Total Population   **217**

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										18	42	76
Manager of analysts										4	17	24
Analytic enabler										3	10	17
Other										1	3	3
Total										26	72	120
MOE										18.03%	9.44%	5.98%

Original response categories

What is your work role?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Manager of analysts							10	16	15			
Analyst							10	8	42	NA after FY18		
Other (*new in 2017*)								4	8			
Total							20	28	65			
MOE							20.88%	17.28%	10.17%			

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							3	3	8	7	18	21
5 - 9 years							9	8	27	7	19	43
10 - 19 years							6	15	32	10	27	38
20 years or more							2	2	6	2	10	18
Total							20	28	73	26	74	120

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											7	8
No											60	101
Total											67	109
MOE											9.95%	6.62%

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										2		
Yes, I suspect but am not sure it has occurred										1	NA after FY19	
No										19		
Total										22		
MOE										19.81%		

Original response categories
Question wording changed in 2018

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No							11	18	57			
Yes							5	6	7	NA after FY18		
Total							16	24	64			
MOE							23.58%	18.87%	10.29%			

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)											1	0
Frequently (weekly or monthly)											1	5
Occasionally (more than twice but less than monthly)											4	0
Rarely (Once or twice)											1	3
Total											7	8
MOE											36.44%	34.00%

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

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
On a daily or monthly basis										0		
On a monthly basis										0		
Several times a year (less than 12 but more than 3)										0	NA after FY19	
2 - 3 times										2		
Once										1		
Total										3		
MOE										56.19%		

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)									2			
Occasionally (Up to 4 times per year)									2	NA after FY18		
Rarely (1-2 times a year)									3			
Total									7			
MOE									36.44%			

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							2					
Twice							0					
Three times							1		**NA after FY17**			
More than three times							2					
Total							5					

New question added in 2022

When considering your most significant expeirence 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												2
Analytic Standard C - Timely												0
Analytic Standard D - Based on all available sources of intelligence information												2
Anatlyic Standard E - Implements and exhibits Analytic Tradecraft Standards												0
Other												1
Total OBJ												8

New question added in 2022

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
A dictated/predetermined analytic line												3
A changed analytic line absent sufficient sourcing or argumentation												1
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or confidence language												1
Distorted or suppressed analysis of alternativess or dissent												1
Discouraged analysis/production on a particular topic absent sufficient reasoning												0
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												0
A deliberately distorted product classification												0
Other												1
Total OBJ												8

Question wording changed in 2021
Question responses changed in 2021

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
My product was not published											0	
The product was deliberately delayed											0	
I was discouraged from writing a product											1	
The anlytic line was dictated to me											2	
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	**NA after F**
A briefer mischaracterized the assessment/product to a consumer											0	
An internal IC element/CCMD senior mischaracterized the assessment/product to other officials											1	
My comments or dissent on a product were distorted or suppressed											0	
Other											2	
Total OBJ											7	

New question added in 2019

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
My product was not published										1		
I was discouraged from writing a product										0		
My analytic line was dictated to me										0		
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										0	**NA after FY19**	
A briefer either suppressed or misrepresented the analysis										1		
An internal agency senior changed, deleted, or added minor analytic points and/or supporting evidence to brief other officials										0		
My comments or dissent on a product were suppressed or distorted										0		
Other										0		
Total OBJ										3		

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	4
The analysis did not meet threshold or priority for publication											0	0
The anlysis did not meet one or more of the analytic tradecraft standards											0	0
Dissent or alterantive analysis was not accepted											0	1
Concurrence from a particular component was required for publication											1	0

	2021	2022
Content was changed or deleted to better meet customer needs	3	1
Content was changed or deleted because of differeing views from the field	0	0
Content was changed or deleted because it was too long, complicated, or technical	2	0
Information to which I do not have access changed the analysis	0	0
The assessment was policy prescriptive	0	1
Other	0	1
Total OBJ	7	8

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 enoug priority for publication										0		
I was told my logical argumentation was flawed or not convincing										0		
I was told the sourcing I relied on was not reliable, complete, or persuasive enough										0		
I was told that dissent was not accepted in this instance because it did not relate to the main analytic line										1		
I was told that concurrence from a particular agency or office was required for publication										0		
I was told that my analysis was changed or deleted so that the product would better meet customer needs										0		
I was told additional/special compartment 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										0		
Other										0		
Total OBJ										3		

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												0
Manager/supervisor within my IC element/CCMD												2
Reviewer within my IC element/CCMD												1
Senior executive/military officer within my IC element/CCMD												1
Intelligence professional from another IC element/CCMD												2
Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.)												1
Other												1
Total OBJ												8

Question wording changed in 2021
Question responses changed in 2021

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analyst within my IC element/CCMD											0	
Manager/supervisor within my IC element/CCMD											2	
Reviewer within my IC element/CCMD											1	
Senior executive within my IC elmement/CCMD											2	
Intelligence professional from another IC element/CCMD											2 NA after F	
Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.)											0	
US Government official outisde of the IC											0	
Other											0	
Total OBJ											7	

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										0		
Non-supervisory internal analyst reviewer (e.g., SIOs)										0		
Non-analyst senior within your IC element										1		
IC senior leadership										0 NA after FY19		
External IC colleague or supervisor										1		
DNI element (NIC, NIM, etc.)										0		
US government official outside the IC										0		
Editor or senior reviewer of an IC publication										0		
Other										0		
Total OBJ										3		

New response categories in 2018

Source

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague									1			
First-level manager									0			
Mid-level/Senior supervisor within your IC element									3			
External colleague									3			

		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019		
Non-intelligence senior											0	**NA after FY18**	
External IC supervisor											0		
Non-supervisory reviewer											0		
DNI element (NIC, NIM, etc.)											0		
US government official outside the IC											0		
Other											0		
Total OBJ											7		

Original response categories

Source

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Non-supervisory professional within your IC element							0	2				
Supervisor within your IC element							4	3				
Intelligence professional outside your IC element							0	2	**NA after FY17**			
US government official outside the IC							1	1				
Other							0	0				
Total OBJ							5	8				

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 signficant experience with distortion and/or suppression of analysis?

Maintain an existing analytic line or status quo on a topic

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											1	1
Somewhat a factor											1	0
A moderate factor											0	1
An important factor											4	4
Unsure											1	2
Total OBJ											7	8

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

Align to an individual's perspective

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											0	0
Somewhat a factor											1	0
A moderate factor											0	1
An important factor											6	7
Unsure											0	0
Total OBJ											7	8

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/protect operational equities

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											2	3
Somewhat a factor											2	0
A moderate factor											1	0
An important factor											1	4
Unsure											1	1
Total OBJ											7	8

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/protect bureaucratic interests

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											2	2
Somewhat a factor											1	0
A moderate factor											0	0
An important factor											2	5
Unsure											1	1
Total OBJ											6	8

In your perception, to what extent were the following factors a motive for your most signficant 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											1	3
Somewhat a factor											2	1
A moderate factor											1	1
An important factor											1	1
Unsure											2	2
Total OBJ											7	8

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											2	2
Somewhat a factor											1	1
A moderate factor											1	0
An important factor											2	4
Unsure											1	1
Total OBJ											7	8

New response categories added to the question in 2019

Motive

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Maintain an existing analytic line										1		
Support views of an internal supervisor/management										0		
Support views of internal colleague(s)										0		
Support views of external colleague(s)										1		
Support views of external management										0		
Support views of governemnet/policy official(s)										0	**NA after FY19**	

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
To support operational equities									0	NA after FY19		
To suppress information deemed embarrassing to the Department, Agency or Bureau									0			
To prevent policymaker action or response on a topic									0			
Not sure what the motive was									1			
Other									0			
Total OBJ									3			

New response categories in 2018

Motive

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Maintain existing analytic line									0			
Support views of internal supervisor/management									2			
Support views of internal colleague									1			
Support views of external colleague									0			
Support views of external management									0			
Support views of government/policy official									0			
To support increase/decrease of resources for operational, military or USG program									3	NA after FY18		
Unintentional									1			
Unsure what the motive was									0			
Other									0			
To suppress information deemed embarrassing to the Department, Agency or Bureau									0			
To prevent policymaker action\response									0			
Total OBJ									7			

Original response categories

Motive

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
To support supervisor within your IC element							2	1				
To support personnel or management outside your IC element							1	0				
To support government official outside the IC							1	1				
I am unsure what the motive was							1	0		NA after FY17		
Inadvertent/unintended							0	1				
To avoid conflicting with an existing analytic line							2	5				
Other							0	1				
Total OBJ							5	6				

Question wording changed in 2022

Did you seek assistance to address this matter?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No												4
Yes												4
Total												8
MOE												34.00%

Question wording changed in 2021
Question responses changed in 2021

Did you seek assistance in dealing with this most signficant experience of disortion and/or suppression of analysis?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No											3	
Yes											3	NA after F
Total											6	
MOE											39.45%	

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No							2	3	4	1		
Yes							3	3	3	2	NA after FY19	
Partially												
Total							5	6	7	3		
MOE							43.32%	39.45%	36.44%	56.19%		

Question wording changed in 2022

Did you seek assistance from the analytic ombuds?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												0
No												4
Total OBJ												4

Question wording changed in 2021

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											0	
No											2	NA after F
Total OBJ											2	

New question added in 2019

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes										0	NA after FY19	
No										1		
Total OBJ										1		

Question wording changed in 2022
Question responses changed in 2022

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change												1
Did not know who to go to for help												0

Concerns regarding retribution		2
Concerns regarding confidentiality		0
Concerns regarding rank, tenure, or other power imbalances among individual(s) involved		0
Time constraints/press of business		0
I was dissuaded from seeking assistance		0
Did not know a process exists for addressing the matter		0
Presumed others involved would seek assistance		0
Other		1
Total OBJ		4

New question added in 2021

Why did you not seek assistance from your analytic ombudsman?

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

Question responses changed in 2022

What is the primary reason you did not seek assistance?

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

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

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										1	**NA after FY19**		
Person in question was considered "senior" to me										0			
Didn't know who to go to for help										0			
Other										1			
Total OBJ										2			

New response categories in 2018

Why did you not seek assistance in dealing with distortion or supression? (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									0				
Other									0				
Total OBJ									1				

Why did you not seek assistance in dealing with distortion or supression? (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									0	**NA after FY18**			
Didn't know who to go to for help									0				
Didn't know about Ombudsman process									0				
Other									0				
Total OBJ									1				

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

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

									2018			
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									1			
Didn't know about Ombudsman process									0			
Other									0			
Total OBJ									1			

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

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

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

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

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

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

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

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

New question added in 2021

Are you empowered to uphold ICD 203 principles?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											56	109
No											8	6
Total											64	115
MOE											10.29%	6.27%

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											50	104
No											13	11
Total											63	115
MOE											10.40%	6.27%

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												37
Promote awareness of the analytic ombuds as a resource to address concerns												9
Consistent and transparent product review and feedback practices												18
Consistent and transparent product coordination practices												2
Communication, guidance, and strategic messaging about the Analytic Standards												7
Leadership commitment to preserve objective analysis independent from political consideration												16
Address resource-to-task imbalances												15
Other												7
Total												111
MOE												6.50%

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												67

No												45
Total												112
MOE												6.44%

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											56	56
No											8	9
Total											64	65
MOE											10.29%	10.17%

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												64
No												48
Total												112
MOE												6.44%

Do you know how to contact the IC Analytic Ombudsman?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												52
No												12
Total												64
MOE												10.29%

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											10	36
A mixed performance											7	7
Unsatisfactory											0	1
No opinion											46	70
Total											63	114
MOE											10.40%	6.32%

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												0
Levels of review												1
Threshold for publication												1
Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent												2
Pressure to maintain the existing analytic line or status quo on a topic												2
Efforts to distort or suppress analysis due to considerations regarding the consumer												2
Information sharing constraints, including compartmentalization												0
Other												0
Total												8
MOE												34.00%

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											15	47
A mixed performance											2	5
Unsatisfactory											1	1
No opinion											44	60
Total											62	113
MOE											10.52%	6.38%

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints												0
Levels of review												2
Threshold for publication												0
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												0
Efforts to distort or suppress analysis due to considerations regarding the consumer												0
Information sharing constraints, including compartmentalization												0
Other												0
Total												6
MOE												39.45%

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											34	67

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
4 - 5											18	28
More than 5											7	8
Unsure											2	1
Total											62	104
MOE											10.52%	6.93%

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											21	49
Frequently											23	35
Sometimes											7	16
Rarely											7	3
Never											3	0
Not applicable to my work role											1	11
Total											62	114
MOE											10.52%	6.32%

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												12
Difficulty building or maintaining a network with all pertinent subject matter experts												9
Overlapping roles or "lanes in the road"												15
Efforts to distort or suppress the analysis												2
Adjudicating differing perspectives												11
Pressure to reach consensus												6
Information sharing constraints												1
Time constraints												32
Pressure to incorporate input from non-analytic elements												0
No challenges												10
Not applicable to my work role												10
Other												6
Total												114
MOE												6.32%

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											12	
Difficulty building or maintaining a network with all pertinent subject matter experts											5	
Overlapping roles or "lanes in the road"											5	
Efforts to distort or suppress the analysis											1	NA after F'
Pressure to reach consensus											3	
Information sharing constraints											5	
Time constraints											26	
Pressure to incorporate input from non-analytic elements											1	
Other											3	
Total											61	
MOE											10.64%	

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										16	50	92
No										3	2	10
Not applicable to my work role										5	9	12
Total										24	61	114
MOE										18.87%	10.64%	6.32%

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								3	4	6	NA after FY18	
Yes								13	15	49		
Total								16	19	55		
MOE								23.58%	21.48%	11.42%		

Question responses changed in 2019

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always										2	16	21
Frequently										6	13	20
Sometimes										10	11	42
Rarely										3	9	9
Never										3	1	0
Total										24	50	92
MOE										18.87%	12.16%	7.75%

Question wording changed in 2018

How often are the results from your analsysis of alternatives included in disseminated products?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always								2	8			
Usually								6	19			
Sometimes								6	19	NA after FY18		
Rarely								1	3			
Never								0	0			
Total								15	49			

												24.41%	12.32%	
MOE												24.41%	12.32%	

Question responses changed in 2022
New question added in 2021
Which of the following is the primary reason the alternative considerations were excluded from the published product?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints												1
Product template constraints												6
Perceived to undermine confidence in the analytic judgments												1
Perceived as not relevant or did not add value to the product												1
Perceived that the consumer would be averse to alternatives												0
Other												0
Total												9
MOE												31.98%

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints											1	
Product template constraints											4	
It was perceived as not relevant or did not add value to the product											3	NA after F'
It was discouraged or removed by reviewer											0	
It was perceived the customer would be averse to inclusion of alternatives											2	
Total											10	
MOE											30.27%	

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												8
Perception that the consumer is averse to products conveying differing views												8
Perception that differing views undermine the main analytic judgement												10
Pressure to reach consensus												13
Difficulty adjudicating conflicting input												15
Policies delineating lead, collaboration, and coordination roles												4
Information sharing constraints, including compartmentalization												6
No challenges												23
Not applicable to my work role												13
Other												10
Total												110
MOE												6.56%

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											12	NA after F'
No											61	
Total											73	

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											4	NA after F'
No											66	
Total											70	

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											12	NA after F'
No											62	
Total											74	

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											2	
Independent of political considerations											1	
Timely											0	NA after F'
Based on all available sources of intelligence information											1	
Implements and exhibits Analytic Tradecraft Standards											3	
Other											0	
Total OBJ											7	

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											1	
Yes											1	NA after F'

Partially											1	
Total											3	
MOE											56.19%	

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							0	1	2	1		
Yes							2	0	0	0	**NA after FY19**	
Partially							1	2	1	0		
Total							3	3	3	1		
MOE							56.19%	56.19%	56.19%	97.77%		

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										69%	58%	63%
Manager of analysts										15%	24%	20%
Analytic enabler										12%	14%	14%
Other										4%	4%	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							50%	57%	54%			
Analyst							50%	29%	150%		NA after FY18	
Other (new in 2017)								14%	29%			
Total							100%	86%	232%			

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							15%	11%	11%	27%	24%	18%
5 - 9 years							45%	29%	37%	27%	26%	36%
10 - 19 years							30%	54%	44%	38%	36%	32%
20 years or more							10%	7%	8%	8%	14%	15%
Total							100%	100%	100%	100%	100%	100%

Question wording changed in 2021
Question responses changed in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											10%	7%
No											90%	93%
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										9%		
Yes, I suspect but am not sure it has occurred										5%	NA after FY19	
No										86%		
Total										100%		

Original response categories
Question wording changed in 2018

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No							69%	75%	89%		NA after FY18	
Yes							31%	25%	11%			
Total							100%	100%	100%			

Question wording changed in 2021
Question responses changed in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Constantly (daily)											14%	0%
Frequently (weekly or monthly)											14%	63%
Occasionally (more than twice but less than monthly)											57%	0%
Rarely (Once or twice)											14%	38%
Total											100%	100%

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

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
On a daily or monthly basis										0%		
On a monthly basis										0%		
Several times a year (less than 12 but more than 3)										0%	NA after FY19	
2 - 3 times										67%		
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)									29%		NA after FY18	
Occasionally (Up to 4 times per year)									29%			
Rarely (1-2 times a year)									43%			
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							40%					
Twice							0%		NA after FY17			
Three times							20%					
More than three times							40%					
Total							100%					

New question added in 2022

When considering your most signficant expeirence 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												38%
Analytic Standard B - Independent of political consideration												25%
Analytic Standard C - Timely												0%
Analytic Standard D - Based on all available sources of intelligence information												25%
Anatlyic Standard E - Implements and exhibits Analytic Tradecraft Standards												0%
Other												13%
Total												100%

New question added in 2022

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
A dictated/predetermined analytic line												38%
A changed analytic line absent sufficient sourcing or argumentation												13%
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or confidence language												13%
Distorted or suppressed analysis of alternativess or dissent												13%
Discouraged analysis/production on a particular topic absent sufficient reasoning												0%
Delayed, shelved, or recalled analysis absent sufficient reasoning												13%
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												0%
A deliberately distorted product classification												0%
Other												13%
Total												100%

Question wording changed in 2021
Question responses changed in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
My product was not published											0%	
The product was deliberately delayed											0%	
I was discouraged from writing a product											14%	
The anlytic line was dictated to me											29%	
The main analytic line was changed without sufficient justification, argumentation, and/or sourcing											0%	
Judgements, sourcing, and/or confidence levels were mischaracterized or removed											14%	NA after F'
A briefer mischaracterized the assessment/product to a consumer											0%	
An internal IC element/CCMD senior mischaracterized the assessment/product to other officials											14%	
My comments or dissent on a product were distorted or suppressed											0%	
Other											29%	
Total											100%	

New question added in 2019

When considering the most signficant 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										33%		
I was discouraged from writing a product										0%		
My analytic line was dictated to me										0%		
The main analytic line of my product was deliberately changed during review/coordination										33%		
Analytic points, supporting evidence, and/or confidence levels in my product were changed during review/coordination										0%	NA after FY19	
A briefer either suppressed or misrepresented the analysis										33%		
An internal agency senior changed, deleted, or added minor analytic points and/or supporting evidence to brief other officials										0%		
My comments or dissent on a product were suppressed or distorted										0%		
Other										0%		
Total										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											14%	50%
The analysis did not meet threshold or priority for publication											0%	0%
The anlysis did not meet one or more of the analytic tradecraft standards											0%	0%
Dissent or alterantive analysis was not accepted											0%	13%
Concurrence from a particular component was required for publication											14%	0%

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Content was changed or deleted to better meet customer needs											43%	13%
Content was changed or deleted because of differeing views from the field											0%	0%
Content was changed or deleted because it was too long, complicated, or technical											29%	0%
Information to which I do not have access changed the analysis											0%	0%
The assessment was policy prescriptive											0%	13%
Other											0%	13%
Total											100%	100%

New question added in 2019

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
I was told my product did not meet threshold and/or was not a high enoug priority for publication										0%		
I was told my logical argumentation was flawed or not convincing										0%		
I was told the sourcing I relied on was not reliable, complete, or persuasive enough										0%		
I was told that dissent was not accepted in this instance because it did not relate to the main analytic line										33%		
I was told that concurrence from a particular agency or office was required for publication										0%		
I was told that my analysis was changed or deleted so that the product would better meet customer needs										0%		
I was told additional/special compartmented information (which I do not have access to) refuted or changed my analysis										0%	NA after FY19	
I was told my assessment was policy prescriptive										0%		
I was told that my product did not meet appropriate tradecraft standards										33%		
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										33%		
I did not receive any feedback or explanation as to why my product was distorted or suppressed										0%		
Other										0%		
Total										100%		

Question responses changed in 2022

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analyst within my IC element/CCMD												0%
Manager/supervisor within my IC element/CCMD												25%
Reviewer within my IC element/CCMD												13%
Senior executive/military officer within my IC element/CCMD												13%
Intelligence professional from another IC element/CCMD												25%
Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.)												13%
Other												13%
Total												100%

Question wording changed in 2021
Question responses changed in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analyst within my IC element/CCMD											0%	
Manager/supervisor within my IC element/CCMD											29%	
Reviewer within my IC element/CCMD											14%	
Senior executive within my IC elmement/CCMD											29%	
Intelligence professional from another IC element/CCMD											29%	NA after F
Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.)											0%	
US Government official outisde of the IC											0%	
Other											0%	
Total											100%	

New response categories added to the question in 2019

Source

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague										0%		
First-level manager										33%		
Mid-level/Senior supervisor within your IC element										0%		
Non-supervisory internal analyst reviewer (e.g., SIOs)										0%		
Non-analyst senior within your IC element										33%		
IC senior leadership										0%	NA after FY19	
External IC colleague or supervisor										33%		
DNI element (NIC, NIM, etc.)										0%		
US government official outside the IC										0%		
Editor or senior reviewer of an IC publication										0%		
Other										0%		
Total										100%		

New response categories in 2018

Source

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague									14%			
First-level manager									0%			
Mid-level/Senior supervisor within your IC element									43%			
External colleague									43%			

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

NA after FY18

Original response categories

Source

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Non-supervisory professional within your IC element							0%	25%				
Supervisor within your IC element							80%	38%				
Intelligence professional outside your IC element							0%	25%				
US government official outside the IC							20%	13%				
Other							0%	0%				

NA after FY17

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 signficant 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											14%	13%
Somewhat a factor											14%	0%
A moderate factor											0%	13%
An important factor											57%	50%
Unsure											14%	25%
Total											100%	100%

In your perception, to what extent were the following factors a motive for your most signficant experience with distortion and/or suppression of analysis?
Align to an individual's perspective

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											0%	0%
Somewhat a factor											14%	0%
A moderate factor											0%	13%
An important factor											86%	88%
Unsure											0%	0%
Total											100%	100%

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/protect operational equities

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											29%	38%
Somewhat a factor											29%	0%
A moderate factor											14%	0%
An important factor											14%	50%
Unsure											14%	13%
Total											100%	100%

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/protect bureaucratic interests

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											33%	25%
Somewhat a factor											17%	0%
A moderate factor											0%	0%
An important factor											33%	63%
Unsure											17%	13%
Total											100%	100%

In your perception, to what extent were the following factors a motive for your most signficant 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											14%	38%
Somewhat a factor											29%	13%
A moderate factor											14%	13%
An important factor											14%	13%
Unsure											29%	25%
Total											100%	100%

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											29%	25%
Somewhat a factor											14%	13%
A moderate factor											14%	0%
An important factor											29%	50%
Unsure											14%	13%
Total											100%	100%

New response categories added to the question in 2019
Motive

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Maintain an existing analytic line										33%		
Support views of an internal supervisor/management										0%		
Support views of internal colleague(s)										0%		
Support views of external colleague(s)										33%		
Support views of external management										0%		
Support views of governemnet/policy official(s)										0%		

NA after FY19

													0%	NA after FY19
To support operational equities													0%	
To suppress information deemed embarrassing to the Department, Agency or Bureau													0%	
To prevent policymaker action or response on a topic													0%	
Not sure what the motive was													33%	
Other													0%	
Total													100%	

New response categories in 2018

Motive

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Maintain existing analytic line									0%			
Support views of internal supervisor/management									29%			
Support views of internal colleague									14%			
Support views of external colleague									0%			
Support views of external management									0%			
Support views of government/policy official									0%		NA after FY18	
To support increase/decrease of resources for operational, military or USG program									43%			
Unintentional									14%			
Unsure what the motive was									0%			
Other									0%			
To suppress information deemed embarrassing to the Department, Agency or Bureau									0%			
To prevent policymaker action\response									0%			
									100%			

Original response categories

Motive

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
To support supervisor within your IC element							40%	17%				
To support personnel or management outside your IC element							20%	0%				
To support government official outside the IC							20%	17%				
I am unsure what the motive was							20%	0%		NA after FY17		
Inadvertent/unintended							0%	17%				
To avoid conflicting with an existing analytic line							40%	83%				
Other							0%	17%				

Question wording changed in 2022

Did you seek assistance in dealing with this most signficant experience of disortion and/or suppression of analysis?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No												50%
Yes												50%
												100%

Question wording changed in 2021
Question responses changed in 2021

Did you seek assistance in dealing with this most signficant experience of disortion and/or suppression of analysis?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No											50%	
Yes											50%	NA after F'
											100%	

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No							40%	50%	57%	33%	NA after FY19	
Yes (Yes/Partially)							60%	50%	43%	67%		
Total							100%	100%	100%	100%		

Question wording changed in 2022

Did you seek assistance from the analytic ombuds?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												0%
No												100%
Total												100%

Question wording changed in 2021

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

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

New question added in 2019

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes										0%	NA after FY19	
No										100%		
Total										100%		

Question wording changed in 2022
Question responses changed in 2022

Why did you not seek assistance from your analytic ombudsman?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change												25%
Did not know who to go to for help												0%

Concerns regarding retribution	50%
Concerns regarding confidentiality	0%
Concerns regarding rank, tenure, or other power imbalances among individual(s) involved	0%
Time constraints/press of business	0%
I was dissuaded from seeking assistance	0%
Did not know a process exists for addressing the matter	0%
Presumed others involved would seek assistance	0%
Other	25%
Total	100%

New question added in 2021

Why did you not seek assistance from your analytic ombudsman?

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

Question responses changed in 2022

What is the primary reason you did not seek assistance?

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

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

What is the primary reason you did not seek assistance?

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

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

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution										0%		
Concerns about the lack of confidentiality										0%		
Did not believe anything would change										50%		
Person in question was considered "senior" to me										0%	NA after FY19	
Didn't know who to go to for help										0%		
Other										50%		
Total										100%		

New response categories in 2018

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0%			
Did not believe anyone would listen									100%			
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%			
									100%			

Why did you not seek assistance in dealing with distortion or supression? (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									100%			
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%			
									100%			

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

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

	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									100%			
Didn't know about Ombudsman process									0%			
Other									0%			
									100%			

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									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%			
									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	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%			
									0%			

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0%			
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%			
									0%			

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0%			
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%			
									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											88%	95%
No											13%	5%
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											79%	90%
No											21%	10%
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												33%
Promote awareness of the analytic ombuds as a resource to address concerns												8%
Consistent and transparent product review and feedback practices												16%
Consistent and transparent product coordination practices												2%
Communication, guidance, and strategic messaging about the Analytic Standards												6%
Leadership commitment to preserve objective analysis independent from political consideration												14%
Address resource-to-task imbalances												14%
Other												6%
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											88%	86%
No											13%	14%
Total											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												57%
No												43%
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												81%
No												19%
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											16%	32%
A mixed performance											11%	6%
Unsatisfactory											0%	1%
No opinion											73%	61%
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												0%
Levels of review												13%
Threshold for publication												13%
Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent												25%
Pressure to maintain the existing analytic line or status quo on a topic												25%
Efforts to distort or suppress analysis due to considerations regarding the consumer												25%
Information sharing constraints, including compartmentalization												0%
Other												0%
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											24%	42%
A mixed performance											3%	4%
Unsatisfactory											2%	1%
No opinion											71%	53%
Total											100%	100%

New question added in 2022
What was the primary challenge to effectively upholding ICD 203 principles in your experience with the National Intelligence Council?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints												0%
Levels of review												33%
Threshold for publication												0%
Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent												67%
Pressure to maintain the existing analytic line or status quo on a topic												0%
Efforts to distort or suppress analysis due to considerations regarding the consumer												0%
Information sharing constraints, including compartmentalization												0%
Other												0%
Total												100%

Question wording changed in 2022
New question added in 2021
How many levels of review are involved in the analytic product type that you typically prepare/support?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
One											2%	0%
2 - 3											55%	64%

	2021	2022
4 - 5	29%	27%
More than 5	11%	8%
Unsure	3%	1%
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%	43%
Frequently											37%	31%
Sometimes											11%	14%
Rarely											11%	3%
Never											5%	0%
Not applicable to my work role											2%	10%
Total											100%	100%

Question wording changed in 2022
Question responses changed in 2022

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Difficulty generating attention to the product												11%
Difficulty building or maintaining a network with all pertinent subject matter experts												8%
Overlapping roles or "lanes in the road"												13%
Efforts to distort or suppress the analysis												2%
Adjudicating differing perspectives												10%
Pressure to reach consensus												5%
Information sharing constraints												1%
Time constraints												28%
Pressure to incorporate input from non-analytic elements												0%
No challenges												9%
Not applicable to my work role												9%
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											20%	
Difficulty building or maintaining a network with all pertinent subject matter experts											8%	
Overlapping roles or "lanes in the road"											8%	
Efforts to distort or suppress the analysis											2%	NA after F
Pressure to reach consensus											5%	
Information sharing constraints											8%	
Time constraints											43%	
Pressure to incorporate input from non-analytic elements											2%	
Other											5%	
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										67%	82%	81%
No										13%	3%	9%
Not applicable to my work role										21%	15%	11%
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								19%	21%	11%		
Yes								81%	79%	89%		
Total								100%	100%	100%		

(NA after FY18)

Question responses changed in 2019

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always										8%	32%	23%
Frequently										25%	26%	22%
Sometimes										42%	22%	46%
Rarely										13%	18%	10%
Never										13%	2%	0%
Total										100%	100%	100%

Question wording changed in 2018

How often are the results from your analsysis of alternatives included in disseminated products?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always								13%	16%			
Usually								40%	39%			
Sometimes								40%	39%			
Rarely								7%	6%			
Never								0%	0%			
Total								100%	100%			

(NA after FY18)

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												11%
Product template constraints												67%
Perceived to undermine confidence in the analytic judgments												11%
Perceived as not relevant or did not add value to the product												11%
Perceived that the consumer would be averse to alternatives												0%
Other												0%
Total												100%

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											10%	
Product template constraints											40%	
It was perceived as not relevant or did not add value to the product											30%	NA after F'
It was discouraged or removed by reviewer											0%	
It was perceived the customer would be averse to inclusion of alternatives											20%	
Total											100%	

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												7%
Perception that the consumer is averse to products conveying differing views												7%
Perception that differing views undermine the main analytic judgement												9%
Pressure to reach consensus												12%
Difficulty adjudicating conflicting input												14%
Policies delineating lead, collaboration, and coordination roles												4%
Information sharing constraints, including compartmentalization												5%
No challenges												21%
Not applicable to my work role												12%
Other												9%
Total												100%

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											16%	NA after F'
No											84%	
Total											100%	

In the past year, were you involved in domestic extermism-related intelligence analysis?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											6%	NA after F'
No											94%	
Total											100%	

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											16%	NA after F'
No											84%	
Total											100%	

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											29%	
Independent of political considerations											14%	
Timely											0%	NA after F'
Based on all available sources of intelligence information											14%	
Implements and exhibits Analytic Tradecraft Standards											43%	
Other											0%	
Total											100%	

Was the assistance effective in resolving the issue?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	202
No											33%	NA after F'
Yes/Partially											67%	

Total													100%

Did you receive assistance that was effective in resolving the problem?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No							0%	33%	67%	100%	NA after FY19	
Yes/Partially							100%	67%	33%	0%		
Total							100%	100%	100%	100%		