% 100%	2012 2012 0% 0% 0%	2013 2013 57% 43% 100%	2014 2014 36% 64% 100%	2015 2015 10% 90% 100%	2016 2016 30% 70% 100%	2017 2017 17% 83% 100%	2018 2018 24% 76% 100%	2019 92% 8% 0% 100%	67% 31% 2% 100% 2021 after FY1
When thinking through analytic issues and/or preparing analytic products % Yes No Not applicable to my work role Total Question wording changed in 2018 When preparing analytic products, is analysis of alternatives a routine p % No Yes Total Question responses changed in 2019 How often are the results of these alternative considerations included in % Always Frequently Sometimes Rarely	2010 Part of the proce 2010 71% 29% 100%	2011 2011 59% 41% 100%	2012 2012 0% 0% 0%	2013 2013 57% 43% 100%	2014 2014 36% 64% 100%	2015 2015 10% 90% 100%	2016 2016 30% 70% 100%	2017 2017 17% 83% 100%	2018 2018 24% 76% 100%	2019 92% 8% 0% 100% 2019 NA 2019 12% 46% 35% 8%	67% 31% 2% 100% 2021 after FY1 3% 37% 42% 18%
When thinking through analytic issues and/or preparing analytic products Yes No Not applicable to my work role Total Question wording changed in 2018 When preparing analytic products, is analysis of alternatives a routine p No Yes Total Question responses changed in 2019 How often are the results of these alternative considerations included in % Always Frequently Sometimes Rarely Never	2010 Part of the proce 2010 71% 29% 100%	2011 2011 59% 41% 100%	2012 2012 0% 0% 0%	2013 2013 57% 43% 100%	2014 2014 36% 64% 100%	2015 2015 10% 90% 100%	2016 2016 30% 70% 100%	2017 2017 17% 83% 100%	2018 2018 24% 76% 100%	2019 92% 8% 0% 100% 2019 NA 2019 12% 46% 35% 8% 0%	67% 31% 2% 100% 2021 after FY1 3% 37% 42% 18% 0%
When thinking through analytic issues and/or preparing analytic products % Yes No Not applicable to my work role Total Question wording changed in 2018 When preparing analytic products, is analysis of alternatives a routine p % No Yes Total Question responses changed in 2019 How often are the results of these alternative considerations included in % Always Frequently Sometimes Rarely	2010 Part of the proce 2010 71% 29% 100%	2011 2011 59% 41% 100%	2012 2012 0% 0% 0%	2013 2013 57% 43% 100%	2014 2014 36% 64% 100%	2015 2015 10% 90% 100%	2016 2016 30% 70% 100%	2017 2017 17% 83% 100%	2018 2018 24% 76% 100%	2019 92% 8% 0% 100% 2019 NA 2019 12% 46% 35% 8%	67% 31% 2% 100% 2021 after FY1 3% 37% 42% 18%
When thinking through analytic issues and/or preparing analytic products Yes No Not applicable to my work role Total Question wording changed in 2018 When preparing analytic products, is analysis of alternatives a routine p No Yes Total Question responses changed in 2019 How often are the results of these alternative considerations included in % Always Frequently Sometimes Rarely Never	2010 Part of the proce 2010 71% 29% 100%	2011 2011 59% 41% 100%	2012 2012 0% 0% 0%	2013 2013 57% 43% 100%	2014 2014 36% 64% 100%	2015 2015 10% 90% 100%	2016 2016 30% 70% 100%	2017 2017 17% 83% 100%	2018 2018 24% 76% 100%	2019 92% 8% 0% 100% 2019 NA 2019 12% 46% 35% 8% 0%	67% 31% 2% 100% 2021 after FY1 3% 37% 42% 18% 0%
When thinking through analytic issues and/or preparing analytic products Yes No Not applicable to my work role Total Question wording changed in 2018 When preparing analytic products, is analysis of alternatives a routine p No Yes Total Question responses changed in 2019 How often are the results of these alternative considerations included in % Always Frequently Sometimes Rarely Never Total Question wording changed in 2018 Question wording changed in 2018	2010 eart of the proce 2010 71% 29% 100%	2011 2011 59% 41% 100% product? 2011	2012 2012 0% 0% 0%	2013 2013 57% 43% 100%	2014 2014 36% 64% 100%	2015 2015 10% 90% 100%	2016 2016 30% 70% 100%	2017 2017 17% 83% 100%	2018 2018 24% 76% 100%	2019 92% 8% 0% 100% 2019 NA 2019 12% 46% 35% 8% 0%	67% 31% 2% 100% 2021 after FY1 3% 37% 42% 18% 0%
When thinking through analytic issues and/or preparing analytic product % Yes No Not applicable to my work role Total Question wording changed in 2018 When preparing analytic products, is analysis of alternatives a routine p % No Yes Total Question responses changed in 2019 How often are the results of these alternative considerations included in % Always Frequently Sometimes Rarely Never Total Question wording changed in 2018 Question wording changed in 2018 Question wording changed in 2018 How often are the results from your analsysis of alternatives included in	art of the proce 2010 71% 29% 100%	2011 2011 59% 41% 100% product? 2011	2012 2012 0% 0% 0% 2012	2013 2013 57% 43% 100%	2014 2014 36% 64% 100%	2015 2015 10% 90% 100%	2016 2016 30% 70% 100%	2017 17% 83% 100%	2018 2018 24% 76% 100%	2019 92% 8% 0% 100% 2019 NA 2019 12% 46% 35% 8% 0% 100%	67% 31% 20% 100% 2021 after FY1 3% 37% 42% 18% 0% 100%
When thinking through analytic issues and/or preparing analytic products % Yes No Not applicable to my work role Total Question wording changed in 2018 When preparing analytic products, is analysis of alternatives a routine p % No Yes Total Question responses changed in 2019 How often are the results of these alternative considerations included in % Always Frequently Sometimes Rarely Never Total Question wording changed in 2018 Question wording changed in 2018 How often are the results from your analsysis of alternatives included in % How often are the results from your analsysis of alternatives included in %	2010 eart of the proce 2010 71% 29% 100%	2011 2011 59% 41% 100% product? 2011	2012 2012 0% 0% 0%	2013 2013 57% 43% 100%	2014 2014 36% 64% 100%	2015 2015 10% 90% 100%	2016 2016 30% 70% 100%	2017 17% 83% 100%	2018 2018 24% 76% 100% 2018	2019 92% 8% 0% 100% 2019 NA 2019 12% 46% 35% 8% 0%	67% 31% 2% 100% 2021 after FY1 3% 37% 42% 18% 0%
When thinking through analytic issues and/or preparing analytic product % Yes No Not applicable to my work role Total Question wording changed in 2018 When preparing analytic products, is analysis of alternatives a routine p % No Yes Total Question responses changed in 2019 How often are the results of these alternative considerations included in % Always Frequently Sometimes Rarely Never Total Question wording changed in 2018 Question wording changed in 2018 Question wording changed in 2018 How often are the results from your analsysis of alternatives included in	art of the proce 2010 71% 29% 100%	2011 2011 59% 41% 100% product? 2011	2012 2012 0% 0% 0% 2012	2013 2013 57% 43% 100%	2014 2014 36% 64% 100%	2015 2015 10% 90% 100%	2016 2016 30% 70% 100%	2017 17% 83% 100%	2018 2018 24% 76% 100%	2019 92% 8% 0% 100% 2019 NA 2019 12% 46% 35% 8% 0% 100%	67% 31% 20% 100% 2021 after FY1 3% 37% 42% 18% 0% 100%
When thinking through analytic issues and/or preparing analytic products Yes No Not applicable to my work role Total Question wording changed in 2018 When preparing analytic products, is analysis of alternatives a routine p No Yes Total Question responses changed in 2019 How often are the results of these alternative considerations included in % Always Frequently Sometimes Rarely Never Total Question wording changed in 2018 How often are the results from your analsysis of alternatives included in % Always	art of the proce 2010 71% 29% 100%	2011 2011 59% 41% 100% product? 2011	2012 2012 0% 0% 0% 2012	2013 2013 57% 43% 100%	2014 2014 36% 64% 100%	2015 2015 10% 90% 100%	2016 2016 30% 70% 100%	2017 17% 83% 100% 2017 2017 16% 16% 53%	2018 2018 24% 76% 100% 2018 2018 15% 31% 31% 38%	2019 92% 8% 0% 100% 2019 NA 2019 12% 46% 35% 8% 0% 100%	67% 31% 20% 100% 2021 after FY1 37% 42% 100% 100%
When thinking through analytic issues and/or preparing analytic product % Yes No Not applicable to my work role Total Question wording changed in 2018 When preparing analytic products, is analysis of alternatives a routine p % No Yes Total Question responses changed in 2019 How often are the results of these alternative considerations included in % Always Frequently Sometimes Rarely Never Total Question wording changed in 2018 How often are the results from your analsysis of alternatives included in % Always Usually	art of the proce 2010 71% 29% 100%	2011 2011 59% 41% 100% product? 2011	2012 2012 0% 0% 0% 2012	2013 2013 57% 43% 100%	2014 2014 36% 64% 100%	2015 2015 10% 90% 100%	2016 2016 30% 70% 100%	2017 2017 17% 83% 100% 2017 2017 16% 16%	2018 2018 24% 76% 100% 2018 2018 15% 31%	2019 92% 8% 0% 100% 2019 NA 2019 12% 46% 35% 8% 0% 100%	67% 31% 20% 100% 2021 after FY1 37% 42% 18% 0% 100%

	un considerations	udod £	ho rubii i	d need							
Which of the following is the primary reason the alternation %	ve considerations were excl 2010	uded from t 2011	the publishe	d product	2014	2015	2016	2017	2018	2019	2021
Time constraints	2010	2011	2012	-013	-017	-013	-010	-01/	2010	2013	2021
Product template constraints											
Perceived to undermine confidence in the analytic judgmen											
Perceived as not relevant or did not add value to the produc											
Perceived that the consumer would be averse to alternative Other	es										
Total											
New question added in 2021											
Which of the following is the primary reason the alternation	ve considerations were excl 2010		_	_	2014	2015	2016	2017	2018	2019	2021
% Time constraints	2010	2011	2012	2013	2014	2013	2010	2017	2016	2019	33%
Product template constraints	and a										33%
It was perceived as not relevant or did not add value to the	product										33%
It was discouraged or removed by reviewer											0%
It was perceived the customer would be averse to inclusion	of alternatives										
Tatal											100%
Total											100%
New guestion added in 2022											
What is the primary challenge to conveying significant diff									2012	2010	
% Pressure to maintain the existing analytic line or status quo	on a topic	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021
Perception that the consumer is averse to products conveying	ing differing										
views Persontian that differing views undermine the main analytic	s judgament										
Perception that differing views undermine the main analytic	c Juugement										
Pressure to reach consensus											
Difficulty adjudicating conflicting input											
Policies delineating lead, collaboration, and coordination ro											
Information sharing constraints, including compartmentaliz	ation										
No challenges											
Not applicable to my work role Other											
Total											
Question not asked in 2022 New question added in 2021											
New question added in 2021	ated intelligence analysis?										
	lated intelligence analysis? 2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021
New question added in 2021 In the past year, were you involved in election security-rel % Yes		2011	2012	2013	2014	2015	2016	2017	2018	2019	11%
New question added in 2021 In the past year, were you involved in election security-rel % Yes No		2011	2012	2013	2014	2015	2016	2017	2018	2019	11% 89%
New question added in 2021 In the past year, were you involved in election security-rel % Yes		2011	2012	2013	2014	2015	2016	2017	2018	2019	11% 89%
New question added in 2021 In the past year, were you involved in election security-rel % Yes No		2011	2012	2013	2014	2015	2016	2017	2018	2019	11% 89%
New question added in 2021 In the past year, were you involved in election security-rel % Yes No Total Question not asked in 2022 New question added in 2021	2010		2012	2013	2014	2015	2016	2017	2018	2019	119 899
New question added in 2021 In the past year, were you involved in election security-rel % Yes No Total Question not asked in 2022 New question added in 2021 In the past year, were you involved in domestic extermism	2010 n-related intelligence analys	is?									11% 89% 100%
New question added in 2021 In the past year, were you involved in election security-rel % Yes No Total Question not asked in 2022 New question added in 2021 In the past year, were you involved in domestic extermism %	2010		2012	2013	2014	2015	2016	2017	2018	2019	11% 89% 100% 2021
New question added in 2021 In the past year, were you involved in election security-rel % Yes No Total Question not asked in 2022 New question added in 2021 In the past year, were you involved in domestic extermism	2010 n-related intelligence analys	is?									11% 89% 100% 2021 6%
New question added in 2021 In the past year, were you involved in election security-rel % Yes No Total Question not asked in 2022 New question added in 2021 In the past year, were you involved in domestic extermism % Yes	2010 n-related intelligence analys	is?									11% 89% 100% 2021 6% 94%
New question added in 2021 In the past year, were you involved in election security-rel % Yes No Total Question not asked in 2022 New question added in 2021 In the past year, were you involved in domestic extermism % Yes No	2010 n-related intelligence analys	is?									11% 89% 100% 2021 6% 94%
New question added in 2021 In the past year, were you involved in election security-rel % Yes No Total Question not asked in 2022 New question added in 2021 In the past year, were you involved in domestic extermism % Yes No Total Question not asked in 2022 New question added in 2021 Rev question added in 2021 Rev question not asked in 2022 New question added in 2021	2010 n-related intelligence analy: 2010	is?									11% 89% 100% 2021 6% 94%
New question added in 2021 In the past year, were you involved in election security-rel % Yes No Total Question not asked in 2022 New question added in 2021 In the past year, were you involved in domestic extermism % Yes No Total Question not asked in 2022	2010 n-related intelligence analy: 2010	is?									119 899 1009 2021 69 949 1009
New question added in 2021 In the past year, were you involved in election security-rel % Yes No Total Question not asked in 2022 New question added in 2021 In the past year, were you involved in domestic extermism % Yes No Total Question not asked in 2022 New question added in 2021 In the past year, were you involved in border security-rela In the past year, were you involved in border security-rela	2010 n-related intelligence analys 2010 tted intelligence analysis?	is? 2011	2012	2013	2014	2015	2016	2017	2018	2019	119 899 1009 2021 69 949 1009
New question added in 2021 In the past year, were you involved in election security-rel % Yes No Total Question not asked in 2022 New question added in 2021 In the past year, were you involved in domestic extermism % Yes No Total Question not asked in 2022 New question added in 2021 In the past year, were you involved in border security-rela % No Total Question not asked in 2022 New question added in 2021 In the past year, were you involved in border security-rela % Yes No	2010 n-related intelligence analys 2010 tted intelligence analysis?	is? 2011	2012	2013	2014	2015	2016	2017	2018	2019	119 899 1009 2021 69 949 1009 2021 19 999
New question added in 2021 In the past year, were you involved in election security-rel % Yes No Total Question not asked in 2022 New question added in 2021 In the past year, were you involved in domestic extermism % Yes No Total Question not asked in 2022 New question added in 2021 In the past year, were you involved in domestic extermism % Yes No Total Question not asked in 2022 New question added in 2021 In the past year, were you involved in border security-rela % Yes	2010 n-related intelligence analys 2010 tted intelligence analysis?	is? 2011	2012	2013	2014	2015	2016	2017	2018	2019	11% 89% 100% 2021 6% 94% 100% 2021 1% 99%
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