Total Population 165

| hich of the following best describes your work role?   | 2010                                 | 2011                | 2012                | 2013       | 2014 | 2015 | 2016 | 2017                    | 2018                  | 2019   | 2021  | 2022                                    |
|--|--------------------------------------|---------------------|---------------------|------------|------|------|------|-------------------------|-----------------------|--|---|---|
| nalyst   | 2010                                 | 2011                | 2012                | 2013       | 2014 | 2013 | 2010 | 2017                    | 2018                  | 27   | 15  | 38                                      |
| lanager of analysts  |                                      |                     |                     |            |      |      |      |                         |                       | 7  | 12  | 13                                      |
| nalytic enabler  |                                      |                     |                     |            |      |      |      |                         |                       | 2  | 3   | 13                                      |
| ther<br>otal   |                                      |                     |                     |            |      |      |      |                         |                       | 36   | 5<br>35   | 12<br>76                                |
| 10E  |                                      |                     |                     |            |      |      |      |                         |                       | 14.44%   | 14.70%  | 8.26%                                   |
|  |                                      |                     |                     |            |      |      |      |                         |                       | 21.1170  | 21.7070   | 0.2070                                  |
| riginal response categories  |                                      |                     |                     |            |      |      |      |                         |                       |  |   |   |
| Vhat is your work role?  |                                      |                     |                     |            |      |      |      |                         |                       |  |   |   |
|  | 2010                                 | 2011                | 2012                | 2013       | 2014 | 2015 | 2016 | 2017                    | 2018                  | 2019   | 2021  | 2022                                    |
| Manager of analysts<br>Inalyst   |                                      |                     |                     |            |      |      |      | 3<br>10                 | 0<br>5                | DI O   | after FY18  |   |
| other (new in 2017)  |                                      |                     |                     |            |      |      |      | 2                       | 0                     | 147  | aiterrito   |   |
| otal   |                                      |                     |                     |            |      |      |      | 13                      | 5                     |  |   |   |
| 10E  |                                      |                     |                     |            |      |      |      | 26.09%                  | 43.16%                |  |   |   |
|  |                                      |                     |                     |            |      |      |      |                         |                       |  |   |   |
| uestion wording changed in 2021  |                                      |                     |                     |            |      |      |      |                         |                       |  |   |   |
| ow long have you been involved in analytic work in the IC?   | 2010                                 | 2011                | 2012                | 2013       | 2014 | 2015 | 2016 | 2017                    | 2018                  | 2019   | 2021  | 2022                                    |
| ess than 5 years   | 2010                                 | -011                | -012                | -013       | -017 | -013 | -010 | 2017                    | 0                     | 9  | 11  | 2022                                    |
| - 9 years  |                                      |                     |                     |            |      |      |      | 4                       | 2                     | 9  | 3   | 13                                      |
| 0 - 19 years   |                                      |                     |                     |            |      |      |      | 5                       | 2                     | 7  | 10  | 22                                      |
| 0 years or more  |                                      |                     |                     |            |      |      |      | 4                       | 1                     | 11   | 11  | 20                                      |
| otal   |                                      |                     |                     |            |      |      |      | 15                      | 5                     | 36   | 35  | 76                                      |
| uestion wording changed in 2021  |                                      |                     |                     |            |      |      |      |                         |                       |  |   |   |
| uestion wording changed in 2021 uestion responses changed in 2021  |                                      |                     |                     |            |      |      |      |                         |                       |  |   |   |
| the past year, have you experienced distortion and/or suppression of ar  | nalysis in viol                      | ation of IC         | D 203?              |            |      |      |      |                         |                       |  |   |   |
|  | 2010                                 | 2011                | 2012                | 2013       | 2014 | 2015 | 2016 | 2017                    | 2018                  | 2019   | 2021  | 2022                                    |
| es   |                                      |                     |                     |            |      |      |      |                         |                       |  | 4   | 9                                       |
| lo<br>otal   |                                      |                     |                     |            |      |      |      |                         |                       |  | 26<br>30  | 56<br>65                                |
| 10E  |                                      |                     |                     |            |      |      |      |                         |                       |  | 16.18%  | 9.46%                                   |
|  |                                      |                     |                     |            |      |      |      |                         |                       |  |   |   |
| ew response categories added to the question in 2019   |                                      |                     |                     |            |      |      |      |                         |                       |  |   |   |
| uring the past year, do you believe that anyone attempted to distort or s  |                                      |                     |                     |            |      |      |      |                         |                       |  |   |   |
|  | 2010                                 | 2011                | 2012                | 2013       | 2014 | 2015 | 2016 | 2017                    | 2018                  | <b>2019</b>  | 2021  | 2022                                    |
| es<br>es, I suspect but am not sure it has occurred  |                                      |                     |                     |            |      |      |      |                         |                       |  | IA after FY1  | 9                                       |
|  |                                      |                     |                     |            |      |      |      |                         |                       |  |   |   |
|  |                                      |                     |                     |            |      |      |      |                         |                       |  |   |   |
| lo   |                                      |                     |                     |            |      |      |      |                         |                       | 32<br>37   |   |   |
| lo<br>otal   |                                      |                     |                     |            |      |      |      |                         |                       | 32   |   |   |
| lo otal<br>MOE   |                                      |                     |                     |            |      |      |      |                         |                       | 32<br>37   |   |   |
| lo otal AOE Original response categories   |                                      |                     |                     |            |      |      |      |                         |                       | 32<br>37   |   |   |
| total AOE  Original response categories Question wording changed in 2018   | surnress anal                        | vsis on whi         | ich vou wei         | e working? |      |      |      |                         |                       | 32<br>37   |   |   |
| to otal  AOE  Original response categories Question wording changed in 2018 Puring the past year, do you believe that anyone attempted to distort or s   |                                      |                     |                     |            | 2014 | 2015 | 2016 | 2017                    | 2018                  | 32<br>37<br>14.19%   |   |   |
| total AOE  Original response categories Question wording changed in 2018   | surpress anal                        | ysis on whi<br>2011 | ich you wer<br>2012 | e working? | 2014 | 2015 | 2016 | <b>2017</b> 12          | <b>2018</b>           | 32<br>37<br>14.19%   | 2021  | 2022                                    |
| o tal total  |                                      |                     |                     |            | 2014 | 2015 | 2016 | 12<br>3                 | 3<br>1                | 32<br>37<br>14.19%   |   | 2022                                    |
| o total IOE  riginal response categories  uestion wording changed in 2018  uring the past year, do you believe that anyone attempted to distort or s  o o o o o o o o o o o o o o o o o o  |                                      |                     |                     |            | 2014 | 2015 | 2016 | 12<br>3<br>15           | 3<br>1<br>4           | 32<br>37<br>14.19%   | 2021  | 2022                                    |
| to total otal otal otal otal otal otal o   |                                      |                     |                     |            | 2014 | 2015 | 2016 | 12<br>3                 | 3<br>1                | 32<br>37<br>14.19%   | 2021  | 2022                                    |
| o tal IOE Iriginal response categories uestion wording changed in 2018 uring the past year, do you believe that anyone attempted to distort or s o es total  |                                      |                     |                     |            | 2014 | 2015 | 2016 | 12<br>3<br>15           | 3<br>1<br>4           | 32<br>37<br>14.19%   | 2021  | 2022                                    |
| o tal   IOE   Iriginal response categories   uestion wording changed in 2018   uring the past year, do you believe that anyone attempted to distort or s o   es   total   IOE   uestion wording changed in 2021  |                                      |                     |                     |            | 2014 | 2015 | 2016 | 12<br>3<br>15           | 3<br>1<br>4           | 32<br>37<br>14.19%   | 2021  | 2022                                    |
| to total  ATOE  Priginal response categories  Question wording changed in 2018  Priginal response categories  Question wording changed in 2018  Question wording changed in 2011  Question wording changed in 2021  Question responses changed in 2021  Question responses changed in 2021   |                                      |                     |                     |            | 2014 | 2015 | 2016 | 12<br>3<br>15           | 3<br>1<br>4           | 32<br>37<br>14.19%   | 2021  | 2022                                    |
| to total  MOE  Priginal response categories  Question wording changed in 2018  Turing the past year, do you believe that anyone attempted to distort or s  Total  MOE  Question wording changed in 2021  Question responses changed in 2021  |                                      |                     |                     |            | 2014 | 2015 | 2016 | 12<br>3<br>15           | 3<br>1<br>4           | 32<br>37<br>14.19%   | 2021  | 2022                                    |
| to total  ADE  Diriginal response categories expection wording changed in 2018 ruining the past year, do you believe that anyone attempted to distort or so total  ADE  Luestion wording changed in 2021 ruestion responses changed in 2021 ruestion ruestio | 2010                                 | 2011                | 2012                | 2013       |      |      |      | 12<br>3<br>15<br>24.13% | 3<br>1<br>4<br>48.40% | 32<br>37<br>14.19%   | 2021<br>after FY18  | <b>2022 2022</b> 0                      |
| to otal  ADE  Priginal response categories  Question wording changed in 2018  Quiring the past year, do you believe that anyone attempted to distort or s  to es  otal  ADE  QUESTION WORDING CHANGED IN 2021  QUESTION RESPONSES CHANGED IN 2021  QUESTION RESPONSES CHANGED IN 2021  QUESTION OF SUPPRESSION OF ANALYSIS?  ONSTANTLY (daily)  requently (weekly or monthly)  | 2010                                 | 2011                | 2012                | 2013       |      |      |      | 12<br>3<br>15<br>24.13% | 3<br>1<br>4<br>48.40% | 32<br>37<br>14.19%   | 2021<br>after FY18<br>2021<br>0   | 2022<br>2022<br>0<br>5                  |
| to total  ADE  Viriginal response categories  Luestion wording changed in 2018  Luring the past year, do you believe that anyone attempted to distort or s  Loes   | 2010                                 | 2011                | 2012                | 2013       |      |      |      | 12<br>3<br>15<br>24.13% | 3<br>1<br>4<br>48.40% | 32<br>37<br>14.19%   | 2021<br>after FY18<br>2021<br>0<br>0<br>4                               | 2022<br>2022<br>0<br>5<br>4             |
| o otal INDE Iriginal response categories question wording changed in 2018 uring the past year, do you believe that anyone attempted to distort or s o es otal INDE question wording changed in 2021 question responses changed in 2021 ow often did you experience distortion and/or suppression of analysis? onstantly (daily) requently (weekly or monthly) ccasionally (more than twice but less than monthly) arely (Once or twice)  | 2010                                 | 2011                | 2012                | 2013       |      |      |      | 12<br>3<br>15<br>24.13% | 3<br>1<br>4<br>48.40% | 32<br>37<br>14.19%   | 2021<br>after FY18<br>2021<br>0<br>0<br>4<br>0                          | 2022<br>0<br>5<br>4                     |
| o otal IODE  riginal response categories  ruestion wording changed in 2018  uring the past year, do you believe that anyone attempted to distort or s  o es  otal IODE  ruestion wording changed in 2021  ruestion responses changed in 2021  ruestion responses changed in 2021  ow often did you experience distortion and/or suppression of analysis?  constantly (daily)  requently (weekly or monthly)  recasionally (more than twice but less than monthly)  arely (Once or twice)   | 2010                                 | 2011                | 2012                | 2013       |      |      |      | 12<br>3<br>15<br>24.13% | 3<br>1<br>4<br>48.40% | 32<br>37<br>14.19%   | 2021<br>2021<br>0<br>0<br>4<br>0<br>4                                   | 2022<br>0<br>5<br>4<br>0                |
| to total  ADE  Priginal response categories  Question wording changed in 2018  Priginal response categories  Question wording changed in 2018  Question wording changed in 2018  Question wording changed in 2021  Question wording changed in 2021  Question responses changed in 2021  Q | 2010                                 | 2011                | 2012                | 2013       |      |      |      | 12<br>3<br>15<br>24.13% | 3<br>1<br>4<br>48.40% | 32<br>37<br>14.19%   | 2021<br>after FY18<br>2021<br>0<br>0<br>4<br>0                          | 2022<br>0<br>5<br>4                     |
| Idea to a total MADE  Driginal response categories  Question wording changed in 2018  Putring the past year, do you believe that anyone attempted to distort or so total  ADE  Question wording changed in 2021  Question responses changed in 2021  Question response changed in 2021  Question response changed in 2021  Question response changed in 2021  Ques | 2010                                 | 2011                | 2012                | 2013       |      |      |      | 12<br>3<br>15<br>24.13% | 3<br>1<br>4<br>48.40% | 32<br>37<br>14.19%   | 2021<br>2021<br>0<br>0<br>4<br>0<br>4                                   | 2022<br>0<br>5<br>4<br>0                |
| o otal INDE Iriginal response categories uestion wording changed in 2018 uring the past year, do you believe that anyone attempted to distort or s o es otal INDE uestion wording changed in 2021 uestion responses changed in 2021 ow often did you experience distortion and/or suppression of analysis? onstantly (daily) requently (weekly or monthly) requently (weekly or monthly) reality (Once or twice) otal INDE uew response categories added to the question in 2019 uestion wording changed in 2019   | 2010                                 | 2011                | 2012                | 2013       |      |      |      | 12<br>3<br>15<br>24.13% | 3<br>1<br>4<br>48.40% | 32<br>37<br>14.19%   | 2021<br>2021<br>0<br>0<br>4<br>0<br>4                                   | 2022<br>0<br>5<br>4<br>0                |
| to otal  ADE  Priginal response categories  Question wording changed in 2018  Question wording changed in 2018  Question wording changed in 2021  Question responses changed in 2021  Question response changed in 2021  Question wording changed in 2029  Question wording changed in 2019  | 2010<br>2010<br>2010<br>ar analysis? | 2011                | 2012                | 2013       | 2014 | 2015 | 2016 | 12<br>3<br>15<br>24.13% | 3<br>1<br>4<br>48.40% | 32<br>37<br>14.19%   | 2021<br>after FY18<br>2021<br>0<br>0<br>4<br>4<br>0<br>4<br>4<br>48.40% | 2022<br>0<br>5<br>4<br>0<br>9<br>31.76% |
| o total IOE  riginal response categories  uestion wording changed in 2018  uring the past year, do you believe that anyone attempted to distort or s  o es  so total IOE  uestion wording changed in 2021  uestion responses changed in 2021  uestion responses changed in 2021  ow often did you experience distortion and/or suppression of analysis?  onstantly (daily)  requently (weekly or monthly)  ccasionally (more than twice but less than monthly)  arely (Once or twice)  total IOE  ew response categories added to the question in 2019  uestion wording changed in 2019  ver the past year how often did you face distortion or suppression of you   | 2010                                 | 2011                | 2012                | 2013       |      |      |      | 12<br>3<br>15<br>24.13% | 3<br>1<br>4<br>48.40% | 32<br>37<br>14.19%   | 2021<br>2021<br>0<br>0<br>4<br>0<br>4                                   | 2022<br>0<br>5<br>4<br>0                |
| o tatal  OE  OE  OF  OF  OF  OF  OF  OF  OF  OF  | 2010<br>2010<br>2010<br>ar analysis? | 2011                | 2012                | 2013       | 2014 | 2015 | 2016 | 12<br>3<br>15<br>24.13% | 3<br>1<br>4<br>48.40% | 32<br>37<br>14.19%<br>2019<br>NA<br>2019   | 2021<br>after FY18<br>2021<br>0<br>0<br>4<br>4<br>0<br>4<br>4<br>48.40% | 2022<br>0<br>5<br>4<br>0<br>9<br>31.76% |
| o o tatal IOE riginal response categories uestion wording changed in 2018 uring the past year, do you believe that anyone attempted to distort or s o o o o o o o o o o o o o o o o o o o  | 2010<br>2010<br>2010<br>ar analysis? | 2011                | 2012                | 2013       | 2014 | 2015 | 2016 | 12<br>3<br>15<br>24.13% | 3<br>1<br>4<br>48.40% | 32<br>37<br>14.19%<br>2019<br>NA<br>2019   | 2021<br>2021<br>0<br>0<br>4<br>48.40%                                   | 2022<br>0<br>5<br>4<br>0<br>9<br>31.76% |
| o total INDE Iriginal response categories usestion wording changed in 2018 uring the past year, do you believe that anyone attempted to distort or s o o es total INDE Usestion wording changed in 2021 usestion responses changed in 2021 usestion responses changed in 2021 ow often did you experience distortion and/or suppression of analysis? onstantly (daily) requently (weekly or monthly) ccasionally (more than twice but less than monthly) arely (Once or twice) total INDE  The property of the past year how often did you face distortion or suppression of you are a daily or monthly basis on a monthly basis everal times a year (less than 12 but more than 3)  | 2010<br>2010<br>2010<br>ar analysis? | 2011                | 2012                | 2013       | 2014 | 2015 | 2016 | 12<br>3<br>15<br>24.13% | 3<br>1<br>4<br>48.40% | 32<br>37<br>14.19%<br>2019<br>NA<br>2019   | 2021<br>after FY18<br>2021<br>0<br>0<br>4<br>4<br>0<br>4<br>4<br>48.40% | 2022<br>0<br>5<br>4<br>0<br>9<br>31.76% |
| o total IOE  riginal response categories uestion wording changed in 2018 uring the past year, do you believe that anyone attempted to distort or so o es sotal IOE  uestion wording changed in 2021 uestion responses changed in 2021 ow often did you experience distortion and/or suppression of analysis? onstantly (daily) requently (weekly or monthly) ccasionally (more than twice but less than monthly) arely (Once or twice) otal IOE  uew response categories added to the question in 2019 uestion wording changed in 2019 ver the past year how often did you face distortion or suppression of you in a daily or monthly basis in a fines a year (less than 12 but more than 3) i 3 times  | 2010<br>2010<br>2010<br>ar analysis? | 2011                | 2012                | 2013       | 2014 | 2015 | 2016 | 12<br>3<br>15<br>24.13% | 3<br>1<br>4<br>48.40% | 32<br>37<br>14.19%<br>2019<br>NA<br>2019   | 2021<br>2021<br>0<br>0<br>4<br>48.40%                                   | 2022<br>0<br>5<br>4<br>0<br>9<br>31.76% |
| o total INDE Iriginal response categories usestion wording changed in 2018 uring the past year, do you believe that anyone attempted to distort or s o o ses total INDE Usestion wording changed in 2021 usestion responses changed in 2021 usestion responses changed in 2021 usestion responses changed in 2021 ow often did you experience distortion and/or suppression of analysis? Onstantly (daily) requently (weekly or monthly) ccasionally (more than twice but less than monthly) arely (Once or twice) total INDE Usestion wording changed in 2019 usestion wording changed in 2019 user the past year how often did you face distortion or suppression of you in a daily or monthly basis in a monthly basis everal times a year (less than 12 but more than 3) - 3 times ince  | 2010<br>2010<br>2010<br>ar analysis? | 2011                | 2012                | 2013       | 2014 | 2015 | 2016 | 12<br>3<br>15<br>24.13% | 3<br>1<br>4<br>48.40% | 32<br>37<br>14.19%<br>NA<br>2019<br>0<br>0<br>0<br>2<br>3<br>0<br>0<br>5                   | 2021<br>2021<br>0<br>0<br>4<br>48.40%                                   | 2022<br>0<br>5<br>4<br>0<br>9<br>31.76% |
| to otal  ADE  Priginal response categories  Question wording changed in 2018  Question wording changed in 2018  Question wording changed in 2021  Question responses changed in 2021  Question question in 2019  Question wording changed in 2019  Question wording  | 2010<br>2010<br>2010<br>ar analysis? | 2011                | 2012                | 2013       | 2014 | 2015 | 2016 | 12<br>3<br>15<br>24.13% | 3<br>1<br>4<br>48.40% | 32<br>37<br>14.19%<br>NA<br>2019<br>2019<br>0<br>0<br>0<br>2<br>3<br>3<br>0                | 2021<br>2021<br>0<br>0<br>4<br>48.40%                                   | 2022<br>0<br>5<br>4<br>0<br>9<br>31.76% |
| o total IODE  riginal response categories  question wording changed in 2018  uring the past year, do you believe that anyone attempted to distort or so  o es  so total IODE  question wording changed in 2021  question responses changed in 2021  question responses changed in 2021  ow often did you experience distortion and/or suppression of analysis?  constantly (daily)  requently (weekly or monthly)  ccasionally (more than twice but less than monthly)  arely (Once or twice)  otal IODE  ew response categories added to the question in 2019  question wording changed in 2019  ver the past year how often did you face distortion or suppression of you  in a daily or monthly basis in a monthly bas | 2010<br>2010<br>2010<br>ar analysis? | 2011                | 2012                | 2013       | 2014 | 2015 | 2016 | 12<br>3<br>15<br>24.13% | 3<br>1<br>4<br>48.40% | 32<br>37<br>14.19%<br>NA<br>2019<br>0<br>0<br>0<br>2<br>3<br>0<br>0<br>5                   | 2021<br>2021<br>0<br>0<br>4<br>48.40%                                   | 2022<br>0<br>5<br>4<br>0<br>9<br>31.76% |
| o total INDE Iriginal response categories question wording changed in 2018 uring the past year, do you believe that anyone attempted to distort or s o ges total INDE  question wording changed in 2021 question responses changed in 2021 question responses changed in 2021 ow often did you experience distortion and/or suppression of analysis?  constantly (daily) requently (weekly or monthly) requently (weekly or monthly) really (Once or twice) total INDE  ew response categories added to the question in 2019 question wording changed in 2019 retree the past year how often did you face distortion or suppression of you  in a daily or monthly basis in a monthly basis in a monthly basis ever all times a year (less than 12 but more than 3)  3 times nee otal INDE  | 2010<br>2010<br>ur analysis?         | 2011                | 2012                | 2013       | 2014 | 2015 | 2016 | 12<br>3<br>15<br>24.13% | 3<br>1<br>4<br>48.40% | 32<br>37<br>14.19%<br>NA<br>2019<br>0<br>0<br>0<br>2<br>3<br>0<br>0<br>5                   | 2021<br>2021<br>0<br>0<br>4<br>48.40%                                   | 2022<br>0<br>5<br>4<br>0<br>9<br>31.76% |
| to otal  ADE  Priginal response categories  Question wording changed in 2018  Question wording changed in 2018  Question wording changed in 2021  Question responses changed in 2021  Question question in 2019  Question question wording changed in 2019  Question wording changed in 2021  Question | 2010<br>2010<br>ur analysis?<br>2010 | 2011                | 2012                | 2013       | 2014 | 2015 | 2016 | 12<br>3<br>15<br>24.13% | 3<br>1<br>4<br>48.40% | 32<br>37<br>14.19%<br>NA<br>2019<br>0<br>0<br>0<br>2<br>3<br>0<br>5<br>43.16%              | 2021<br>2021<br>0<br>0<br>4<br>48.40%                                   | 2022<br>0 5<br>4 0<br>9 31.76%          |
| In the past year how often did you face distortion or suppression of your analysis?  In the past year how often did you face distortion or suppression of your analysis?   | 2010<br>2010<br>ur analysis?         | 2011                | 2012                | 2013       | 2014 | 2015 | 2016 | 12<br>3<br>15<br>24.13% | 2018<br>2018          | 32<br>37<br>14.19%<br>NA<br>2019<br>0<br>0<br>0<br>2<br>3<br>0<br>0<br>5                   | 2021<br>2021<br>0<br>0<br>4<br>48.40%                                   | 2022<br>0<br>5<br>4<br>0<br>9<br>31.76% |
| original response categories reginal response categories uestion wording changed in 2018 uring the past year, do you believe that anyone attempted to distort or so essential OE  uestion wording changed in 2021 uestion wording changed in 2021 uestion responses changed in 2021 ow often did you experience distortion and/or suppression of analysis? onstantly (daily) equently (weekly or monthly) crasionally (more than twice but less than monthly) arely (Once or twice) total OE  ew response categories added to the question in 2019 uestion wording changed in 2019 ver the past year how often did you face distortion or suppression of you and adily or monthly basis an amonthly basis an amonthly basis an amonthly basis and any or monthly basis and | 2010<br>2010<br>ur analysis?<br>2010 | 2011                | 2012                | 2013       | 2014 | 2015 | 2016 | 12<br>3<br>15<br>24.13% | 3<br>1<br>4<br>48.40% | 32<br>37<br>14.19%<br>2019<br>NA<br>2019<br>0<br>0<br>0<br>2<br>2<br>3<br>0<br>5<br>43.16% | 2021<br>0<br>0<br>4<br>4<br>48.40%                                      | 2022<br>0<br>5<br>4<br>0<br>9<br>31.76% |
| o tatal IOE riginal response categories uestion wording changed in 2018 uring the past year, do you believe that anyone attempted to distort or s o c ss total IOE  uestion wording changed in 2021 uestion responses changed in 2021 ow often did you experience distortion and/or suppression of analysis? constantly (daily) requently (weekly or monthly) ccasionally (more than twice but less than monthly) arely (Once or twice) total IOE  ew response categories added to the question in 2019 uestion wording changed in 2019 ver the past year how often did you face distortion or suppression of you  n a daily or monthly basis n a monthly basis n a monthly basis ever all times a year (less than 12 but more than 3) - 3 times nce otal IOE  ew response categories in 2018  | 2010<br>2010<br>ur analysis?<br>2010 | 2011                | 2012                | 2013       | 2014 | 2015 | 2016 | 12<br>3<br>15<br>24.13% | 2018<br>2018          | 32<br>37<br>14.19%<br>2019<br>NA<br>2019<br>0<br>0<br>0<br>2<br>2<br>3<br>0<br>5<br>43.16% | 2021<br>2021<br>0<br>0<br>4<br>48.40%                                   | 2022<br>0<br>5<br>4<br>0<br>9<br>31.76% |
| original response categories uestion wording changed in 2018 uring the past year, do you believe that anyone attempted to distort or so  | 2010<br>2010<br>ur analysis?<br>2010 | 2011                | 2012                | 2013       | 2014 | 2015 | 2016 | 12<br>3<br>15<br>24.13% | 2018<br>2018<br>2018  | 32<br>37<br>14.19%<br>2019<br>NA<br>2019<br>0<br>0<br>0<br>2<br>2<br>3<br>0<br>5<br>43.16% | 2021<br>0<br>0<br>4<br>4<br>48.40%                                      | 2022<br>0<br>5<br>4<br>0<br>9<br>31.76% |

| low many times has someone attempted to distort or suppress analysis on v  | 2010         | 2011         | 2012      | 2013         | 2014        | 2015         | 2016  | 2017 | 2018 | 2019  | 2021  | 2022   |
|--|--------------|--------------|-----------|--------------|-------------|--------------|-------|------|------|---|---|--|
| nce<br>wice  |              |              |           |              |             |              |       |      |      |   |   |  |
| hree times   |              |              |           |              |             |              |       |      | NA   | after FY17  |   |  |
| Nore than three times  |              |              |           |              |             |              |       |      |      |   |   |  |
| otal   |              |              |           |              |             |              |       |      |      |   |   |  |
| ew question added in 2022  |              |              |           |              |             |              |       |      |      |   |   |  |
| When considering your most signficant expeirence with distortion and/or su   | ppression    | of analysis, | which Ana | lytic Standa | ard was pri | marily viola | ated? |      |      |   |   |  |
|  | 2010         | 2011         | 2012      | 2013         | 2014        | 2015         | 2016  | 2017 | 2018 | 2019  | 2021  | 2022   |
| Analytic Standard A - Objective  |              |              |           |              |             |              |       |      |      |   |   | 2  |
| nalytic Standard B - Independent of political consideration<br>nalytic Standard C - Timely   |              |              |           |              |             |              |       |      |      |   |   | 2  |
| Analytic Standard D - Based on all available sources of intelligence informati   |              |              |           |              |             |              |       |      |      |   |   | 1  |
| Anatlyic Standard E - Implements and exhibits Analytic Tradecraft Standards  |              |              |           |              |             |              |       |      |      |   |   | 2  |
| Other  |              |              |           |              |             |              |       |      |      |   |   | 0  |
| otal OBJ   |              |              |           |              |             |              |       |      |      |   |   | 9  |
| lew question added in 2022   |              |              |           |              |             |              |       |      |      |   |   |  |
| When considering your most significant experience with distortion and/or su  |              |              |           |              |             |              |       |      |      |   |   |  |
| n<br>A dictated/predetermined analytic line  | 2010         | 2011         | 2012      | 2013         | 2014        | 2015         | 2016  | 2017 | 2018 | 2019  | 2021  | <b>2022</b>  |
| s changed analytic line absent sufficient sourcing or argumentation  |              |              |           |              |             |              |       |      |      |   |   | 2  |
| Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or   |              |              |           |              |             |              |       |      |      |   |   | 0  |
| Distorted or suppressed analysis of alternativess or dissent   |              |              |           |              |             |              |       |      |      |   |   | 0  |
| Discouraged analysis/production on a particular topic absent sufficient reasoning  |              |              |           |              |             |              |       |      |      |   |   | 2  |
| Delayed, shelved, or recalled analysis absent sufficient reasoning Distorted or suppressed input to, or comments on, a product   |              |              |           |              |             |              |       |      |      |   |   | 1  |
| nformation to which I did not have access changed the analysis   |              |              |           |              |             |              |       |      |      |   |   | 0  |
| Analysis mischaracterized in conveyance to a consumer  |              |              |           |              |             |              |       |      |      |   |   | 1  |
| deliberately distorted product classification  |              |              |           |              |             |              |       |      |      |   |   | 0  |
| Other<br>Total OBJ   |              |              |           |              |             |              |       |      |      |   |   | 9  |
|  |              |              |           |              |             |              |       |      |      |   |   |  |
| Question wording changed in 2021   |              |              |           |              |             |              |       |      |      |   |   |  |
| Question responses changed in 2021<br>When considering your most significant experience of distortion and/or supp  | ression of   | analueie     | that form | lid it taka? |             |              |       |      |      |   |   |  |
| one considering your most significant experience of distortion and/or supp   | 2010         | 2011         | 2012      | 2013         | 2014        | 2015         | 2016  | 2017 | 2018 | 2019  | 2021  | 2022   |
| Ny product was not published   |              |              |           |              |             |              |       |      |      |   | 1   |  |
| he product was deliberately delayed  |              |              |           |              |             |              |       |      |      |   | 0   |  |
| was discouraged from writing a product The anlytic line was dictated to me   |              |              |           |              |             |              |       |      |      |   | 0<br>2  |  |
|  |              |              |           |              |             |              |       |      |      |   |   |  |
| he main analytic line was changed without sufficient justification, argumen  |              |              |           |              |             |              |       |      |      |   | 0   |  |
| The main analytic line was changed without sufficient justification, argumen udgements, sourcing, and/or confidence levels were mischaracterized or re   |              |              |           |              |             |              |       |      |      |   | 0<br>0  | A after F  |
| udgements, sourcing, and/or confidence levels were mischaracterized or re<br>A briefer mischaracterized the assessment/product to a consumer   |              |              |           |              |             |              |       |      |      |   | 0<br>0  | A after F  |
| udgements, sourcing, and/or confidence levels were mischaracterized or re<br>A briefer mischaracterized the assessment/product to a consumer<br>An internal IC element/CCMD senior mischaracterized the assessment/prod  |              |              |           |              |             |              |       |      |      |   | 0<br>0<br>0   | A after F  |
| udgements, sourcing, and/or confidence levels were mischaracterized or re<br>A briefer mischaracterized the assessment/product to a consumer<br>An internal IC element/CCMD senior mischaracterized the assessment/prod<br>My comments or dissent on a product were distorted or suppressed  |              |              |           |              |             |              |       |      |      |   | 0<br>0  | A after F  |
| udgements, sourcing, and/or confidence levels were mischaracterized or re<br>A briefer mischaracterized the assessment/product to a consumer<br>An internal IC element/CCMD senior mischaracterized the assessment/prod  |              |              |           |              |             |              |       |      |      |   | 0<br>0<br>0   | A after F  |
| udgements, sourcing, and/or confidence levels were mischaracterized or re  h briefer mischaracterized the assessment/product to a consumer  no internal IC element/CCMD senior mischaracterized the assessment/prod  dy comments or dissent on a product were distorted or suppressed  otal OBJ  |              |              |           |              |             |              |       |      |      |   | 0<br>0<br>0<br>0  | A after F  |
| udgements, sourcing, and/or confidence levels were mischaracterized or re<br>k briefer mischaracterized the assessment/product to a consumer<br>kn internal IC element/CCMD senior mischaracterized the assessment/prod<br>dy comments or dissent on a product were distorted or suppressed<br>Other<br>otal OBJ   | what form    | did it take  |           |              |             |              |       |      |      |   | 0<br>0<br>0<br>0  | A after F  |
| udgements, sourcing, and/or confidence levels were mischaracterized or re<br>k briefer mischaracterized the assessment/product to a consumer<br>kn internal IC element/CCMD senior mischaracterized the assessment/prod<br>dy comments or dissent on a product were distorted or suppressed<br>Other   |              |              |           | 2013         | 2014        | 2015         | 2016  | 2017 | 2018 | 2019  | 0<br>0<br>0<br>0  | 2022   |
| udgements, sourcing, and/or confidence levels were mischaracterized or re<br>k briefer mischaracterized the assessment/product to a consumer<br>kn internal IC element/CCMD senior mischaracterized the assessment/prod<br>dy comments or dissent on a product were distorted or suppressed<br>Other<br>otal OBJ   | what form    | did it take  | ? 2012    | 2013         | 2014        | 2015         | 2016  | 2017 | 2018 | <b>2019</b> 1                                       | 0<br>0<br>0<br>0<br>1   |  |
| udgements, sourcing, and/or confidence levels were mischaracterized or re  k briefer mischaracterized the assessment/product to a consumer  k briefer mischaracterized the assessment/product to a consumer  kin internal IC element/CCMD senior mischaracterized the assessment/product  kly comments or dissent on a product were distorted or suppressed  bither  lotal OBJ  lotal OBJ  lotal OBJ  lotal Memory of distortion or suppression,  lotal OBJ  lotal  |              |              |           | 2013         | 2014        | 2015         | 2016  | 2017 | 2018 | 1<br>0  | 0<br>0<br>0<br>0<br>1   |  |
| udgements, sourcing, and/or confidence levels were mischaracterized or re  k briefer mischaracterized the assessment/product to a consumer  in internal IC element/CCMD senior mischaracterized the assessment/prod  dy comments or dissent on a product were distorted or suppressed  other  otal OBJ  New question added in 2019 When considering the most significant instance of distortion or suppression,  of the distortion of the most significant instance of distortion or suppression,  of the distortion of the most significant instance of distortion or suppression,  of the distortion of th |              |              |           | 2013         | 2014        | 2015         | 2016  | 2017 | 2018 | 1<br>0<br>0   | 0<br>0<br>0<br>0<br>1   |  |
| udgements, sourcing, and/or confidence levels were mischaracterized or re  k briefer mischaracterized the assessment/product to a consumer  in internal IC element/CCMD senior mischaracterized the assessment/prod  dy comments or dissent on a product were distorted or suppressed  Other  Total OBJ  New question added in 2019  When considering the most signficant instance of distortion or suppression,  dy product was not published  was discouraged from writing a product  dy analytic line was dictated to me  the main analytic line of my product was deliberately changed during reviev   |              |              |           | 2013         | 2014        | 2015         | 2016  | 2017 | 2018 | 1<br>0<br>0<br>0                                    | 0<br>0<br>0<br>0<br>1<br>4  | 2022   |
| udgements, sourcing, and/or confidence levels were mischaracterized or re  k briefer mischaracterized the assessment/product to a consumer  in internal IC element/CCMD senior mischaracterized the assessment/prod  dy comments or dissent on a product were distorted or suppressed  other  otal OBJ  New question added in 2019 When considering the most significant instance of distortion or suppression,  of the distortion of the most significant instance of distortion or suppression,  of the distortion of the most significant instance of distortion or suppression,  of the distortion of th |              |              |           | 2013         | 2014        | 2015         | 2016  | 2017 | 2018 | 1<br>0<br>0   | 0<br>0<br>0<br>0<br>1   | 2022   |
| udgements, sourcing, and/or confidence levels were mischaracterized or re  k briefer mischaracterized the assessment/product to a consumer  in internal IC element/CCMD senior mischaracterized the assessment/prod  dy comments or dissent on a product were distorted or suppressed  other  otal OBJ  New question added in 2019 When considering the most significant instance of distortion or suppression,  of the product was not published  was discouraged from writing a product  dy analytic line was dictated to me  the main analytic line of my product was deliberately changed during review  halytic points, supporting evidence, and/or confidence levels in my product  by triefer either suppressed or misrepresented the analysis  on internal agency senior changed, deleted, or added minor analytic points.   |              |              |           | 2013         | 2014        | 2015         | 2016  | 2017 | 2018 | 1<br>0<br>0<br>0<br>3<br>0                          | 0<br>0<br>0<br>0<br>1<br>4  | 2022   |
| udgements, sourcing, and/or confidence levels were mischaracterized or re- briefer mischaracterized the assessment/product to a consumer in internal IC element/CCMD senior mischaracterized the assessment/prod //y comments or dissent on a product were distorted or suppressed ther otal OBJ  lew question added in 2019 When considering the most significant instance of distortion or suppression, //y product was not published was discouraged from writing a product //y anallytic line was dictated to me he main analytic line of my product was deliberately changed during review inallytic points, supporting evidence, and/or confidence levels in my produc to briefer either suppressed or misrepresented the analysis in internal agency senior changed, deleted, or added minor analytic points //y comments or dissent on a product were suppressed or distorted  |              |              |           | 2013         | 2014        | 2015         | 2016  | 2017 | 2018 | 1<br>0<br>0<br>0<br>3<br>0<br>0                     | 0<br>0<br>0<br>0<br>1<br>4  | 2022   |
| udgements, sourcing, and/or confidence levels were mischaracterized or re- briefer mischaracterized the assessment/product to a consumer in internal IC element/CCMD senior mischaracterized the assessment/prod dy comments or dissent on a product were distorted or suppressed other otal OBJ  dev question added in 2019 When considering the most significant instance of distortion or suppression, dy product was not published was discouraged from writing a product dy analytic line was dictated to me he main analytic line of my product was deliberately changed during reviev nalytic points, supporting evidence, and/or confidence levels in my produc briefer either suppressed or misrepresented the analysis in internal agency senior changed, deleted, or added minor analytic points dy comments or dissent on a product were suppressed or distorted other   |              |              |           | 2013         | 2014        | 2015         | 2016  | 2017 | 2018 | 1<br>0<br>0<br>0<br>0<br>3<br>0<br>0<br>0           | 0<br>0<br>0<br>0<br>1<br>4  | 2022   |
| udgements, sourcing, and/or confidence levels were mischaracterized or re briefer mischaracterized the assessment/product to a consumer in internal IC element/CCMD senior mischaracterized the assessment/prod dy comments or dissent on a product were distorted or suppressed other otal OBJ  Leve question added in 2019  When considering the most significant instance of distortion or suppression, of the considering the most significant instance of distortion or suppression, of the main analytic line of my product was deliberately changed during review in alytic points, supporting evidence, and/or confidence levels in my product briefer either suppressed or misrepresented the analysis in internal agency senior changed, deleted, or added minor analytic points of the confidence of th |              |              |           | 2013         | 2014        | 2015         | 2016  | 2017 | 2018 | 1<br>0<br>0<br>0<br>3<br>0<br>0                     | 0<br>0<br>0<br>0<br>1<br>4  | 2022   |
| udgements, sourcing, and/or confidence levels were mischaracterized or re the briefer mischaracterized the assessment/product to a consumer un internal IC element/CCMD senior mischaracterized the assessment/prod dy comments or dissent on a product were distorted or suppressed other otal OBJ  leve question added in 2019  When considering the most significant instance of distortion or suppression, or a supp |              |              |           | 2013         | 2014        | 2015         | 2016  | 2017 | 2018 | 1<br>0<br>0<br>0<br>0<br>3<br>0<br>0<br>0           | 0<br>0<br>0<br>0<br>1<br>4  | 2022   |
| udgements, sourcing, and/or confidence levels were mischaracterized or re  |              |              |           | 2013         | 2014        | 2015         | 2016  | 2017 | 2018 | 1<br>0<br>0<br>0<br>0<br>3<br>0<br>0<br>0           | 0<br>0<br>0<br>0<br>1<br>4  | 2022   |
| udgements, sourcing, and/or confidence levels were mischaracterized or re briefer mischaracterized the assessment/product to a consumer uninternal IC element/CCMD senior mischaracterized the assessment/product or a consumer uninternal IC element/CCMD senior mischaracterized the assessment/product/y comments or dissent on a product were distorted or suppressed other otal OBJ  Wew question added in 2019  When considering the most significant instance of distortion or suppression, in the most significant instance of distortion or suppression, in the main analytic line was dictated to me the main analytic line of my product was deliberately changed during review unalytic points, supporting evidence, and/or confidence levels in my product was in internal agency senior changed, deleted, or added minor analytic points in internal agency senior changed, deleted, or added minor analytic points of yor comments or dissent on a product were suppressed or distorted other otal OBJ  Question wording changed in 2021  Question responses changed in 2021  Question responses changed in 2021  Question responses changed in 2021  What feedback or explanation did you receive on this matter?  | 2010         | 2011         | 2012      |              |             |              |       |      |      | 1<br>0<br>0<br>0<br>3<br>0<br>0<br>0<br>0           | 0<br>0<br>0<br>0<br>1<br>4<br>2021  | 2022<br>FY19   |
| udgements, sourcing, and/or confidence levels were mischaracterized or rebriefer mischaracterized the assessment/product to a consumer in internal IC element/CCMD senior mischaracterized the assessment/product or a consumer of internal IC element/CCMD senior mischaracterized the assessment/product or suppressed of the cotal OBJ  leve question added in 2019  When considering the most significant instance of distortion or suppression, or considering the most significant instance of distortion or suppression, or considering the most significant instance of distortion or suppression, or considering the most significant instance of distortion or suppression, or considering the most significant instance of distortion or suppression, or considering the most significant instance of distortion or suppression, or considering the most significant instance of distortion or suppression, or considering the most significant instance of distortion or suppression, or considering the most significant instance of distortion or suppression, or considering the most significant instance of distortion or suppression, or considering the most significant instance of distortion or suppression or many considering the most significant instance or distortion or suppression or distortion or suppression, or distortion  |              |              |           | 2013         | 2014        | 2015         | 2016  | 2017 | 2018 | 1<br>0<br>0<br>0<br>0<br>3<br>0<br>0<br>0           | 0<br>0<br>0<br>0<br>1<br>4  | 2022   |
| udgements, sourcing, and/or confidence levels were mischaracterized or re to briefer mischaracterized the assessment/product to a consumer kin internal IC element/CCMD senior mischaracterized the assessment/product do a consumer kin internal IC element/CCMD senior mischaracterized the assessment/product/y comments or dissent on a product were distorted or suppressed other  Total OBJ  When considering the most significant instance of distortion or suppression, or the considering the most significant instance of distortion or suppression, or the main analytic line of my product was deliberately changed during review analytic pionts, supporting evidence, and/or confidence levels in my product was represented the analysis in internal agency senior changed, deleted, or added minor analytic points why comments or dissent on a product were suppressed or distorted other  Total OBJ  Question wording changed in 2021  Question responses changed in 2021  What feedback or explanation did you receive on this matter?  | 2010         | 2011         | 2012      |              |             |              |       |      |      | 1<br>0<br>0<br>0<br>3<br>0<br>0<br>0<br>0           | 0 0 0 0 1 4 2021  | 2022<br>FY19   |
| udgements, sourcing, and/or confidence levels were mischaracterized or re  | 2010         | 2011         | 2012      |              |             |              |       |      |      | 1<br>0<br>0<br>0<br>3<br>0<br>0<br>0<br>0           | 0 0 0 0 1 4 2021 NA after 2021 0 0 0 0 0  | 2022<br>FY19   |
| udgements, sourcing, and/or confidence levels were mischaracterized or re the briefer mischaracterized the assessment/product to a consumer un internal IC element/CCMD senior mischaracterized the assessment/product do a consumer uniternal IC element/CCMD senior mischaracterized the assessment/product/y comments or dissent on a product were distorted or suppressed other otal OBJ  leve question added in 2019  When considering the most significant instance of distortion or suppression, or the main analytic line was dictated to me he main analytic line was dictated to me he main analytic line of my product was deliberately changed during review analytic points, supporting evidence, and/or confidence levels in my product where either suppressed or misrepresented the analysis uninternal agency senior changed, deleted, or added minor analytic points of the internal agency senior changed, deleted, or added minor analytic points of the control of | 2010         | 2011         | 2012      |              |             |              |       |      |      | 1<br>0<br>0<br>0<br>3<br>0<br>0<br>0<br>0           | 0 0 0 0 1 4 4 2021 NA after 2021 0 0 0 1 1  | 2022<br>FY19<br>2022<br>5<br>0<br>0                            |
| udgements, sourcing, and/or confidence levels were mischaracterized or re to briefer mischaracterized the assessment/product to a consumer and internal IC element/CCMD senior mischaracterized the assessment/product do a consumer and of the considering the most of distorted or suppressed of the considering the most significant instance of distortion or suppression, or distortion or suppression, or distortion and the considering the most significant instance of distortion or suppression, or distortion or suppression or distortion or suppression or distortion or suppression or distortion or  | 2010         | 2011         | 2012      |              |             |              |       |      |      | 1<br>0<br>0<br>0<br>3<br>0<br>0<br>0<br>0           | 0 0 0 0 1 4 2021 NA after 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 1 0 | 2022<br>FY19  2022 5 0 0 0                                     |
| udgements, sourcing, and/or confidence levels were mischaracterized or re  | 2010         | 2011         | 2012      |              |             |              |       |      |      | 1<br>0<br>0<br>0<br>3<br>0<br>0<br>0<br>0           | 0 0 0 0 1 4 4 2021 NA after 2021 0 0 0 1 1  | 2022<br>FY19<br>2022<br>5<br>0<br>0                            |
| udgements, sourcing, and/or confidence levels were mischaracterized or re briefer mischaracterized the assessment/product to a consumer in internal IC element/CCMD senior mischaracterized the assessment/product do a consumer in internal IC element/CCMD senior mischaracterized the assessment/product ycomments or dissent on a product were distorted or suppressed other cotal OBJ  New question added in 2019  When considering the most significant instance of distortion or suppression, in the considering the most significant instance of distortion or suppression, in the considering the most significant instance of distortion or suppression, in the main analytic line was dictated to me with the main analytic line of my product was deliberately changed during review that the product is supporting evidence, and/or confidence levels in my product was deliberately changed during review that the product is supporting evidence, and/or confidence levels in my product was deliberately changed during review that the product was deliberately changed during review that the product is supporting evidence, and/or confidence levels in my product was deliberately changed during review that the main analytic line of my product was deliberately changed during review that the supporting evidence, and/or confidence levels in my product was deliberately changed or distorted of the main analytic points.  And the main analytic line of my product were suppressed or distorted other or explanation did you receive on this matter?  And the main analytic line of my product was required for publication the analysis did not meet to ne or more of the analytic tradecraft standards bissent or alterantive analysis was not accepted concurrence from a particular component was required for publication content was changed or deleted to better meet customer needs content was changed or deleted to better meet customer needs content was changed or deleted to better meet customer needs content was changed or deleted to better meet customer needs content was c | 2010         | 2011         | 2012      |              |             |              |       |      |      | 1<br>0<br>0<br>0<br>3<br>0<br>0<br>0<br>0           | 2021  NA after  2021  0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0   | 2022<br>FY19  2022 5 0 0 0 0 3                                 |
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| we response categories added to the question in 2019  wure  2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2021 2022   tentral colleague  |   |             |             |             |             |             |             |             |      |      |                  |              |            |
| ### Part   | otal OBJ  |             |             |             |             |             |             |             |      |      |                  |              |            |
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| 2010   2011   2012   2013   2014   2015   2016   2017   2018   2019   2012   2022      |   |             |             |             |             |             |             |             |      |      |                  |              |            |
| State of the way   State of th   |   | 2010        | 2011        | 2012        | 2013        | 2014        | 2015        | 2016        | 2017 | 2018 | 2019             | 2021         | 2022       |
| Selection   Sele   |   |             |             |             |             |             |             |             |      |      |                  |              |            |
| Sew response categories in 2018  | senior leadership<br>tternal IC colleague or supervisor<br>NI element (NIC, NIM, etc.)<br>S government official outside the IC<br>ditor or senior reviewer of an IC publication |             |             |             |             |             |             |             |      |      | 1<br>0<br>0<br>0 | NA after     | FY19       |
|  |   |             |             |             |             |             |             |             |      |      |                  |              |            |
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| 1  |   |             |             |             |             |             |             |             |      |      |                  |              |            |
| rist-level manager   |   | 2010        | 2011        | 2012        | 2013        | 2014        | 2015        | 2016        | 2017 | 2018 | 2019             | 2021         | 2022       |
| Include   Incl   | nternal colleague   |             |             |             |             |             |             |             |      |      |                  |              |            |
| Na after FY18   Na after FY1   |   |             |             |             |             |             |             |             |      |      |                  |              |            |
| On-intelligence senior  Itema I (Supervisor  On-supervisor y reviewer  NI element (NIC, NIM, etc.) Consumer of the consumer of | nd-level/Senior supervisor within your IC element<br>external colleague   |             |             |             |             |             |             |             |      |      |                  |              |            |
| A comparison of the comparis   | lon-intelligence senior   |             |             |             |             |             |             |             |      | 0    | N/A              | after EV10   |            |
| Ne genement (NIC, NIM, etc.) C 0 5 Severnment official outside the IC 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1  |   |             |             |             |             |             |             |             |      |      | IVA              | G1601 1/118  |            |
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| ther  total OBI  1  1  1  1  1  1  1  1  1  1  1  1  1   |   |             |             |             |             |             |             |             |      |      |                  |              |            |
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| non-supervisory professional within your IC element  upervisory within your IC element  upervisory within your IC element  telligence professional outside your IC element  So government official outside the IC  ther  total OBJ  uestion wording changed in 2022  uestion wording changed in 2021  uestion the following factors a motive for your most significant experience with distortion and/or suppression of analysis?  Laintain an existing analytic line or status quo on a topic  2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2021 2022  ot a factor  moderate factor  moderate factor  moderate factor  mipportant factor  mipportant factor  |   |             |             |             |             |             |             |             |      |      |                  |              |            |
| on-supervisory professional within your IC element  upervisor within your IC element  Element  S government official outside your IC element  ther  otal OBJ  uestion wording changed in 2022  uestion wording changed in 2021  uestion responses changed in 2021  uestion responses changed in 2021  uestion design changed in 2021  uperception, to what extent were the following factors a motive for your most significant experience with distortion and/or suppression of analysis?  laintain an existing analytic line or status quo on a topic  2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2021 2022  ot a factor  1 3  omewhat a factor  0 0  1 important factor  1 important factor  3 5   | ource   | 2010        | 2011        | 2012        | 2012        | 2011        | 2015        | 2010        | 2017 | 2010 | 2010             | 2024         | 2022       |
| upervisor within your IC element Segovernment official outside your IC element Segovernment official outside your IC element Segovernment official outside the IC State Obstacl Obstac |   | 2010        | 2011        | 2012        | 2013        | 2014        | 2015        | 2016        | 2017 | 2018 | 2019             | 2021         | 2022       |
| S government official outside the IC ther otal OBJ   westion wording changed in 2022  westion wording changed in 2021  westion design changed in 2021  westion design changed in 2021  westion design changed in 2021  your perception, to what extent were the following factors a motive for your most significant experience with distortion and/or suppression of analysis?   Ialintain an existing analytic line or status quo on a topic   2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2021 2022   ot a factor  1 3 3 3 5   momewhat a factor  0 0 1 1  in important factor  |   |             |             |             |             |             |             |             |      |      |                  |              |            |
| ther there t |   |             |             |             |             |             |             |             |      |      | NA after         | FY17         |            |
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| omewhat a factor         0         0           moderate factor         0         1           n important factor         3         5  |   | 2010        | 2011        | 2012        | 2013        | 2014        | 2015        | 2010        | 2017 | 2018 | 2019             |              |            |
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|  |   |             |             |             |             |             |             |             |      |      |                  |              |            |
|  | n important factor<br>Insure  |             |             |             |             |             |             |             |      |      |                  | 3            | 5<br>0     |

|   |             | -           | Apericine V |              | ion ana, or | suppressio |             |      |  |                                      |          |              |
|---|-------------|-------------|-------------|--------------|-------------|------------|-------------|------|--|--------------------------------------|----------|--------------|
| gn to an individual's perspective   | 2010        | 2011        | 2012        | 2013         | 2014        | 2015       | 2016        | 2017 | 2018   | 2019                                 | 2021     | 2022         |
| ot a factor   | 2010        | 2011        | 2012        | 2013         | 2014        | 2013       | 2010        | 2017 | 2010   | 2013                                 | 1        | 1            |
| mewhat a factor   |             |             |             |              |             |            |             |      |  |                                      | 0        | 1            |
| moderate factor   |             |             |             |              |             |            |             |      |  |                                      | 1        | 4            |
| n important factor<br>Insure  |             |             |             |              |             |            |             |      |  |                                      | 1<br>0   | 3<br>0       |
| otal OBJ  |             |             |             |              |             |            |             |      |  |                                      | 3        | 9            |
| your perception, to what extent were the following factors a motive for your perception, to what extent were the following factors a motive for your poort/protect operational equities   | our most si | gnficant ex | kperience v | vith distort | ion and/or  | suppressio | n of analys | sis? |  |                                      |          |              |
| upport/protect operational equities   | 2010        | 2011        | 2012        | 2013         | 2014        | 2015       | 2016        | 2017 | 2018   | 2019                                 | 2021     | 2022         |
| lot a factor  |             |             |             |              |             |            |             |      |  |                                      | 1        | 3            |
| omewhat a factor  |             |             |             |              |             |            |             |      |  |                                      | 1        | 0            |
| n moderate factor<br>In important factor  |             |             |             |              |             |            |             |      |  |                                      | 0<br>1   | 3<br>1       |
| Insure  |             |             |             |              |             |            |             |      |  |                                      | 0        | 1            |
| otal OBJ  |             |             |             |              |             |            |             |      |  |                                      | 3        | 8            |
| n your perception, to what extent were the following factors a motive for youpport/protect bureaucratic interests   | our most si | gnficant ex | kperience v | vith distort | ion and/or  | suppressio | n of analys | sis? |  |                                      |          |              |
| apport, protect buildulate meress   | 2010        | 2011        | 2012        | 2013         | 2014        | 2015       | 2016        | 2017 | 2018   | 2019                                 | 2021     | 2022         |
| lot a factor  |             |             |             |              |             |            |             |      |  |                                      | 1        | 1            |
| omewhat a factor  |             |             |             |              |             |            |             |      |  |                                      | 1        | 0            |
| n moderate factor<br>In important factor  |             |             |             |              |             |            |             |      |  |                                      | 1<br>1   | 3<br>4       |
| Insure  |             |             |             |              |             |            |             |      |  |                                      | 0        | 1            |
| otal OBJ  |             |             |             |              |             |            |             |      |  |                                      | 4        | 9            |
| n your perception, to what extent were the following factors a motive for yo  | our most si | gnficant ex | kperience v | vith distort | ion and/or  | suppressio | n of analys | sis? |  |                                      |          |              |
| rovoke or prevent policymaker action or response  | 2010        | 2011        | 2012        | 2013         | 2014        | 2015       | 2016        | 2017 | 2018   | 2019                                 | 2021     | 2022         |
| lot a factor  |             |             |             |              |             |            |             |      |  |                                      | 0        | 2            |
| omewhat a factor  |             |             |             |              |             |            |             |      |  |                                      | 0        | 1            |
| a moderate factor   |             |             |             |              |             |            |             |      |  |                                      | 0        | 1            |
| in important factor<br>Unsure   |             |             |             |              |             |            |             |      |  |                                      | 3<br>0   | 2            |
| rotal OBJ   |             |             |             |              |             |            |             |      |  |                                      | 3        | 8            |
| n your perception, to what extent were the following factors a motive for you   | our most si | gnficant ex | kperience v | vith distort | ion and/or  | suppressio | n of analys | sis? |  |                                      |          |              |
| upport or oppose a policy agenda or narrative   | 2010        | 2011        | 2012        | 2013         | 2014        | 2015       | 2016        | 2017 | 2018   | 2019                                 | 2021     | 2022         |
| lot a factor  |             |             |             |              |             |            |             |      |  |                                      | 0        | 1            |
| Somewhat a factor   |             |             |             |              |             |            |             |      |  |                                      | 0        | 3            |
| A moderate factor   |             |             |             |              |             |            |             |      |  |                                      | 1<br>3   | 0<br>5       |
| in important factor<br>Unsure   |             |             |             |              |             |            |             |      |  |                                      | 0        | 0            |
| otal OBJ  |             |             |             |              |             |            |             |      |  |                                      | 4        | 9            |
| lew response categories added to the question in 2019   |             |             |             |              |             |            |             |      |  |                                      |          |              |
| Notive  |             |             |             |              |             |            |             |      |  |                                      |          |              |
| Asiatain an anistina analytic line  | 2010        | 2011        | 2012        | 2013         | 2014        | 2015       | 2016        | 2017 | 2018   | 2019                                 | 2021     | 2022         |
| Naintain an existing analytic line<br>upport views of an internal supervisor/management   |             |             |             |              |             |            |             |      |  | 1                                    |          |              |
| support views of internal colleague(s)  |             |             |             |              |             |            |             |      |  | 0                                    |          |              |
|   |             |             |             |              |             |            |             |      |  | 0                                    |          |              |
| upport views of external colleague(s)   |             |             |             |              |             |            |             |      |  |                                      |          |              |
| upport views of external management   |             |             |             |              |             |            |             |      |  | 0                                    |          |              |
| upport views of external management<br>upport views of governemnet/policy official(s)   |             |             |             |              |             |            |             |      |  | 1                                    | NA after | FY19         |
| support views of external colleague(s) support views of external management support views of governemnet/policy official(s) o support operational equities o supports information deemed embarassing to the Department. Agency o  |             |             |             |              |             |            |             |      |  | 1<br>0                               | NA after | FY19         |
| upport views of external management<br>upport views of governemnet/policy official(s)   |             |             |             |              |             |            |             |      |  | 1                                    | NA after | FY19         |
| upport views of external management upport views of governemnet/policy official(s) o support operational equities o suppores sinformation deemed embarassing to the Department, Agency o o prevent policymaker action or response on a topic lot sure what the motive was   |             |             |             |              |             |            |             |      |  | 1<br>0<br>0                          | NA after | FY19         |
| upport views of external management upport views of governemnet/policy official(s) o support operational equities o supports information deemed embarassing to the Department, Agency o o prevent policymaker action or response on a topic ot sure what the motive was ther  |             |             |             |              |             |            |             |      |  | 1<br>0<br>0<br>0<br>1<br>1           | NA after | FY19         |
| upport views of external management upport views of governemnet/policy official(s) o support operational equities o suppress information deemed embarassing to the Department, Agency o o prevent policymaker action or response on a topic ot sure what the motive was ther otal OBJ   |             |             |             |              |             |            |             |      |  | 1<br>0<br>0<br>0<br>1                | NA after | FY19         |
| upport views of external management upport views of governemnet/policy official(s) o support operational equities o suppress information deemed embarassing to the Department, Agency o o prevent policymaker action or response on a topic lot sure what the motive was ther otal OBJ  |             |             |             |              |             |            |             |      |  | 1<br>0<br>0<br>0<br>1<br>1           | NA after | FY19         |
| upport views of external management upport views of governemnet/policy official(s) o support operational equities o support operational equities o suppress information deemed embarassing to the Department, Agency o o prevent policymaker action or response on a topic lot sure what the motive was ther otal OBJ   | 2010        | 2011        | 2012        | 2013         | 2014        | 2015       | 2016        | 2017 | 2018   | 1<br>0<br>0<br>0<br>1<br>1           | NA after | FY19<br>2022 |
| upport views of external management upport views of governemnet/policy official(s) o support operational equities o supports information deemed embarassing to the Department, Agency o o prevent policymaker action or response on a topic lot sure what the motive was ther otal OBJ lew response categories in 2018 Adotive  Maintain existing analytic line   | 2010        | 2011        | 2012        | 2013         | 2014        | 2015       | 2016        | 2017 | 0  | 1<br>0<br>0<br>0<br>1<br>1<br>5      |          |              |
| upport views of external management upport views of governemnet/policy official(s) o support operational equities o supports information deemed embarassing to the Department, Agency o o prevent policymaker action or response on a topic lot sure what the motive was other otal OBJ  lew response categories in 2018 Adotive  Jaintain existing analytic line upport views of internal supervisor/management  | 2010        | 2011        | 2012        | 2013         | 2014        | 2015       | 2016        | 2017 | 0<br>1   | 1<br>0<br>0<br>0<br>1<br>1<br>5      |          |              |
| upport views of external management upport views of governemnet/policy official(s) o support operational equities o suppress information deemed embarassing to the Department, Agency o o prevent policymaker action or response on a topic tot sure what the motive was ther otal OBJ  lew response categories in 2018  flotive  flaintain existing analytic line upport views of internal supervisor/management upport views of internal colleague  | 2010        | 2011        | 2012        | 2013         | 2014        | 2015       | 2016        | 2017 | 0<br>1<br>0  | 1<br>0<br>0<br>0<br>1<br>1<br>5      |          |              |
| upport views of external management upport views of governemnet/policy official(s) o support operational equities o suppress information deemed embarassing to the Department, Agency o o prevent policymaker action or response on a topic of sure what the motive was ther otal OBJ  wew response categories in 2018 lottive  laintain existing analytic line upport views of internal supervisor/management upport views of internal colleague upport views of external colleague  | 2010        | 2011        | 2012        | 2013         | 2014        | 2015       | 2016        | 2017 | 0<br>1   | 1<br>0<br>0<br>0<br>1<br>1<br>5      |          |              |
| upport views of external management upport views of governemnet/policy official(s) o support operational equities o suppress information deemed embarassing to the Department, Agency o o prevent policymaker action or response on a topic lot sure what the motive was ther otal OBJ  lew response categories in 2018  Anotive  Maintain existing analytic line upport views of internal supervisor/management upport views of external colleague upport views of external colleague upport views of external colleague upport views of external management   | 2010        | 2011        | 2012        | 2013         | 2014        | 2015       | 2016        | 2017 | 0<br>1<br>0<br>0   | 1<br>0<br>0<br>0<br>1<br>1<br>1<br>5 | 2021     |              |
| upport views of external management upport views of governemnet/policy official(s) o support operational equities o suppress information deemed embarassing to the Department, Agency o o prevent policymaker action or response on a topic ot sure what the motive was ther otal OBJ  Lew response categories in 2018  **Notive**  **Anotive**  **Anotive**  Alaintain existing analytic line upport views of internal supervisor/management upport views of external management upport views of external management upport views of government/policy official o support increase/decrease of resources for operational, military or USG g  | 2010        | 2011        | 2012        | 2013         | 2014        | 2015       | 2016        | 2017 | 0<br>1<br>0<br>0<br>0<br>0                               | 1<br>0<br>0<br>0<br>1<br>1<br>1<br>5 |          |              |
| upport views of external management upport views of governemnet/policy official(s) o support operational equities o supprot operational equities o supprots information deemed embarassing to the Department, Agency o o prevent policymaker action or response on a topic ot sure what the motive was tither otal OBJ  dew response categories in 2018 Anotive  Maintain existing analytic line upport views of internal supervisor/management upport views of external colleague upport views of external colleague upport views of external management upport views of government/policy official o support nicrease/decrease of resources for operational, military or USG printentional  | 2010        | 2011        | 2012        | 2013         | 2014        | 2015       | 2016        | 2017 | 0<br>1<br>0<br>0<br>0<br>0<br>0                          | 1<br>0<br>0<br>0<br>1<br>1<br>1<br>5 | 2021     |              |
| upport views of external management upport views of governemnet/policy official(s) o support operational equities o support operational equities o suppress information deemed embarassing to the Department, Agency o o prevent policymaker action or response on a topic lot sure what the motive was other otal OBJ  lew response categories in 2018 Anotive  Anotive  Anotive  Upport views of internal supervisor/management upport views of internal colleague upport views of external colleague upport views of external management upport views of government/policy official o support increase/decrease of resources for operational, military or USG p Inintentional Insure what the motive was   | 2010        | 2011        | 2012        | 2013         | 2014        | 2015       | 2016        | 2017 | 0<br>1<br>0<br>0<br>0<br>0<br>0<br>0                     | 1<br>0<br>0<br>0<br>1<br>1<br>1<br>5 | 2021     |              |
| upport views of external management upport views of governemnet/policy official(s) o support operational equities o supports information deemed embarassing to the Department, Agency o o prevent policymaker action or response on a topic tot sure what the motive was ther otal OBJ  lew response categories in 2018  **Notive**  **Maintain existing analytic line upport views of internal supervisor/management upport views of internal colleague upport views of external colleague upport views of external management upport views of government/policy official o support increase/decrease of resources for operational, military or USG p inintentional Insure what the motive was ther  | 2010        | 2011        | 2012        | 2013         | 2014        | 2015       | 2016        | 2017 | 0<br>1<br>0<br>0<br>0<br>0<br>0                          | 1<br>0<br>0<br>0<br>1<br>1<br>1<br>5 | 2021     |              |
| upport views of external management upport views of governemnet/policy official(s) o support operational equities o support speciational equities o suppress information deemed embarassing to the Department, Agency o o prevent policymaker action or response on a topic tot sure what the motive was ther otal OBJ  lew response categories in 2018  Maintain existing analytic line upport views of internal colleague upport views of internal colleague upport views of external colleague upport views of external management upport views of government/policy official o support increase/decrease of resources for operational, military or USG p inintentional insure what the motive was   | 2010        | 2011        | 2012        | 2013         | 2014        | 2015       | 2016        | 2017 | 0<br>1<br>0<br>0<br>0<br>0<br>0<br>0                     | 1<br>0<br>0<br>0<br>1<br>1<br>1<br>5 | 2021     |              |
| upport views of external management upport views of governemnet/policy official(s) o support operational equities o supports information deemed embarassing to the Department, Agency o o prevent policymaker action or response on a topic ot sure what the motive was ther otal OBJ  wew response categories in 2018 lottive  laintain existing analytic line upport views of internal supervisor/management upport views of internal colleague upport views of external management upport views of external management upport views of government/policy official o support surese/decrease of resources for operational, military or USG p nintentional nsure what the motive was ther o suppress information deemed embarrassing to the Department, Agency or  | 2010        | 2011        | 2012        | 2013         | 2014        | 2015       | 2016        | 2017 | 0<br>1<br>0<br>0<br>0<br>0<br>0<br>0<br>0                | 1<br>0<br>0<br>0<br>1<br>1<br>1<br>5 | 2021     |              |
| upport views of external management upport views of governemnet/policy official(s) o support operational equities o supports information deemed embarassing to the Department, Agency o o prevent policymaker action or response on a topic ot sure what the motive was ther otal OBJ  ew response categories in 2018 lotive  laintain existing analytic line upport views of internal supervisor/management upport views of internal colleague upport views of external management upport views of external management upport views of government/policy official o support lincrease/decrease of resources for operational, military or USG p nintentional nsure what the motive was ther o suppress information deemed embarrassing to the Department, Agency of p prevent policymaker action\response tal OBJ riginal response categories | 2010        | 2011        | 2012        | 2013         | 2014        | 2015       | 2016        | 2017 | 0<br>1<br>0<br>0<br>0<br>0<br>0<br>0<br>0<br>0           | 1<br>0<br>0<br>0<br>1<br>1<br>1<br>5 | 2021     |              |
| upport views of external management upport views of governemnet/policy official(s) o support operational equities o supports information deemed embarassing to the Department, Agency o o prevent policymaker action or response on a topic ot sure what the motive was ther otal OBJ  ew response categories in 2018 lotive  laintain existing analytic line upport views of internal supervisor/management upport views of internal colleague upport views of external colleague upport views of external management upport views of government/policy official o support increase/decrease of resources for operational, military or USG p inintentional nsure what the motive was ther o suppress information deemed embarrassing to the Department, Agency of total OBJ  |             |             |             |              |             |            |             |      | 0<br>1<br>0<br>0<br>0<br>0<br>0<br>0<br>0<br>0<br>0<br>0 | 1<br>0<br>0<br>0<br>1<br>1<br>5      | 2021     | 2022         |
| upport views of external management upport views of governemnet/policy official(s) o support operational equities o suppress information deemed embarassing to the Department, Agency o o prevent policymaker action or response on a topic ot sure what the motive was ther otal OBJ  ew response categories in 2018 lotive  laintain existing analytic line upport views of internal supervisor/management upport views of internal colleague upport views of external management upport views of external management upport views of government/policy official o support increase/decrease of resources for operational, military or USG p nintentional nsure what the motive was ther o suppress information deemed embarrassing to the Department, Agency of the prevent policymaker action\response tal OBJ                            | 2010        | 2011        | 2012        | 2013         | 2014        | 2015       | 2016        | 2017 | 0<br>1<br>0<br>0<br>0<br>0<br>0<br>0<br>0<br>0           | 1<br>0<br>0<br>0<br>1<br>1<br>1<br>5 | 2021     |              |

| am unsure what the motive was<br>nadvertent/unintended<br>To avoid conflicting with an existing analytic line<br>Other  |            |            |            |          |      |      |      |       |        | NA afte | r FY17   |                  |
|---|------------|------------|------------|----------|------|------|------|-------|--------|---------|----------|------------------|
| Total OBJ   |            |            |            |          |      |      |      |       |        |         |          |                  |
| Question wording changed in 2022 Did you seek assistance to address this matter?  |            |            |            |          |      |      |      |       |        |         |          |                  |
| n<br>No   | 2010       | 2011       | 2012       | 2013     | 2014 | 2015 | 2016 | 2017  | 2018   | 2019    | 2021     | <b>2022</b><br>4 |
| /es   |            |            |            |          |      |      |      |       |        |         |          | 5                |
| Total<br>MOE  |            |            |            |          |      |      |      |       |        |         |          | 9<br>31.76%      |
| Question wording changed in 2021  |            |            |            |          |      |      |      |       |        |         |          |                  |
| Question responses changed in 2021 Did you seek assistance in dealing with this most signficant experience of dis   | ortion and | /or suppre | ssion of a | nalveie? |      |      |      |       |        |         |          |                  |
| 1   | 2010       | 2011       | 2012       | 2013     | 2014 | 2015 | 2016 | 2017  | 2018   | 2019    | 2021     | 2022             |
| No<br>Yes   |            |            |            |          |      |      |      |       |        |         | 2<br>2 N | IA after F       |
| Fotal MOE   |            |            |            |          |      |      |      |       |        |         | 48.40%   |                  |
| During the past year, did you seek assistance in dealing with distortion or su  | nnression? |            |            |          |      |      |      |       |        |         |          |                  |
| 1   | 2010       | 2011       | 2012       | 2013     | 2014 | 2015 | 2016 | 2017  | 2018   | 2019    | 2021     | 2022             |
| No<br>Yes   |            |            |            |          |      |      |      | 0     | 1<br>0 | 0<br>5  | NA after | FY19             |
| Partially<br>Fotal  |            |            |            |          |      |      |      | 0     | 1      | 5       |          |                  |
| МОЕ   |            |            |            |          |      |      |      | 0.00% | 97.70% | 43.16%  |          |                  |
| Question wording changed in 2022  |            |            |            |          |      |      |      |       |        |         |          |                  |
| old you seek assistance from the analytic ombuds?   | 2010       | 2011       | 2012       | 2013     | 2014 | 2015 | 2016 | 2017  | 2018   | 2019    | 2021     | 2022             |
| res<br>No   |            |            |            |          |      |      |      |       |        |         |          | 0<br>5           |
| otal OBJ  |            |            |            |          |      |      |      |       |        |         |          | 5                |
| Question wording changed in 2021  |            |            |            |          |      |      |      |       |        |         |          |                  |
| id you seek assistance from your IC element/CCMD analytic ombudsman?  | 2010       | 2011       | 2012       | 2013     | 2014 | 2015 | 2016 | 2017  | 2018   | 2019    | 2021     | 2022             |
| es<br>Io  |            |            |            |          |      |      |      |       |        |         | 1<br>1 N | IA after F       |
| otal OBJ  |            |            |            |          |      |      |      |       |        |         | 2        |                  |
| lew 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             |
| res<br>No   |            |            |            |          |      |      |      |       |        | 0       | NA after | FY19             |
| otal OBJ  |            |            |            |          |      |      |      |       |        | 0       |          |                  |
| Question wording changed in 2022  |            |            |            |          |      |      |      |       |        |         |          |                  |
| <mark>Question responses changed in 2022</mark><br>What is the primary reason you did not seek assistance from the analytic om  |            |            |            |          |      |      |      |       |        |         |          |                  |
| n<br>Did not believe anything would change  | 2010       | 2011       | 2012       | 2013     | 2014 | 2015 | 2016 | 2017  | 2018   | 2019    | 2021     | <b>2022</b>      |
| Did not know who to go to for help<br>concerns regarding retribution  |            |            |            |          |      |      |      |       |        |         |          | 0<br>2           |
| Concerns regarding confidentiality  |            |            |            |          |      |      |      |       |        |         |          | 0                |
| oncerns regarding rank, tenure, or other power imbalances among individuime constraints/press of business   |            |            |            |          |      |      |      |       |        |         |          | 1<br>0           |
| was dissuaded from seeking assistance  Jid not know a process exists for addressing the matter  |            |            |            |          |      |      |      |       |        |         |          | 1<br>0           |
| resumed others involved would seek assistance   |            |            |            |          |      |      |      |       |        |         |          | 0                |
| ther<br>otal OBJ  |            |            |            |          |      |      |      |       |        |         |          | 0<br>5           |
| ew 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             |
| oncerns regarding retribution   | 2010       | 2011       | 2012       | 2013     | 2014 | 2013 | 2010 | 2017  | 2010   | 2013    | 0        | 2022             |
| oncerns regarding confidentiality oncerns regarding rank, tenure, or other power imbalances of individual(s)  |            |            |            |          |      |      |      |       |        |         | 0<br>0   |                  |
| ime constraints/press of businsess ept the issue at the management level  |            |            |            |          |      |      |      |       |        |         | 0 N<br>1 | IA after F       |
|   |            |            |            |          |      |      |      |       |        |         | 0        |                  |
| id not believe the analytic ombudsman would help  |            |            |            |          |      |      |      |       |        |         |          |                  |
| id not believe the analytic ombudsman would help<br>ther  |            |            |            |          |      |      |      |       |        |         | 0        |                  |
| iid not believe the analytic ombudsman would help<br>ther<br>otal OBJ   |            |            |            |          |      |      |      |       |        |         |          |                  |
| oid not believe the analytic ombudsman would help bither fotal OBJ  Question responses changed in 2022 What is the primary reason you did not seek assistance?  | 2012       | 2011       | 2012       | 2012     | 2011 | 2045 | 2015 | 2047  | 2010   | 2010    | 1        | 2022             |
| oid not believe the analytic ombudsman would help<br>Other<br>Total OBJ<br>Question responses changed in 2022   | 2010       | 2011       | 2012       | 2013     | 2014 | 2015 | 2016 | 2017  | 2018   | 2019    |          | <b>2022</b><br>0 |
| tid not believe the analytic ombudsman would help ther otal OBJ  tuestion responses changed in 2022 What is the primary reason you did not seek assistance? In the primary reason you did not seek assistance? In the primary reason you did not seek assistance? In the primary reason you did not seek assistance?  | 2010       | 2011       | 2012       | 2013     | 2014 | 2015 | 2016 | 2017  | 2018   | 2019    | 1        | 0<br>0           |
| iid not believe the analytic ombudsman would help ther otal OBJ  tuestion responses changed in 2022  What is the primary reason you did not seek assistance?  iid not believe anything would change iid not know who to go to for help oncerns regarding retirubtion oncerns regarding confidentiality  | 2010       | 2011       | 2012       | 2013     | 2014 | 2015 | 2016 | 2017  | 2018   | 2019    | 1        | 0<br>0<br>3<br>0 |
| id not believe the analytic ombudsman would help ther otal OBJ    uestion responses changed in 2022   that is the primary reason you did not seek assistance?  id not believe anything would change id not know who to go to for help oncerns regarding retrubtion oncerns regarding confidentiality oncerns regarding rank, tenure, or other power imbalances among individu | 2010       | 2011       | 2012       | 2013     | 2014 | 2015 | 2016 | 2017  | 2018   | 2019    | 1        | 0<br>0<br>3<br>0 |
| tid not believe the analytic ombudsman would help ther otal OBJ tuestion responses changed in 2022 What is the primary reason you did not seek assistance?  | 2010       | 2011       | 2012       | 2013     | 2014 | 2015 | 2016 | 2017  | 2018   | 2019    | 1        | 0<br>0<br>3<br>0 |

| ther   |                        |      |      |      |      |      |      |      |   |        |                    | 0<br>0    |
|--|------------------------|------|------|------|------|------|------|------|---|--------|--------------------|-----------|
| tal OBJ  |                        |      |      |      |      |      |      |      |   |        |                    | 4         |
| w response categories added to the question in 2021  |                        |      |      |      |      |      |      |      |   |        |                    |           |
| estion wording changed in 2021 nat is the primary reason you did not seek assistance?  |                        |      |      |      |      |      |      |      |   |        |                    |           |
|  | 2010                   | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018  | 2019   | 2021               | 2022      |
| d not believe anything would change<br>d not know who to go to for help  |                        |      |      |      |      |      |      |      |   |        | 2<br>0             |           |
| ncerns regading retirbution  |                        |      |      |      |      |      |      |      |   |        | 0                  |           |
| ncerns regarding confidentiality   |                        |      |      |      |      |      |      |      |   |        |                    | A after F |
| ncerns regading rank, tenure, or other power imbalances of individual(s) in<br>ne constraints/press of business  |                        |      |      |      |      |      |      |      |   |        | 0<br>0             |           |
| ner constraints/press of business  |                        |      |      |      |      |      |      |      |   |        | 0                  |           |
| ral OBJ  |                        |      |      |      |      |      |      |      |   |        | 2                  |           |
|  |                        |      |      |      |      |      |      |      |   |        |                    |           |
| w response categories added to the question in 2019 estion wording changed in 2019   |                        |      |      |      |      |      |      |      |   |        |                    |           |
| at is the primary reason you didn't seek assistance in dealing with the att  |                        |      |      |      |      |      |      |      |   |        |                    |           |
| and the state of t | 2010                   | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018  | 2019   | 2021               | 2022      |
| r of retribution<br>neerns about the lack of confidentiality   |                        |      |      |      |      |      |      |      |   | 1<br>0 |                    |           |
| not believe anything would change  |                        |      |      |      |      |      |      |      |   | 2      |                    |           |
| son in question was considered "senior" to me  |                        |      |      |      |      |      |      |      |   | 0      | A after FY19       | 9         |
| n't know who to go to for help   |                        |      |      |      |      |      |      |      |   | 2      |                    |           |
| ner al OBJ   |                        |      |      |      |      |      |      |      |   | 5      |                    |           |
|  |                        |      |      |      |      |      |      |      |   | 3      |                    |           |
| v response categories in 2018  |                        |      |      |      |      |      |      |      |   |        |                    |           |
| y did you not seek assistance in dealing with distortion or supression? (Ra  |                        | 2011 | 2012 | 2012 | 2014 | 2015 | 2016 | 2017 | 2010  | 2010   | 2021               | 2022      |
| of retribution   | 2010                   | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | <b>2018</b>   | 2019   | 2021               | 2022      |
| not believe anyone would listen  |                        |      |      |      |      |      |      |      | 0   |        |                    |           |
| not believe anything could change  |                        |      |      |      |      |      |      |      | 0   |        |                    |           |
| rson in question considered "senior" to me   |                        |      |      |      |      |      |      |      | 0   | NA     | after FY18         |           |
| in't know who to go to for help<br>In't know about Ombudsman process   |                        |      |      |      |      |      |      |      | 0   |        |                    |           |
| ner  |                        |      |      |      |      |      |      |      | 0   |        |                    |           |
| al OBJ   |                        |      |      |      |      |      |      |      | 1   |        |                    |           |
| 26   |                        |      |      |      |      |      |      |      |   |        |                    |           |
| y did you not seek assistance in dealing with distortion or supression? (Ra  | 2010                   | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018  | 2019   | 2021               | 2022      |
| r of retribution   | 2010                   |      |      | 2010 |      |      |      |      | 0   | 2025   |                    | 2022      |
| I not believe anyone would listen  |                        |      |      |      |      |      |      |      | 0   |        |                    |           |
| d not believe anything could change  |                        |      |      |      |      |      |      |      | 1   |        | -0                 |           |
| rson in question considered "senior" to me<br>dn't know who to go to for help  |                        |      |      |      |      |      |      |      | 0   | NA     | after FY18         |           |
| dn't know about Ombudsman process  |                        |      |      |      |      |      |      |      | 0   |        |                    |           |
| her  |                        |      |      |      |      |      |      |      | 0   |        |                    |           |
| tal OBJ  |                        |      |      |      |      |      |      |      | 1   |        |                    |           |
| ny did you not seek assistance in dealing with distortion or supression? (Ra   | nk 3)                  |      |      |      |      |      |      |      |   |        |                    |           |
| , , , , , , , , , , , , , , , , , , ,  | 2010                   | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018  | 2019   | 2021               | 2022      |
| ar of retribution  |                        |      |      |      |      |      |      |      | 0   |        |                    |           |
| d not believe anyone would listen  |                        |      |      |      |      |      |      |      | 0   |        |                    |           |
| d not believe anything could change<br>rson in question considered "senior" to me  |                        |      |      |      |      |      |      |      | 0<br>1  | NΔ     | after FY18         |           |
| dn't know who to go to for help  |                        |      |      |      |      |      |      |      | 0   | 140    | unter i i 120      |           |
| dn't know about Ombudsman process  |                        |      |      |      |      |      |      |      | 0   |        |                    |           |
| her  |                        |      |      |      |      |      |      |      | 0   |        |                    |           |
| tal OBJ  |                        |      |      |      |      |      |      |      | 1   |        |                    |           |
| ny did you not seek assistance in dealing with distortion or supression? (Ra   | nk 4)                  |      |      |      |      |      |      |      |   |        |                    |           |
|  | 2010                   | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018  | 2019   | 2021               | 2022      |
| ar of retribution  |                        |      |      |      |      |      |      |      | 0   |        |                    |           |
| I not believe anyone would listen<br>I not believe anything could change   |                        |      |      |      |      |      |      |      | 0   |        |                    |           |
| riot believe anything could change<br>son in question considered "senior" to me  |                        |      |      |      |      |      |      |      | 0   | NA     | after FY18         |           |
|  |                        |      |      |      |      |      |      |      | 0   |        |                    |           |
| dn't know who to go to for help  |                        |      |      |      |      |      |      |      | 0   |        |                    |           |
| In't know about Ombudsman process  |                        |      |      |      |      |      |      |      |   |        |                    |           |
| in't know about Ombudsman process<br>ner   |                        |      |      |      |      |      |      |      | 0   |        |                    |           |
| in't know about Ombudsman process<br>ner   |                        |      |      |      |      |      |      |      |   |        |                    |           |
| n't know about Ombudsman process<br>er<br>al OBJ   |                        |      |      |      |      |      |      |      | 0   |        |                    |           |
| n't know about Ombudsman process<br>er<br>al OBJ<br>y did you not seek assistance in dealing with distortion or supression? (Ra  | ank 5)<br>2010         | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 0 0   | 2019   | 2021               | 2022      |
| In't know about Ombudsman process ner al OBJ  by did you not seek assistance in dealing with distortion or supression? (Ra or of retribution   |                        | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 0<br>0<br>2018  | 2019   | 2021               | 2022      |
| In't know about Ombudsman process<br>her<br>tal OBJ<br>ny did you not seek assistance in dealing with distortion or supression? (Ra<br>ar of retribution<br>In ot believe anyone would listen  |                        | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 0 0   | 2019   | 2021               | 2022      |
| In't know who to go to for help In't know about Ombudsman process her Ital OBJ In y did you not seek assistance in dealing with distortion or supression? (Re ar of retribution I not believe anyone would listen I not believe anything could change I son in question considered "senior" to me  |                        | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 0<br>0<br>2018<br>0<br>0                                      |        | 2021<br>after FY18 | 2022      |
| In't know about Ombudsman process her tal OBJ  ny did you not seek assistance in dealing with distortion or supression? (Ra ar of retribution d not believe anyone would listen f not believe anything could change rson in question considered" "senior" to me dn't know who to go to for help  |                        | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 0<br>0<br>0<br>2018<br>0<br>0<br>0<br>0                       |        |                    | 2022      |
| In't know about Ombudsman process her tal OBJ  hy did you not seek assistance in dealing with distortion or supression? (Ra ar of retribution If not believe anyone would listen If not believe anything could change rson in question considered "senior" to me In't know who to go to for help In't know about Ombudsman process   |                        | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 0<br>0<br>0<br>2018<br>0<br>0<br>0<br>0<br>0                  |        |                    | 2022      |
| In't know about Ombudsman process ner Ial OBJ Iny did you not seek assistance in dealing with distortion or supression? (Ra In of retribution In ot believe anyone would listen In ot believe anything could change son in question considered "senior" to me In't know who to go to for help In't know about Ombudsman process ner  |                        | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 0<br>0<br>0<br>2018<br>0<br>0<br>0<br>0<br>0<br>0             |        |                    | 2022      |
| In't know about Ombudsman process ner al OBJ  sy did you not seek assistance in dealing with distortion or supression? (Ra or of retribution not believe anyone would listen Inot believe anything could change son in question considered "senior" to me In't know who to go to for help In't know about Ombudsman process  |                        | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 0<br>0<br>0<br>2018<br>0<br>0<br>0<br>0<br>0                  |        |                    | 2022      |
| n't know about Ombudsman process  ler al OBJ  ly did you not seek assistance in dealing with distortion or supression? (Ra  or of retribution not believe anyone would listen not believe anything could change son in question considered "senior" to me n't know who to go to for help n't know about Ombudsman process  ler   | 2010<br>2010<br>ank 6) |      |      |      |      |      |      |      | 0<br>0<br>0<br>0<br>0<br>0<br>0<br>0<br>0<br>0<br>0           | NA     | after FY18         |           |
| n't know about Ombudsman process er al OBJ y did you not seek assistance in dealing with distortion or supression? (Ra r of retribution not believe anyone would listen not believe anything could change son in question considered "senior" to me n't know who to go to for help n't know about Ombudsman process er al OBJ y did you not seek assistance in dealing with distortion or supression? (Ra  | 2010                   | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 0<br>0<br>0<br>0<br>0<br>0<br>0<br>0<br>0<br>0<br>0           |        |                    | 2022      |
| n't know about Ombudsman process er al OBJ  y did you not seek assistance in dealing with distortion or supression? (Ra r of retribution not believe anyone would listen not believe anyone would change son in question considered "senior" to me n't know who to go to for help n't know about Ombudsman process er al OBJ y did you not seek assistance in dealing with distortion or supression? (Ra r of retribution  | 2010<br>2010<br>ank 6) |      |      |      |      |      |      |      | 0<br>0<br>0<br>0<br>0<br>0<br>0<br>0<br>0<br>0<br>0<br>0<br>0 | NA     | after FY18         |           |
| n't know about Ombudsman process er al OBJ y did you not seek assistance in dealing with distortion or supression? (Ra r of retribution not believe anyone would listen not believe anything could change son in question considered "senior" to me n't know who to go to for help n't know about Ombudsman process er al OBJ y did you not seek assistance in dealing with distortion or supression? (Ra  | 2010<br>2010<br>ank 6) |      |      |      |      |      |      |      | 0<br>0<br>0<br>0<br>0<br>0<br>0<br>0<br>0<br>0<br>0           | NA     | after FY18         |           |

| Didn't know who to go to for help  |              |              |              |              |              |              |      |      | 0                     |                          |  |   |
|--|--------------|--------------|--------------|--------------|--------------|--------------|------|------|-----------------------|--------------------------|--|---|
| Didn't know about Ombudsman process Other  |              |              |              |              |              |              |      |      | 0                     |                          |  |   |
| otal OBJ   |              |              |              |              |              |              |      |      | 0                     |                          |  |   |
| hy did you not seek assistance in dealing with distortion or supression? (Ra   | ank 7)       |              |              |              |              |              |      |      |                       |                          |  |   |
| ear of retribution   | 2010         | 2011         | 2012         | 2013         | 2014         | 2015         | 2016 | 2017 | <b>2018</b>           | 2019                     | 2021   | 2022  |
| id not believe anyone would listen   |              |              |              |              |              |              |      |      | 0                     |                          |  |   |
| id not believe anything could change   |              |              |              |              |              |              |      |      | 0                     |                          |  |   |
| erson in question considered "senior" to me  |              |              |              |              |              |              |      |      | 0                     | NA                       | after FY18   |   |
| idn't know who to go to for help<br>idn't know about Ombudsman process   |              |              |              |              |              |              |      |      | 0                     |                          |  |   |
| ither  |              |              |              |              |              |              |      |      | 0                     |                          |  |   |
| otal OBJ   |              |              |              |              |              |              |      |      | 0                     |                          |  |   |
| ew question added in 2021  |              |              |              |              |              |              |      |      |                       |                          |  |   |
| re you empowered to uphold ICD 203 principles?   | 2010         | 2011         | 2012         | 2013         | 2014         | 2015         | 2016 | 2017 | 2018                  | 2019                     | 2021   | 2022  |
| res  | 2010         | 2011         | 2012         | 2013         | 2014         | 2015         | 2016 | 2017 | 2018                  | 2019                     | 2021   | 51  |
| lo   |              |              |              |              |              |              |      |      |                       |                          | 3  | 7   |
| otal<br>MOE  |              |              |              |              |              |              |      |      |                       |                          | 27<br>17.25%   | 58<br>10.36%  |
| IOL  |              |              |              |              |              |              |      |      |                       |                          | 17.23/0  | 10.30%  |
| ew question added in 2021  | ns to once   | iro analimi- | adheres to   | ICD 303      | inciples?    |              |      |      |                       |                          |  |   |
| oes your IC element/CCMD encourage raising questions and voicing concer  | 2010         | 2011         | 2012         | 2013         | 2014         | 2015         | 2016 | 2017 | 2018                  | 2019                     | 2021   | 2022  |
| es   |              |              |              |              |              |              |      |      |                       |                          | 20   | 49  |
| lo   |              |              |              |              |              |              |      |      |                       |                          | 5  | 9   |
| otal<br>AOE  |              |              |              |              |              |              |      |      |                       |                          | 25<br>18.05%   | 58<br>10.36%  |
|  |              |              |              |              |              |              |      |      |                       |                          |  |   |
| ew question added in 2022<br>/hat is the primary way in which your IC element/CCMD could better promo  | ote analys   | is that adhe | eres to ICD  | 203 princir  | les?         |              |      |      |                       |                          |  |   |
|  | 2010         | 2011         | 2012         | 2013         | 2014         | 2015         | 2016 | 2017 | 2018                  | 2019                     | 2021   | 2022  |
| raining on the Analytic Standards  |              |              |              |              |              |              |      |      |                       |                          |  | 20<br>2   |
| romote awareness of the analytic ombuds as a resource to address concert<br>consistent and transparent product review and feedback practices   |              |              |              |              |              |              |      |      |                       |                          |  | 13  |
| onsistent and transparent product review and reedback practices  |              |              |              |              |              |              |      |      |                       |                          |  | 0   |
| ommunication, guidance, and strategic messaging about the Analytic Stanc   |              |              |              |              |              |              |      |      |                       |                          |  | 4   |
| eadership commitment to preserve objective analysis independent from pc  |              |              |              |              |              |              |      |      |                       |                          |  | 8   |
| ddress resource-to-task imbalances   |              |              |              |              |              |              |      |      |                       |                          |  | 10  |
| otal   |              |              |              |              |              |              |      |      |                       |                          |  | 3<br>60   |
| MOE  |              |              |              |              |              |              |      |      |                       |                          |  | 10.09%  |
|  |              |              |              |              |              |              |      |      |                       |                          |  |   |
| lew question added in 2022<br>Are you aware of your IC element/CCMD analytic ombuds role and responsib   | nilities?    |              |              |              |              |              |      |      |                       |                          |  |   |
| .,,  | 2010         | 2011         | 2012         | 2013         | 2014         | 2015         | 2016 | 2017 | 2018                  | 2019                     | 2021   | 2022  |
| es   |              |              |              |              |              |              |      |      |                       |                          |  | 43  |
| lo<br>fotal  |              |              |              |              |              |              |      |      |                       |                          |  | 18<br>61  |
| MOE  |              |              |              |              |              |              |      |      |                       |                          |  |   |
|  |              |              |              |              |              |              |      |      |                       |                          |  | 9.96%   |
|  |              |              |              |              |              |              |      |      |                       |                          |  | 9.96%   |
| lew question added in 2018   |              |              |              |              |              |              |      |      |                       |                          |  | 9.96%   |
| lew question added in 2018<br>Question wording changed in 2021   |              |              |              |              |              |              |      |      |                       |                          |  | 9.96%   |
| lew question added in 2018   | 2010         | 2011         | 2012         | 2013         | 2014         | 2015         | 2016 | 2017 | 2018                  | 2019                     | 2021   | 9.96%   |
| lew question added in 2018 Question wording changed in 2021 To you know how to contact your IC element/CCMD analytic ombuds?   | 2010         | 2011         | 2012         | 2013         | 2014         | 2015         | 2016 | 2017 | <b>2018</b>           | <b>2019</b> 25           | <b>2021</b>  |   |
| lew question added in 2018  tuestion wording changed in 2021  to you know how to contact your IC element/CCMD analytic ombuds?  es   | 2010         | 2011         | 2012         | 2013         | 2014         | 2015         | 2016 | 2017 | 3<br>0                | 25<br>11                 | 20<br>6  | 2022<br>42<br>1   |
| ew question added in 2018 usestion wording changed in 2021 o you know how to contact your IC element/CCMD analytic ombuds? es o ootal  | 2010         | 2011         | 2012         | 2013         | 2014         | 2015         | 2016 | 2017 | 3<br>0<br>3           | 25<br>11<br>36           | 20<br>6<br>26  | 2022<br>42<br>1<br>43   |
| ew question added in 2018 usestion wording changed in 2021 o you know how to contact your IC element/CCMD analytic ombuds? es o ootal  | 2010         | 2011         | 2012         | 2013         | 2014         | 2015         | 2016 | 2017 | 3<br>0                | 25<br>11                 | 20<br>6  | 2022<br>42<br>1   |
| tew question added in 2018 tuestion wording changed in 2021 to you know how to contact your IC element/CCMD analytic ombuds?  es to to total ADE   | 2010         | 2011         | 2012         | 2013         | 2014         | 2015         | 2016 | 2017 | 3<br>0<br>3           | 25<br>11<br>36           | 20<br>6<br>26  | 2022<br>42<br>1<br>43   |
| tew question added in 2018 tuestion wording changed in 2021 to you know how to contact your IC element/CCMD analytic ombuds?  es to total toE  tew question added in 2022 tre you aware of the IC Analytic Ombudsman role and responsibilities?  |              |              |              |              |              |              |      |      | 3<br>0<br>3<br>56.06% | 25<br>11<br>36<br>14.44% | 20<br>6<br>26<br>17.64%  | 2022<br>42<br>1<br>43<br>12.85%   |
| lew question added in 2018 tuestion wording changed in 2021 to you know how to contact your IC element/CCMD analytic ombuds? es to total toE  lew question added in 2022 re you aware of the IC Analytic Ombudsman role and responsibilities?  | 2010         | 2011         | 2012         | 2013         | 2014         | 2015         | 2016 | 2017 | 3<br>0<br>3           | 25<br>11<br>36           | 20<br>6<br>26  | 2022<br>42<br>1<br>43<br>12.85%   |
| lew question added in 2018 tuestion wording changed in 2021 to you know how to contact your IC element/CCMD analytic ombuds?  es to to total toE  tew question added in 2022 tre you aware of the IC Analytic Ombudsman role and responsibilities?   |              |              |              |              |              |              |      |      | 3<br>0<br>3<br>56.06% | 25<br>11<br>36<br>14.44% | 20<br>6<br>26<br>17.64%  | 2022<br>42<br>1<br>43<br>12.85%   |
| ew question added in 2018  usestion wording changed in 2021  o you know how to contact your IC element/CCMD analytic ombuds?  es o otal IOE  ew question added in 2022  re you aware of the IC Analytic Ombudsman role and responsibilities?  es o   |              |              |              |              |              |              |      |      | 3<br>0<br>3<br>56.06% | 25<br>11<br>36<br>14.44% | 20<br>6<br>26<br>17.64%  | 2022<br>42<br>1<br>43<br>12.85%   |
| ew question added in 2018 tuestion wording changed in 2021 o you know how to contact your IC element/CCMD analytic ombuds? es o otal HOE ew question added in 2022 re you aware of the IC Analytic Ombudsman role and responsibilities? es o otal  |              |              |              |              |              |              |      |      | 3<br>0<br>3<br>56.06% | 25<br>11<br>36<br>14.44% | 20<br>6<br>26<br>17.64%  | 2022<br>42<br>1<br>43<br>12.85%<br>2022<br>41<br>20   |
| ew question added in 2018  usestion wording changed in 2021  o you know how to contact your IC element/CCMD analytic ombuds?  es o otal IOE  ew question added in 2022  re you aware of the IC Analytic Ombudsman role and responsibilities?  es o otal IOE  |              |              |              |              |              |              |      |      | 3<br>0<br>3<br>56.06% | 25<br>11<br>36<br>14.44% | 20<br>6<br>26<br>17.64%  | 2022<br>42<br>1<br>43<br>12.85%<br>2022<br>41<br>20<br>61   |
| we question added in 2018 usestion wording changed in 2021 o you know how to contact your IC element/CCMD analytic ombuds?  25 o obtail IOE  we question added in 2022 re you aware of the IC Analytic Ombudsman role and responsibilities?  25 o obtail IOE  we question added in 2022 re you ware of the IC Analytic Ombudsman role and responsibilities?  26 o obtail IOE  we question added in 2022 o you know how to contact the IC Analytic Ombudsman?   | 2010         | 2011         | 2012         | 2013         | 2014         | 2015         | 2016 | 2017 | 3<br>0<br>3<br>56.06% | 25<br>11<br>36<br>14.44% | 20<br>6<br>26<br>17.64%  | 2022<br>42<br>1<br>43<br>12.85%<br>2022<br>41<br>20<br>61<br>9.96%  |
| we question added in 2018 uestion wording changed in 2021 o you know how to contact your IC element/CCMD analytic ombuds?  25 0 0 total 100E  ew question added in 2022 re you aware of the IC Analytic Ombudsman role and responsibilities? 25 0 0 total 100E  ew question added in 2022 re you ware of the IC Analytic Ombudsman role and responsibilities? 25 0 total 100E  ew question added in 2022 o you know how to contact the IC Analytic Ombudsman?  |              |              |              |              |              |              |      |      | 3<br>0<br>3<br>56.06% | 25<br>11<br>36<br>14.44% | 20<br>6<br>26<br>17.64%  | 2022<br>42<br>1<br>43<br>12.85%<br>2022<br>41<br>20<br>61<br>9.96%  |
| ew question added in 2018 uestion wording changed in 2021 o you know how to contact your IC element/CCMD analytic ombuds?  es o o o o o o o o o o o o o o o o o o  | 2010         | 2011         | 2012         | 2013         | 2014         | 2015         | 2016 | 2017 | 3<br>0<br>3<br>56.06% | 25<br>11<br>36<br>14.44% | 20<br>6<br>26<br>17.64%  | 2022<br>42<br>1<br>43<br>12.85%<br>2022<br>41<br>20<br>61<br>9.96%  |
| ew question added in 2018 uestion wording changed in 2021 o you know how to contact your IC element/CCMD analytic ombuds?  25 o o otal IOE ew question added in 2022 re you aware of the IC Analytic Ombudsman role and responsibilities?  25 o otal IOE ew question added in 2022 re you whow how to contact the IC Analytic Ombudsman?   | 2010         | 2011         | 2012         | 2013         | 2014         | 2015         | 2016 | 2017 | 3<br>0<br>3<br>56.06% | 25<br>11<br>36<br>14.44% | 20<br>6<br>26<br>17.64%  | 2022<br>42<br>1<br>43<br>12.85%<br>2022<br>41<br>9.96%<br>2022<br>34<br>7   |
| ew question added in 2018 tuestion wording changed in 2021 o you know how to contact your IC element/CCMD analytic ombuds? es o otal noE ew question added in 2022 re you aware of the IC Analytic Ombudsman role and responsibilities? es o otal noE ew question added in 2022 re you aware of the IC Analytic Ombudsman role and responsibilities? es o otal noE ew question added in 2022 o you know how to contact the IC Analytic Ombudsman?  | 2010         | 2011         | 2012         | 2013         | 2014         | 2015         | 2016 | 2017 | 3<br>0<br>3<br>56.06% | 25<br>11<br>36<br>14.44% | 20<br>6<br>26<br>17.64%  | 2022<br>42<br>1<br>43<br>12.85%<br>2022<br>41<br>20<br>61<br>9.96%  |
| lew question added in 2018 question wording changed in 2021 to you know how to contact your IC element/CCMD analytic ombuds?  es to to total ADE  lew question added in 2022 tre you aware of the IC Analytic Ombudsman role and responsibilities?  es to to total ADE  lew question added in 2022 tre you aware of the IC Analytic Ombudsman role and responsibilities?  es to to total ADE  lew question added in 2022 to you know how to contact the IC Analytic Ombudsman?  es to total ADE  | 2010         | 2011         | 2012         | 2013         | 2014         | 2015         | 2016 | 2017 | 3<br>0<br>3<br>56.06% | 25<br>11<br>36<br>14.44% | 20<br>6<br>26<br>17.64%  | 2022<br>42<br>1<br>43<br>12.85%<br>2022<br>41<br>9.96%<br>2022<br>34<br>7   |
| Jew question added in 2018 Joyou know how to contact your IC element/CCMD analytic ombuds?  Joyou know how to contact your IC element/CCMD analytic ombuds?  Joyou know how to contact your IC element/CCMD analytic ombuds?  Joyou know  Joyou know how to contact the IC Analytic Ombudsman role and responsibilities?  Joyou know how to contact the IC Analytic Ombudsman?  Joyou know how to contact the IC Analytic Ombudsman?  Joyou know how to contact the IC Analytic Ombudsman?  Joyou know how to contact the IC Analytic Ombudsman?  Joyou know how to contact the IC Analytic Ombudsman?  Joyou know how to contact the IC Analytic Ombudsman?   | 2010         | 2011         | 2012         | 2013         | 2014         | 2015         | 2016 | 2017 | 3<br>0<br>3<br>56.06% | 25<br>11<br>36<br>14.44% | 20<br>6<br>26<br>17.64%  | 2022<br>42<br>1<br>43<br>12.85%<br>2022<br>41<br>9.96%<br>2022<br>34<br>7   |
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| lew question added in 2018 tuestion wording changed in 2021 to you know how to contact your IC element/CCMD analytic ombuds?  es to to total MOE  lew question added in 2022 tre you aware of the IC Analytic Ombudsman role and responsibilities?  es to to total MOE  lew question added in 2022 to you know how to contact the IC Analytic Ombudsman?  es to total MOE  lew question added in 2022 to you know how to contact the IC Analytic Ombudsman?  es to total MOE  question wording changed in 2022 the question wording changed in 2022 the question added in 2021   | 2010         | 2011         | 2012         | 2013         | 2014         | 2015         | 2016 | 2017 | 3<br>0<br>3<br>56.06% | 25<br>11<br>36<br>14.44% | 20<br>6<br>26<br>17.64%  | 2022<br>42<br>1<br>1<br>43<br>12.85%<br>2022<br>41<br>20<br>61<br>9.96%<br>2022<br>34<br>7<br>41<br>13.27%                                      |
| lew question added in 2018<br>Question wording changed in 2021   | 2010<br>2010 | 2011<br>2011 | 2012<br>2012 | 2013<br>2013 | 2014<br>2014 | 2015<br>2015 | 2016 | 2017 | 3<br>0<br>3<br>56.06% | 25<br>11<br>36<br>14.44% | 20<br>6<br>26<br>17.64%  | 2022<br>42<br>1<br>43<br>12.85%<br>2022<br>41<br>20<br>61<br>9.96%<br>2022<br>34<br>7   |
| ew question added in 2018  usestion wording changed in 2021 o you know how to contact your IC element/CCMD analytic ombuds?  es o o otal IODE  ew question added in 2022 re you aware of the IC Analytic Ombudsman role and responsibilities?  es o otal IODE  ew question added in 2022 o you know how to contact the IC Analytic Ombudsman?  es o o total IODE  ew question added in 2022 o you know how to contact the IC Analytic Ombudsman?  es o o total IODE  usestion wording changed in 2022 ew question added in 2021 o terms of effectively upholding ICD 203 principles, how would you rate you attisfactory mixed performance   | 2010<br>2010 | 2011<br>2011 | 2012<br>2012 | 2013<br>2013 | 2014<br>2014 | 2015<br>2015 | 2016 | 2017 | 3<br>0<br>3<br>56.06% | 25<br>11<br>36<br>14.44% | 20<br>6<br>26<br>17.64%<br>2021<br>2021<br>2021<br>5<br>1<br>0             | 2022<br>42<br>1<br>43<br>12.85%<br>2022<br>41<br>20<br>61<br>9.96%<br>2022<br>34<br>7<br>41<br>13.27%<br>2022<br>11<br>13.27%                   |
| lew question added in 2018 question wording changed in 2021 to you know how to contact your IC element/CCMD analytic ombuds? es to to total MOE  lew question added in 2022 tre you aware of the IC Analytic Ombudsman role and responsibilities? es to to total MOE  lew question added in 2022 tre you aware of the IC Analytic Ombudsman role and responsibilities? es to to total MOE  lew question added in 2022 to you know how to contact the IC Analytic Ombudsman?  es to   | 2010<br>2010 | 2011<br>2011 | 2012<br>2012 | 2013<br>2013 | 2014<br>2014 | 2015<br>2015 | 2016 | 2017 | 3<br>0<br>3<br>56.06% | 25<br>11<br>36<br>14.44% | 20<br>6<br>26<br>17.64%<br>2021<br>2021<br>5<br>1<br>0<br>21               | 2022<br>42<br>12<br>43<br>12.85%<br>2022<br>41<br>20<br>61<br>9.96%<br>2022<br>34<br>7<br>41<br>13.27%<br>2022<br>111<br>3<br>1<br>45           |
| ew question added in 2018 uestion wording changed in 2021 o you know how to contact your IC element/CCMD analytic ombuds?  25 0 0 otal IOIE ew question added in 2022 re you aware of the IC Analytic Ombudsman role and responsibilities? 25 0 0 otal IOIE ew question added in 2022 o you know how to contact the IC Analytic Ombudsman? 25 26 27 28 29 20 20 20 20 20 20 20 20 20 20 20 20 20   | 2010<br>2010 | 2011<br>2011 | 2012<br>2012 | 2013<br>2013 | 2014<br>2014 | 2015<br>2015 | 2016 | 2017 | 3<br>0<br>3<br>56.06% | 25<br>11<br>36<br>14.44% | 20<br>6<br>26<br>17.64%<br>2021<br>2021<br>2021<br>5<br>1<br>0<br>21<br>27 | 2022<br>42<br>1<br>43<br>12.85%<br>2022<br>41<br>20<br>61<br>9.96%<br>2022<br>34<br>7<br>7<br>41<br>13.27%<br>2022<br>111<br>3<br>1<br>45<br>60 |
| lew question added in 2018 tuestion wording changed in 2021 to you know how to contact your IC element/CCMD analytic ombuds?  es to to total MOE  lew question added in 2022 tre you aware of the IC Analytic Ombudsman role and responsibilities?  es to to total MOE  lew question added in 2022 to you know how to contact the IC Analytic Ombudsman?  es to total MOE  lew question added in 2022 to you know how to contact the IC Analytic Ombudsman?  es to total MOE  question wording changed in 2022 the question wording changed in 2022 the question wording changed in 2021 to terms of effectively upholding ICD 203 principles, how would you rate you attisfactory this programme to the progr | 2010<br>2010 | 2011<br>2011 | 2012<br>2012 | 2013<br>2013 | 2014<br>2014 | 2015<br>2015 | 2016 | 2017 | 3<br>0<br>3<br>56.06% | 25<br>11<br>36<br>14.44% | 20<br>6<br>26<br>17.64%<br>2021<br>2021<br>5<br>1<br>0<br>21               | 2022<br>42<br>12<br>43<br>12.85%<br>2022<br>41<br>20<br>61<br>9.96%<br>2022<br>34<br>7<br>41<br>13.27%<br>2022<br>111<br>3<br>1<br>45           |

| ime constraints<br>evels of review   |                       | 2011                | 2012                | 2013              | 2014                    | 2015        | 2016  | 2017 | 2018 | 2019 | 2021  | 2022  |
|--|-----------------------|---------------------|---------------------|-------------------|-------------------------|-------------|-------|------|------|------|---|---|
| rels of review   |                       |                     |                     |                   |                         |             |       |      |      |      |   | 0   |
|  |                       |                     |                     |                   |                         |             |       |      |      |      |   | 0   |
| eshold for publication   |                       |                     |                     |                   |                         |             |       |      |      |      |   | 0   |
| ssure to reach consensus, including distorting or suppressing analysis of a  |                       |                     |                     |                   |                         |             |       |      |      |      |   | 0   |
| ssure to maintain the existing analytic line or status quo on a topic  |                       |                     |                     |                   |                         |             |       |      |      |      |   | 1   |
| orts to distort or suppress analysis due to considerations regarding the co  |                       |                     |                     |                   |                         |             |       |      |      |      |   | 0   |
| ormation sharing constraints, including compartmentalization   |                       |                     |                     |                   |                         |             |       |      |      |      |   | 2   |
| her  |                       |                     |                     |                   |                         |             |       |      |      |      |   | 1   |
| otal   |                       |                     |                     |                   |                         |             |       |      |      |      |   | 4   |
| IOE  |                       |                     |                     |                   |                         |             |       |      |      |      |   | 48.40%  |
| OE .   |                       |                     |                     |                   |                         |             |       |      |      |      |   | 46.40%  |
| uestion wording changed in 2022  |                       |                     |                     |                   |                         |             |       |      |      |      |   |   |
| ew question added in 2021<br>terms of effectively upholding ICD 203 principles, how would you rate yo  | ur evnerien           | re with the         | National I          | ntelligence       | Council ov              | or the nast | vear? |      |      |      |   |   |
| terms of effectively approximing ICD 203 principles, now would you rate yo   | 2010                  | 2011                | 2012                | 2013              | 2014                    | 2015        | 2016  | 2017 | 2018 | 2019 | 2021  | 2022  |
| itisfactory  |                       |                     |                     |                   |                         |             |       |      |      |      | 5   | 13  |
| mixed performance  |                       |                     |                     |                   |                         |             |       |      |      |      | 1   | 3   |
| nsatisfactory  |                       |                     |                     |                   |                         |             |       |      |      |      | 0   | 0   |
| o opinion  |                       |                     |                     |                   |                         |             |       |      |      |      | 19  | 44  |
| otal   |                       |                     |                     |                   |                         |             |       |      |      |      | 25  | 60  |
| IOE  |                       |                     |                     |                   |                         |             |       |      |      |      | 18.05%  | 10.09%  |
| en energies added is 2022  |                       |                     |                     |                   |                         |             |       |      |      |      |   |   |
| ew question added in 2022  hat was the primary challenge to effectively upholding ICD 203 principles   | in your exp           | erience wit         | h the Natio         | onal Intelli      | ence Coun               | cil?        |       |      |      |      |   |   |
|  | 2010                  | 2011                | 2012                | 2013              | 2014                    | 2015        | 2016  | 2017 | 2018 | 2019 | 2021  | 2022  |
| ime constraints  | 2020                  |                     |                     |                   |                         |             | _0.0  | /    |      |      |   | 2   |
| evels of review  |                       |                     |                     |                   |                         |             |       |      |      |      |   | 0   |
| hreshold for publication   |                       |                     |                     |                   |                         |             |       |      |      |      |   | 0   |
| nresnoid for publication ressure to reach consensus, including distorting or suppressing analysis of a   |                       |                     |                     |                   |                         |             |       |      |      |      |   |   |
|  |                       |                     |                     |                   |                         |             |       |      |      |      |   | 0   |
| ressure to maintain the existing analytic line or status quo on a topic  |                       |                     |                     |                   |                         |             |       |      |      |      |   | 0   |
| fforts to distort or suppress analysis due to considerations regarding the co  |                       |                     |                     |                   |                         |             |       |      |      |      |   | 0   |
| formation sharing constraints, including compartmentalization  |                       |                     |                     |                   |                         |             |       |      |      |      |   | 1   |
| ther   |                       |                     |                     |                   |                         |             |       |      |      |      |   | 0   |
| otal   |                       |                     |                     |                   |                         |             |       |      |      |      |   | 3   |
| OE   |                       |                     |                     |                   |                         |             |       |      |      |      |   | 56.06%  |
|  |                       |                     |                     |                   |                         |             |       |      |      |      |   |   |
| uestion wording changed in 2022  |                       |                     |                     |                   |                         |             |       |      |      |      |   |   |
| ew question added in 2021  |                       |                     |                     |                   |                         |             |       |      |      |      |   |   |
| ow many levels of review are involved in the analytic product type that yo   | u typically  <br>2010 | orepare/su<br>2011  | pport?<br>2012      | 2013              | 2014                    | 2015        | 2016  | 2017 | 2018 | 2019 | 2021  | 2022  |
| ne   | 2010                  | 2011                | 2012                | 2013              | 2014                    | 2015        | 2016  | 201/ | 2018 | 2019 | 2021  | 1   |
|  |                       |                     |                     |                   |                         |             |       |      |      |      |   | 1<br>27   |
| - 3  |                       |                     |                     |                   |                         |             |       |      |      |      | 12  | 21  |
| 5  |                       |                     |                     |                   |                         |             |       |      |      |      | _   |   |
|  |                       |                     |                     |                   |                         |             |       |      |      |      | 7   | 14  |
| lore than 5  |                       |                     |                     |                   |                         |             |       |      |      |      | 4   | 11  |
| lore than 5<br>nsure   |                       |                     |                     |                   |                         |             |       |      |      |      | 4<br>1  | 11<br>0   |
| lore than 5<br>nsure<br>otal   |                       |                     |                     |                   |                         |             |       |      |      |      | 4<br>1<br>25  | 11<br>0<br>53   |
| - 5<br>flore than 5<br>Insure<br>otal<br>floE  |                       |                     |                     |                   |                         |             |       |      |      |      | 4<br>1  | 11<br>0   |
| fore than 5<br>nsure<br>otal<br>IOE  |                       |                     |                     |                   |                         |             |       |      |      |      | 4<br>1<br>25  | 11<br>0<br>53   |
| fore than 5<br>nsure<br>otal<br>fIOE<br>rew question added in 2021<br>ow frequently do you have an opportunity to discuss feedback from produ  |                       |                     |                     |                   |                         |             |       |      |      |      | 4<br>1<br>25<br>18.05%  | 11<br>0<br>53<br>11.09%   |
| flore than 5 Insure otal HOE lew question added in 2021 low frequently do you have an opportunity to discuss feedback from produ   | uct review?<br>2010   | 2011                | 2012                | 2013              | 2014                    | 2015        | 2016  | 2017 | 2018 | 2019 | 4<br>1<br>25<br>18.05%  | 11<br>0<br>53<br>11.09%   |
| lore than 5 Insure Insu |                       | 2011                | 2012                | 2013              | 2014                    | 2015        | 2016  | 2017 | 2018 | 2019 | 4<br>1<br>25<br>18.05%<br>2021<br>11  | 11<br>0<br>53<br>11.09%   |
| fore than 5 nsure otal HOE  we question added in 2021 ow frequently do you have an opportunity to discuss feedback from produ  |                       | 2011                | 2012                | 2013              | 2014                    | 2015        | 2016  | 2017 | 2018 | 2019 | 4<br>1<br>25<br>18.05%<br>2021<br>11<br>5   | 11<br>0<br>53<br>11.09%   |
| fore than 5 nsure  otal  IOE  ew question added in 2021  ow frequently do you have an opportunity to discuss feedback from produ  lways requently  |                       | 2011                | 2012                | 2013              | 2014                    | 2015        | 2016  | 2017 | 2018 | 2019 | 4<br>1<br>25<br>18.05%<br>2021<br>11  | 11<br>0<br>53<br>11.09%   |
| fore than 5<br>nsure<br>otal<br>fIOE<br>rew question added in 2021<br>ow frequently do you have an opportunity to discuss feedback from produ  |                       | 2011                | 2012                | 2013              | 2014                    | 2015        | 2016  | 2017 | 2018 | 2019 | 4<br>1<br>25<br>18.05%<br>2021<br>11<br>5   | 11<br>0<br>53<br>11.09%<br>2022<br>16<br>19   |
| lore than 5 Insure Insu |                       | 2011                | 2012                | 2013              | 2014                    | 2015        | 2016  | 2017 | 2018 | 2019 | 25<br>18.05%<br>2021<br>11<br>5<br>5  | 11<br>0<br>53<br>11.09%<br>2022<br>16<br>19<br>11   |
| fore than 5 Insure Insu |                       | 2011                | 2012                | 2013              | 2014                    | 2015        | 2016  | 2017 | 2018 | 2019 | 2021<br>11.55<br>25<br>2021<br>2021<br>2022<br>2021                                     | 11<br>0<br>53<br>11.09%<br>2022<br>16<br>19<br>11<br>5  |
| ore than 5 nsure  otal  OE  ew question added in 2021  ow frequently do you have an opportunity to discuss feedback from production  ways equently metimes arrely ever ot applicable to my work role   |                       | 2011                | 2012                | 2013              | 2014                    | 2015        | 2016  | 2017 | 2018 | 2019 | 4<br>1<br>25<br>18.05%<br>2021<br>11<br>5<br>5<br>2<br>0                                | 11<br>0<br>53<br>11.09%<br>2022<br>16<br>19<br>11<br>5<br>2<br>7  |
| lore than 5 Insure Insu |                       | 2011                | 2012                | 2013              | 2014                    | 2015        | 2016  | 2017 | 2018 | 2019 | 2021<br>18.05%<br>2021<br>11<br>5<br>5<br>2<br>0<br>2<br>25                             | 11<br>0<br>53<br>11.09%<br>2022<br>16<br>19<br>11<br>5<br>2<br>7  |
| ore than 5 nsure  starl  OE  www.yestion.added in 2021  ow frequently do you have an opportunity to discuss feedback from produce the starl of the s |                       | 2011                | 2012                | 2013              | 2014                    | 2015        | 2016  | 2017 | 2018 | 2019 | 4<br>1<br>25<br>18.05%<br>2021<br>11<br>5<br>5<br>2<br>0                                | 11<br>0<br>53<br>11.09%<br>2022<br>16<br>19<br>11<br>5<br>2<br>7  |
| ore than 5 nsure nsure  ore total  OE  ew question added in 2021  ow frequently do you have an opportunity to discuss feedback from produce the production of the production o |                       | 2011                | 2012                | 2013              | 2014                    | 2015        | 2016  | 2017 | 2018 | 2019 | 2021<br>18.05%<br>2021<br>11<br>5<br>5<br>2<br>0<br>2<br>25                             | 11<br>0<br>53<br>11.09%<br>2022<br>16<br>19<br>11<br>5<br>2<br>7  |
| ore than 5 nsure nsure  ore total  OE  ew question added in 2021  ow frequently do you have an opportunity to discuss feedback from produce of the produce o | 2010                  |                     |                     |                   |                         | 2015        | 2016  | 2017 | 2018 | 2019 | 2021<br>18.05%<br>2021<br>11<br>5<br>5<br>2<br>0<br>2<br>25                             | 11<br>0<br>53<br>11.09%<br>2022<br>16<br>19<br>11<br>5<br>2<br>7  |
| ore than 5 Issure Issure Istal OE  we question added in 2021 Ow frequently do you have an opportunity to discuss feedback from produce of the | 2010<br>duct type th  | at you typi         | cally prepa         | re/suppor         | 1?                      |             |       |      |      |      | 4<br>1<br>25<br>18.05%<br>2021<br>11<br>5<br>5<br>2<br>0<br>2<br>2<br>25<br>18.05%      | 11<br>0<br>53<br>11.09%<br>2022<br>16<br>19<br>11<br>5<br>2<br>7<br>7<br>60<br>10.09%   |
| lore than 5 Insure Insu | 2010                  |                     |                     |                   |                         | 2015        | 2016  | 2017 | 2018 | 2019 | 2021<br>18.05%<br>2021<br>11<br>5<br>5<br>2<br>0<br>2<br>25                             | 11<br>0<br>53<br>11.09%<br>2022<br>16<br>19<br>11<br>5<br>2<br>7<br>60<br>10.09%  |
| lore than 5 Insure Insu | 2010<br>duct type th  | at you typi         | cally prepa         | re/suppor         | 1?                      |             |       |      |      |      | 4<br>1<br>25<br>18.05%<br>2021<br>11<br>5<br>5<br>2<br>0<br>2<br>2<br>25<br>18.05%      | 11<br>0<br>53<br>11.09%<br>2022<br>16<br>19<br>11<br>5<br>2<br>2<br>7<br>60<br>10.09%   |
| lore than 5 Insure Insu | 2010<br>duct type th  | at you typi         | cally prepa         | re/suppor         | 1?                      |             |       |      |      |      | 4<br>1<br>25<br>18.05%<br>2021<br>11<br>5<br>5<br>2<br>0<br>2<br>2<br>25<br>18.05%      | 11<br>0<br>53<br>11.09%<br>2022<br>16<br>19<br>11<br>15<br>2<br>2<br>7<br>60<br>10.09%  |
| ore than 5 nsure  stal  OE  w question added in 2021  bw frequently do you have an opportunity to discuss feedback from product  ways equently  ways equently  metimes  arely  ever  ot applicable to my work role  ottal  OE  uestion wording changed in 2022  uestion responses changed in 2022  that is the primary challenge to effective coordination for the analytic pro  fficulty generating attention to the product  fficulty generating attention to the product  fficulty building or maintaining a network with all pertinent subject matter  verlapping roles or "lanes in the road"   | 2010<br>duct type th  | at you typi         | cally prepa         | re/suppor         | 1?                      |             |       |      |      |      | 4<br>1<br>25<br>18.05%<br>2021<br>11<br>5<br>5<br>2<br>0<br>2<br>2<br>25<br>18.05%      | 11<br>0<br>53<br>11.09%<br>2022<br>16<br>19<br>11<br>5<br>2<br>7<br>7<br>60<br>10.09%   |
| lore than 5 Insure Insu | 2010<br>duct type th  | at you typi         | cally prepa         | re/suppor         | 1?                      |             |       |      |      |      | 4<br>1<br>25<br>18.05%<br>2021<br>11<br>5<br>5<br>5<br>2<br>0<br>2<br>2<br>25<br>18.05% | 11 0 0 5 3 11.09% 11.09% 12022 16 19 60 10.09% 10 5 7 3 3 1 1   |
| ore than 5 Insure Insur | 2010<br>duct type th  | at you typi         | cally prepa         | re/suppor         | 1?                      |             |       |      |      |      | 4<br>1<br>25<br>18.05%<br>2021<br>11<br>5<br>5<br>5<br>2<br>0<br>2<br>2<br>25<br>18.05% | 11 0 0 53 11.09% 12022 16 19 10 10.09% 12022 5 7 3 1 1 2  |
| lore than 5 Insure Insu | 2010<br>duct type th  | at you typi         | cally prepa         | re/suppor         | 1?                      |             |       |      |      |      | 4<br>1<br>25<br>18.05%<br>2021<br>11<br>5<br>5<br>5<br>2<br>0<br>2<br>2<br>25<br>18.05% | 11 0 0 53 11.09% 2022 16 19 11 5 2 2 7 7 60 10.09% 2022 5 7 7 3 1 1 2 6 6   |
| ore than 5 Insure Insur | 2010<br>duct type th  | at you typi         | cally prepa         | re/suppor         | 1?                      |             |       |      |      |      | 4<br>1<br>25<br>18.05%<br>2021<br>11<br>5<br>5<br>5<br>2<br>0<br>2<br>2<br>25<br>18.05% | 11<br>0<br>53<br>11.09%<br>2022<br>16<br>19<br>11<br>15<br>2<br>7<br>60<br>10.09%<br>2022<br>5<br>7<br>3<br>1<br>2<br>2<br>6<br>2   |
| fore than 5 Insure Insu | 2010<br>duct type th  | at you typi         | cally prepa         | re/suppor         | 1?                      |             |       |      |      |      | 4<br>1<br>25<br>18.05%<br>2021<br>11<br>5<br>5<br>5<br>2<br>0<br>2<br>2<br>25<br>18.05% | 11 0 0 5 3 11.09% 12.00 |
| ore than 5 nsure nsure nsure otal OE  ew question added in 2021 ow frequently do you have an opportunity to discuss feedback from produce from the product and policials to my work role otal OE  uestion wording changed in 2022 uestion responses changed in 2022 uestion responses changed in 2022 ficulty generating attention to the product officulty building or maintaining a network with all pertinent subject matter verlapping roles or "lanes in the road" forts to distort or suppress the analysis djudicating differering perspectives essure to reach consensus formation sharing constraints me constraints  | 2010<br>duct type th  | at you typi         | cally prepa         | re/suppor         | 1?                      |             |       |      |      |      | 4<br>1<br>25<br>18.05%<br>2021<br>11<br>5<br>5<br>5<br>2<br>0<br>2<br>2<br>25<br>18.05% | 11<br>0<br>53<br>11.09%<br>2022<br>16<br>19<br>11<br>15<br>2<br>7<br>60<br>10.09%<br>2022<br>5<br>7<br>3<br>1<br>2<br>2<br>6<br>2   |
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| ore than 5 issure issure ital  OE  we question added in 2021  ow frequently do you have an opportunity to discuss feedback from product ways equently metimes irely ever it applicable to my work role ital  OE  westion wording changed in 2022 westion responses changed in 2022 hat is the primary challenge to effective coordination for the analytic pro  fficulty generating attention to the product fficulty generating attention to the product fficulty diding or maintaining a network with all pertinent subject matter irerlapping roles or "lanes in the road" forts to distort or suppress the analysis flipidicating differering perspectives essure to reach consensus formation sharing constraints me constraints essure to incorporate input from non-analytic elements or challenges of applicable to my work role ther that  OE  we question added in 2021 then considering the analytic product type that you typically prepare, wha  efficulty generating attention to the product fficulty generating attention to the pr | duct type th          | at you typi<br>2011 | cally prepa<br>2012 | re/suppor<br>2013 | 227<br>2014<br>ination? | 2015        | 2016  | 2017 | 2018 | 2019 | 2021<br>2021<br>111<br>5<br>5<br>2<br>2<br>25<br>18.05%<br>2<br>2<br>25<br>18.05%       | 11 0<br>53 11.09%<br>2022<br>16 19 11 5 2 7 60 10.09%<br>2022 5 7 3 1 1 2 6 6 2 2 20 3 2 7 7 2 6 6 0 10.09%   |

|  |                     |                     |                     |                |                    |            |                    |             |                     |              | 4                                      |   |
|--|---------------------|---------------------|---------------------|----------------|--------------------|------------|--------------------|-------------|---------------------|--------------|--|---|
| al<br>DE   |                     |                     |                     |                |                    |            |                    |             |                     |              | 23<br>18.96%                           |   |
| DE .   |                     |                     |                     |                |                    |            |                    |             |                     |              | 18.96%                                 |   |
| uestion wording changed in 2018  |                     |                     |                     |                |                    |            |                    |             |                     |              |  |   |
| hen thinking through analytic issues and/or preparing analytic products, is  | s considera<br>2010 | tion of alte        | rnative exp<br>2012 | lanations 2013 | and/or out<br>2014 | 2015       | utine part<br>2016 | of the anal | ytic proces<br>2018 | 2019         | 2021                                   | 2022  |
| 25   | 2010                | 2011                | 2012                | 2013           | 2014               | 2013       | 2016               | 2017        | 2016                | 32           | 2021                                   | 42  |
| 0  |                     |                     |                     |                |                    |            |                    |             |                     | 2            | 2                                      | 9   |
| lot applicable to my work role   |                     |                     |                     |                |                    |            |                    |             |                     | 1            | 1                                      | 9   |
| otal   |                     |                     |                     |                |                    |            |                    |             |                     | 35           | 24                                     | 60  |
| 10E  |                     |                     |                     |                |                    |            |                    |             |                     | 14.70%       | 18.49%                                 | 10.09%  |
| uestion wording changed in 2018  |                     |                     |                     |                |                    |            |                    |             |                     |              |  |   |
| When preparing analytic products, is analysis of alternatives a routine part of  | of the proce        | ess?                |                     |                |                    |            |                    |             |                     |              |  |   |
|  | 2010                | 2011                | 2012                | 2013           | 2014               | 2015       | 2016               | 2017        | 2018                | 2019         | 2021                                   | 2022  |
| lo   |                     |                     |                     |                |                    |            |                    | 2           | 2                   | NA           | after FY18                             |   |
| res<br>Fotal   |                     |                     |                     |                |                    |            |                    | 10<br>12    | 2<br>4              |              |  |   |
| MOE  |                     |                     |                     |                |                    |            |                    | 27.24%      | 48.40%              |              |  |   |
|  |                     |                     |                     |                |                    |            |                    |             |                     |              |  |   |
| Question responses changed in 2019   |                     |                     |                     |                |                    |            |                    |             |                     |              |  |   |
| low often are the results of these alternative considerations included in the  | _                   |                     | 2012                | 2012           | 2011               | 2045       | 2046               | 2017        | 2010                | 2010         | 2024                                   | 2022  |
| lways  | 2010                | 2011                | 2012                | 2013           | 2014               | 2015       | 2016               | 2017        | 2018                | <b>2019</b>  | <b>2021</b>                            | <b>2022</b><br>12   |
| requently  |                     |                     |                     |                |                    |            |                    |             |                     | 12           | 4                                      | 18  |
| ometimes   |                     |                     |                     |                |                    |            |                    |             |                     | 12           | 7                                      | 10  |
| tarely   |                     |                     |                     |                |                    |            |                    |             |                     | 4            | 1                                      | 1   |
| lever  |                     |                     |                     |                |                    |            |                    |             |                     | 0            | 0                                      | 1   |
| otal<br>MOE  |                     |                     |                     |                |                    |            |                    |             |                     | 34<br>14.98% | 21<br>19.98%                           | 42<br>13.06%  |
| /IOL   |                     |                     |                     |                |                    |            |                    |             |                     | 14.98%       | 13.98%                                 | 15.00%  |
| Question wording changed in 2018   |                     |                     |                     |                |                    |            |                    |             |                     |              |  |   |
| low often are the results from your analsysis of alternatives included in dis-   |                     |                     |                     |                |                    |            |                    |             |                     |              |  |   |
|  | 2010                | 2011                | 2012                | 2013           | 2014               | 2015       | 2016               | 2017        | 2018                | 2019         | 2021                                   | 2022  |
| lways<br>Isually   |                     |                     |                     |                |                    |            |                    |             | 1<br>0              |              |  |   |
| Isually<br>ometimes  |                     |                     |                     |                |                    |            |                    |             | 0                   | NA           | after FY18                             |   |
| arely  |                     |                     |                     |                |                    |            |                    |             | 1                   | 147          |  |   |
| lever  |                     |                     |                     |                |                    |            |                    |             | 0                   |              |  |   |
| otal   |                     |                     |                     |                |                    |            |                    |             | 2                   |              |  |   |
| MOE  |                     |                     |                     |                |                    |            |                    |             | 68.88%              |              |  |   |
| lew question added in 2021<br>Which of the following is the primary reason the alternative considerations  |                     |                     |                     |                |                    |            |                    |             |                     |              |  |   |
| ime constraints  | 2010                | 2011                | 2012                | 2013           | 2014               | 2015       | 2016               | 2017        | 2018                | 2019         | 2021                                   | 2022  |
|  |                     |                     |                     |                |                    |            |                    |             |                     |              |  | 0   |
|  |                     |                     |                     |                |                    |            |                    |             |                     |              |  | 0   |
| Product template constraints<br>Perceived to undermine confidence in the analytic judgments  |                     |                     |                     |                |                    |            |                    |             |                     |              |  |   |
| Product template constraints   |                     |                     |                     |                |                    |            |                    |             |                     |              |  | 0   |
| Product template constraints<br>Perceived to undermine confidence in the analytic judgments<br>Perceived as not relevant or did not add value to the product<br>Perceived that the consumer would be averse to alternatives  |                     |                     |                     |                |                    |            |                    |             |                     |              |  | 0<br>0<br>2<br>0  |
| roduct template constraints recreived to undermine confidence in the analytic judgments recreived as not relevant or did not add value to the product recreived that the consumer would be averse to alternatives other  |                     |                     |                     |                |                    |            |                    |             |                     |              |  | 0<br>0<br>2<br>0  |
| roduct template constraints erceived to undermine confidence in the analytic judgments erceived as not relevant or did not add value to the product erceived that the consumer would be averse to alternatives ther otal   |                     |                     |                     |                |                    |            |                    |             |                     |              |  | 0<br>0<br>2<br>0<br>0   |
| Product template constraints Perceived to undermine confidence in the analytic judgments Perceived as not relevant or did not add value to the product Perceived that the consumer would be averse to alternatives Pother Potal  |                     |                     |                     |                |                    |            |                    |             |                     |              |  | 0<br>0<br>2<br>0  |
| roduct template constraints erceived to undermine confidence in the analytic judgments erceived as not relevant or did not add value to the product erceived that the consumer would be averse to alternatives other otal AOE lew question added in 2021   |                     |                     |                     |                |                    |            |                    |             |                     |              |  | 0<br>0<br>2<br>0<br>0   |
| roduct template constraints erceived to undermine confidence in the analytic judgments erceived as not relevant or did not add value to the product erceived that the consumer would be averse to alternatives other otal AOE lew question added in 2021   |                     |                     |                     |                |                    |            | 2011               |             |                     |              | -                                      | 0<br>0<br>2<br>0<br>0<br>2<br>68.88%  |
| roduct template constraints erceived to undermine confidence in the analytic judgments erceived as not relevant or did not add value to the product erceived that the consumer would be averse to alternatives other ATOE  Lew question added in 2021 Which of the following is the primary reason the alternative considerations  | were exclu<br>2010  | ded from th<br>2011 | ne publishe<br>2012 | ed product     | 2014               | 2015       | 2016               | 2017        | 2018                | 2019         | 2021                                   | 0<br>0<br>2<br>0<br>0   |
| received to undermine confidence in the analytic judgments received to undermine confidence in the analytic judgments received as not relevant or did not add value to the product received that the consumer would be averse to alternatives other otal  MOE  Lew question added in 2021  Which of the following is the primary reason the alternative considerations:  In the constraints  |                     |                     |                     |                |                    | 2015       | 2016               | 2017        | 2018                | 2019         | 2021<br>0<br>1                         | 0<br>0<br>2<br>0<br>0<br>2<br>68.88%  |
| Product template constraints<br>Perceived to undermine confidence in the analytic judgments<br>Perceived as not relevant or did not add value to the product   |                     |                     |                     |                |                    | 2015       | 2016               | 2017        | 2018                | 2019         | 0<br>1                                 | 0<br>0<br>2<br>0<br>0<br>2<br>68.88%  |
| reduct template constraints received to undermine confidence in the analytic judgments received as not relevant or did not add value to the product received that the consumer would be averse to alternatives other otal A/OE  Jone Jone John Hollowing is the primary reason the alternative considerations of the following is the primary reason the alternative considerations of the constraints roduct template constraints twas perceived as not relevant or did not add value to the product twas discouraged or removed by reviewer  |                     |                     |                     |                |                    | 2015       | 2016               | 2017        | 2018                | 2019         | 0<br>1<br>0 N<br>0                     | 0<br>0<br>2<br>0<br>0<br>2<br>68.88%  |
| roduct template constraints erceived to undermine confidence in the analytic judgments erceived as not relevant or did not add value to the product erceived that the consumer would be averse to alternatives otal  MOE  Lew question added in 2021 Which of the following is the primary reason the alternative considerations: lime constraints roduct template constraints was perceived as not relevant or did not add value to the product was discouraged or removed by reviewer was perceived the customer would be averse to inclusion of alternatives  |                     |                     |                     |                |                    | 2015       | 2016               | 2017        | 2018                | 2019         | 0<br>1<br>0 N<br>0                     | 0<br>0<br>2<br>0<br>0<br>2<br>68.88%  |
| roduct template constraints erceived to undermine confidence in the analytic judgments erceived as not relevant or did not add value to the product erceived that the consumer would be averse to alternatives otal  MOE  Leve question added in 2021 Which of the following is the primary reason the alternative considerations: time constraints roduct template constraints was perceived as not relevant or did not add value to the product was discouraged or removed by reviewer was perceived the customer would be averse to inclusion of alternatives otal  |                     |                     |                     |                |                    | 2015       | 2016               | 2017        | 2018                | 2019         | 0<br>1<br>0<br>0<br>0                  | 0<br>0<br>2<br>0<br>0<br>2<br>68.88%  |
| roduct template constraints erceived to undermine confidence in the analytic judgments erceived as not relevant or did not add value to the product erceived that the consumer would be averse to alternatives otal  MOE  Leve question added in 2021 Which of the following is the primary reason the alternative considerations: time constraints roduct template constraints was perceived as not relevant or did not add value to the product was discouraged or removed by reviewer was perceived the customer would be averse to inclusion of alternatives otal  |                     |                     |                     |                |                    | 2015       | 2016               | 2017        | 2018                | 2019         | 0<br>1<br>0 N<br>0                     | 0<br>0<br>2<br>0<br>0<br>2<br>68.88%  |
| roduct template constraints erceived to undermine confidence in the analytic judgments erceived as not relevant or did not add value to the product erceived that the consumer would be averse to alternatives otal AOE  Lew question added in 2021 Which of the following is the primary reason the alternative considerations:  Ime constraints roduct template constraints was perceived as not relevant or did not add value to the product was discouraged or removed by reviewer was perceived the customer would be averse to inclusion of alternatives otal AOE  |                     |                     |                     |                |                    | 2015       | 2016               | 2017        | 2018                | 2019         | 0<br>1<br>0<br>0<br>0                  | 0<br>0<br>2<br>0<br>0<br>2<br>68.88%  |
| roduct template constraints erceived to undermine confidence in the analytic judgments erceived as not relevant or did not add value to the product erceived that the consumer would be averse to alternatives other otal AOE  Lew question added in 2021 Which of the following is the primary reason the alternative considerations: ime constraints roduct template constraints was perceived as not relevant or did not add value to the product was discouraged or removed by reviewer was perceived the customer would be averse to inclusion of alternatives otal AOE  Lew question added in 2022   | 2010<br>c judgment  | 2011                | 2012                | 2013           | 2014               | e that you | typically p        | repare?     |                     |              | 0<br>1<br>0 N<br>0<br>0<br>1<br>97.70% | 0<br>0<br>2<br>0<br>0<br>2<br>68.88%  |
| roduct template constraints erceived to undermine confidence in the analytic judgments erceived as not relevant or did not add value to the product erceived that the consumer would be averse to alternatives otal MOE  lew question added in 2021  Which of the following is the primary reason the alternative considerations ime constraints roduct template constraints was perceived as not relevant or did not add value to the product was discouraged or removed by reviewer was perceived the customer would be averse to inclusion of alternatives otal MOE  we question added in 2022  What is the primary challenge to conveying significant differences in analytic  | 2010                | 2011                | 2012                | 2013           | 2014               |            |                    |             | 2018                | 2019         | 0<br>1<br>0<br>0<br>0                  | 0<br>0<br>2<br>0<br>0<br>0<br>2<br>68.88%   |
| roduct template constraints erceived to undermine confidence in the analytic judgments erceived as not relevant or did not add value to the product erceived that the consumer would be averse to alternatives otal ADE  Lew question added in 2021 Which of the following is the primary reason the alternative considerations:  Lime constraints roduct template constraints was perceived as not relevant or did not add value to the product was discouraged or removed by reviewer was perceived the customer would be averse to inclusion of alternatives otal ADE  Lew question added in 2022 What is the primary challenge to conveying significant differences in analytic ressure to maintain the existing analytic line or status quo on a topic  | 2010<br>c judgment  | 2011                | 2012                | 2013           | 2014               | e that you | typically p        | repare?     |                     |              | 0<br>1<br>0 N<br>0<br>0<br>1<br>97.70% | 0<br>0<br>2<br>0<br>0<br>2<br>68.88%<br>2022  |
| roduct template constraints erceived to undermine confidence in the analytic judgments erceived as not relevant or did not add value to the product erceived that the consumer would be averse to alternatives ther otal  ODE  ew question added in 2021  Thich of the following is the primary reason the alternative considerations: time constraints roduct template constraints was perceived as not relevant or did not add value to the product was discouraged or removed by reviewer was perceived the customer would be averse to inclusion of alternatives otal IODE  ew question added in 2022  //hat is the primary challenge to conveying significant differences in analyti ressure to maintain the existing analytic line or status quo on a topic erception that the consumer is averse to products conveying differing view   | 2010<br>c judgment  | 2011                | 2012                | 2013           | 2014               | e that you | typically p        | repare?     |                     |              | 0<br>1<br>0 N<br>0<br>0<br>1<br>97.70% | 0<br>0<br>2<br>0<br>0<br>2<br>68.88%<br>2022<br>IA after F  |
| roduct template constraints erceived to undermine confidence in the analytic judgments erceived as not relevant or did not add value to the product erceived that the consumer would be averse to alternatives ther total noE  ew question added in 2021 Which of the following is the primary reason the alternative considerations: time constraints roduct template constraints rwas perceived as not relevant or did not add value to the product was discouraged or removed by reviewer rwas perceived the customer would be averse to inclusion of alternatives total noE  ew question added in 2022 What is the primary challenge to conveying significant differences in analytic rersception that the consumer is averse to products conveying differing view erception that differing views undermine the main analytic judgment   | 2010<br>c judgment  | 2011                | 2012                | 2013           | 2014               | e that you | typically p        | repare?     |                     |              | 0<br>1<br>0 N<br>0<br>0<br>1<br>97.70% | 0<br>0<br>2<br>2<br>0<br>0<br>0<br>2<br>68.88%  |
| roduct template constraints erceived to undermine confidence in the analytic judgments erceived as not relevant or did not add value to the product erceived that the consumer would be averse to alternatives otal AOE  Lew question added in 2021  Which of the following is the primary reason the alternative considerations  lime constraints roduct template constraints was perceived as not relevant or did not add value to the product was discouraged or removed by reviewer was perceived the customer would be averse to inclusion of alternatives otal AOE  Lew question added in 2022  What is the primary challenge to conveying significant differences in analytic ressure to maintain the existing analytic line or status quo on a topic erception that the consumer is averse to products conveying differing view erception that differing views undermine the main analytic judgement ressure to reach consensus  | 2010<br>c judgment  | 2011                | 2012                | 2013           | 2014               | e that you | typically p        | repare?     |                     |              | 0<br>1<br>0 N<br>0<br>0<br>1<br>97.70% | 0<br>0<br>2<br>0<br>0<br>2<br>68.88%<br>2022<br>IA after F  |
| roduct template constraints erceived to undermine confidence in the analytic judgments erceived as not relevant or did not add value to the product erceived that the consumer would be averse to alternatives otal  MOE  Lew question added in 2021  Which of the following is the primary reason the alternative considerations: lime constraints roduct template constraints was perceived as not relevant or did not add value to the product was discouraged or removed by reviewer was perceived the customer would be averse to inclusion of alternatives otal  MOE  Lew question added in 2022  What is the primary challenge to conveying significant differences in analytic ressure to maintain the existing analytic line or status quo on a topic erception that the consumer is averse to products conveying differing view erception that differing views undermine the main analytic judgement ressure to reach consensus ifficulty adjudicating conflicting input   | 2010<br>c judgment  | 2011                | 2012                | 2013           | 2014               | e that you | typically p        | repare?     |                     |              | 0<br>1<br>0 N<br>0<br>0<br>1<br>97.70% | 0<br>0<br>2<br>0<br>0<br>2<br>68.88%<br>2022<br>MA after F  |
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| received to undermine confidence in the analytic judgments erceived as not relevant or did not add value to the product erceived that the consumer would be averse to alternatives other otal  AOE  Which of the following is the primary reason the alternative considerations:  ime constraints roduct template constraints was perceived as not relevant or did not add value to the product was discouraged or removed by reviewer was perceived the customer would be averse to inclusion of alternatives otal  AOE  lew question added in 2022  What is the primary challenge to conveying significant differences in analytic ressure to maintain the existing analytic line or status quo on a topic erception that the consumer is averse to products conveying differing view erception that differing views undermine the main analytic judgement ressure to reach consensus  lifficulty adjudicating conflicting input olicies delineating lead, collaboration, and coordination roles information sharing constraints, including compartmentalization to challenges lot applicable to my work role  | 2010<br>c judgment  | 2011                | 2012                | 2013           | 2014               | e that you | typically p        | repare?     |                     |              | 0<br>1<br>0 N<br>0<br>0<br>1<br>97.70% | 2022<br>IA after F  2022  8 5 3 7 1 3 15 12   |
| received to undermine confidence in the analytic judgments received as not relevant or did not add value to the product received that the consumer would be averse to alternatives other fotal A/OE  John Michael Mich | 2010<br>c judgment  | 2011                | 2012                | 2013           | 2014               | e that you | typically p        | repare?     |                     |              | 0<br>1<br>0 N<br>0<br>0<br>1<br>97.70% | 0<br>0<br>0<br>2<br>0<br>0<br>0<br>2<br>68.88%<br>2022<br>8<br>5<br>3<br>3<br>7<br>1<br>1<br>3<br>15<br>12<br>0 |
| received to undermine confidence in the analytic judgments erceived as not relevant or did not add value to the product erceived that the consumer would be averse to alternatives other otal  AOE  Which of the following is the primary reason the alternative considerations:  ime constraints roduct template constraints was perceived as not relevant or did not add value to the product was discouraged or removed by reviewer was perceived the customer would be averse to inclusion of alternatives otal  AOE  lew question added in 2022  What is the primary challenge to conveying significant differences in analytic ressure to maintain the existing analytic line or status quo on a topic erception that the consumer is averse to products conveying differing view erception that differing views undermine the main analytic judgement ressure to reach consensus  lifficulty adjudicating conflicting input olicies delineating lead, collaboration, and coordination roles information sharing constraints, including compartmentalization to challenges lot applicable to my work role  | 2010<br>c judgment  | 2011                | 2012                | 2013           | 2014               | e that you | typically p        | repare?     |                     |              | 0<br>1<br>0 N<br>0<br>0<br>1<br>97.70% | 2022<br>IA after F  2022  8 5 3 7 1 3 15 12   |
| roduct template constraints erceived to undermine confidence in the analytic judgments erceived as not relevant or did not add value to the product erceived that the consumer would be averse to alternatives other otal ADDE  Lew question added in 2021  Which of the following is the primary reason the alternative considerations ime constraints roduct template constraints : was perceived as not relevant or did not add value to the product : was greceived the customer would be averse to inclusion of alternatives otal ADDE  Lew question added in 2022  Viviat is the primary challenge to conveying significant differences in analytic ressure to maintain the existing analytic line or status quo on a topic erception that differing views undermine the main analytic judgement ressure to reach consensus ifficulty adjudicating conflicting input olicies delineating lead, collaboration, and coordination roles information sharing constraints, including compartmentalization to challenges tot applicable to my work role there  | 2010<br>c judgment  | 2011                | 2012                | 2013           | 2014               | e that you | typically p        | repare?     |                     |              | 0<br>1<br>0 N<br>0<br>0<br>1<br>97.70% | 2022  AA after F  2022  3   |
| reduct template constraints erceived to undermine confidence in the analytic judgments erceived as not relevant or did not add value to the product erceived that the consumer would be averse to alternatives ther total  IOE  ew question added in 2021  //hich of the following is the primary reason the alternative considerations  me constraints roduct template constraints was perceived as not relevant or did not add value to the product was discouraged or removed by reviewer was perceived the customer would be averse to inclusion of alternatives total  IOE  ew question added in 2022  //hat is the primary challenge to conveying significant differences in analytic ressure to maintain the existing analytic line or status quo on a topic erception that differing views undermine the main analytic judgement ressure to reach consensus ifficulty adjudicating conflicting input  olicies delineating lead, collaboration, and coordination roles information sharing constraints, including compartmentalization o challenges ot applicable to my work role ther  | 2010<br>c judgment  | 2011                | 2012                | 2013           | 2014               | e that you | typically p        | repare?     |                     |              | 0<br>1<br>0 N<br>0<br>0<br>1<br>97.70% | 2022  AA after F  2022  3   |
| roduct template constraints erceived to undermine confidence in the analytic judgments erceived as not relevant or did not add value to the product erceived that the consumer would be averse to alternatives ther otal  INDE  ew question added in 2021  Which of the following is the primary reason the alternative considerations:  ime constraints roduct template constraints was perceived as not relevant or did not add value to the product was discouraged or removed by reviewer was perceived the customer would be averse to inclusion of alternatives otal INDE  ew question added in 2022  What is the primary challenge to conveying significant differences in analytic ressure to maintain the existing analytic line or status quo on a topic erception that differing views undermine the main analytic judgement ressure to reach consensus ifficulty adjudicating conflicting input olicies delineating lead, collaboration, and coordination roles formation sharing constraints, including compartmentalization o challenges of applicable to my work role ther otal INDE  | 2010<br>c judgment  | 2011                | 2012                | 2013           | 2014               | e that you | typically p        | repare?     |                     |              | 0<br>1<br>0 N<br>0<br>0<br>1<br>97.70% | 2022  AA after F  2022  3   |
| roduct template constraints erceived to undermine confidence in the analytic judgments erceived as not relevant or did not add value to the product erceived that the consumer would be averse to alternatives ther total IOE  ew question added in 2021 //hich of the following is the primary reason the alternative considerations:  ime constraints roduct template constraints was perceived as not relevant or did not add value to the product was discouraged or removed by reviewer was perceived the customer would be averse to inclusion of alternatives total IOE  ew question added in 2022 //hat is the primary challenge to conveying significant differences in analytic ressure to maintain the existing analytic line or status quo on a topic erception that differing views undermine the main analytic judgement ressure to reach consensus ifficulty adjudicating conflicting input olicies delineating lead, collaboration, and coordination roles information sharing constraints, including compartmentalization o challenges ot applicable to my work role ther   | c judgment<br>2010  | 2011                | 2012                | 2013           | 2014               | e that you | typically p        | repare?     |                     |              | 0<br>1<br>0 N<br>0<br>0<br>1<br>97.70% | 2022  AA after F  2022  3   |

| 0  |              |      |      |      |      |      |      |                 |                   |                   | 33   | A ditei F         |
|--|--------------|------|------|------|------|------|------|-----------------|-------------------|-------------------|--|-------------------|
| al   |              |      |      |      |      |      |      |                 |                   |                   | 35   |                   |
| estion not asked in 2022   |              |      |      |      |      |      |      |                 |                   |                   |  |                   |
| v question added in 2021   |              |      |      |      |      |      |      |                 |                   |                   |  |                   |
| he past year, were you involved in domestic extermism-related intellige  | nce analysis | ?    |      |      |      |      |      |                 |                   |                   |  |                   |
| ,  | 2010         | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017            | 2018              | 2019              | 2021   | 2022              |
|  |              |      |      |      |      |      |      |                 |                   |                   | 1  |                   |
|  |              |      |      |      |      |      |      |                 |                   |                   | 34 <sup>N</sup>  | A after F         |
| tal  |              |      |      |      |      |      |      |                 |                   |                   | 35   |                   |
| estion not asked in 2022   |              |      |      |      |      |      |      |                 |                   |                   |  |                   |
| w question added in 2021   |              |      |      |      |      |      |      |                 |                   |                   |  |                   |
| the past year, were you involved in border security-related intelligence a   | nalysis?     |      |      |      |      |      |      |                 |                   |                   |  |                   |
|  | 2010         | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017            | 2018              | 2019              | 2021   | 2022              |
| 5  |              |      |      |      |      |      |      |                 |                   |                   | 11 <sub>N</sub>  | A after F         |
|  |              |      |      |      |      |      |      |                 |                   |                   | 24   |                   |
| al   |              |      |      |      |      |      |      |                 |                   |                   | 35   |                   |
|  |              |      |      |      |      |      |      |                 |                   |                   |  |                   |
| estion not asked in 2022   |              |      |      |      |      |      |      |                 |                   |                   |  |                   |
| w question added in 2021   |              |      |      |      |      |      |      |                 |                   |                   |  |                   |
| en considering your most significant experience of distortion and/or su  |              |      |      |      |      |      |      |                 |                   |                   |  |                   |
|  | 2010         | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017            | 2018              | 2019              | 2021   | 2022              |
| a aki  |              |      |      |      |      |      |      |                 |                   |                   |  |                   |
|  |              |      |      |      |      |      |      |                 |                   |                   | 2  |                   |
| ependent of political considerations   |              |      |      |      |      |      |      |                 |                   |                   | 2  |                   |
| ependent of political considerations<br>nely   |              |      |      |      |      |      |      |                 |                   |                   | 2<br>0 <sub>N</sub>  | A after F         |
| ependent of political considerations<br>nely<br>sed on all available sources of intelligence information   |              |      |      |      |      |      |      |                 |                   |                   | 2<br>0<br>0 N  | A after F         |
| ependent of political considerations<br>nely<br>sed on all available sources of intelligence information<br>plements and exhibits Analytic Tradecraft Standards  |              |      |      |      |      |      |      |                 |                   |                   | 2<br>0<br>0<br>0   | A after F         |
| ependent of political considerations<br>lely<br>ed on all available sources of intelligence information<br>plements and exhibits Analytic Tradecraft Standards<br>ler  |              |      |      |      |      |      |      |                 |                   |                   | 2<br>0<br>0<br>0   | A after F         |
| ependent of political considerations<br>nely<br>sed on all available sources of intelligence information<br>olements and exhibits Analytic Tradecraft Standards<br>ner   |              |      |      |      |      |      |      |                 |                   |                   | 2<br>0<br>0<br>0   | A after F         |
| ependent of political considerations<br>nely<br>sed on all available sources of intelligence information<br>olements and exhibits Analytic Tradecraft Standards<br>ner<br>al OBJ   |              |      |      |      |      |      |      |                 |                   |                   | 2<br>0<br>0<br>0   | A after F         |
| ependent of political considerations hely sed on all available sources of intelligence information blements and exhibits Analytic Tradecraft Standards her al OBJ estion not asked in 2022   |              |      |      |      |      |      |      |                 |                   |                   | 2<br>0<br>0<br>0   | A after F         |
| ependent of political considerations ely ely ed on all available sources of intelligence information elements and exhibits Analytic Tradecraft Standards er al OBJ estion not asked in 2022 estion wording changed in 2021   |              |      |      |      |      |      |      |                 |                   |                   | 2<br>0<br>0<br>0   | A after F         |
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| ependent of political considerations lely ledy on all available sources of intelligence information lements and exhibits Analytic Tradecraft Standards ler al OBJ estion not asked in 2022 estion wording changed in 2021 s the assistance effective in resolving the issue?  tially al  | 2010         | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017            | 2018              | 2019              | 2<br>0<br>0<br>0<br>0<br>4<br>4<br>2021<br>0<br>0<br>0<br>0                          | 2022              |
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| ependent of political considerations hely sed on all available sources of intelligence information blements and exhibits Analytic Tradecraft Standards her hal OBJ estion not asked in 2022 estion wording changed in 2021 s the assistance effective in resolving the issue?  itially hal be estion not asked in 2022   |              |      |      |      |      |      |      |                 |                   |                   | 2<br>0<br>0<br>0<br>4<br>2<br>2021<br>0<br>0<br>0<br>0<br>0<br>2<br>2<br>2<br>68.88% | 2022<br>A after F |
| ependent of political considerations hely sed on all available sources of intelligence information blements and exhibits Analytic Tradecraft Standards her all OBJ estion not asked in 2022 estion wording changed in 2021 is the assistance effective in resolving the issue?   | 2010         | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017            | 2018              | 2019              | 2<br>0 N<br>0<br>0<br>4<br>4<br>2021<br>0<br>0 N<br>2<br>2                           | 2022              |
| jective dependent of political considerations nely seed on all available sources of intelligence information plements and exhibits Analytic Tradecraft Standards her tail OBJ section not asked in 2022 section wording changed in 2021 as the assistance effective in resolving the issue?  So citially tail obc.  Section not asked in 2022 description not asked in 2022 description of the issue?  |              |      |      |      |      |      |      | <b>2017</b> 0   | <b>2018</b> 0     | <b>2019</b> 0     | 2 0 N 0 0 0 0 4 4 2021 0 0 N 2 2 2 68.88%  | 2022<br>A after F |
| lependent of political considerations nely seed on all available sources of intelligence information plements and exhibits Analytic Tradecraft Standards her tal OBJ seestion not asked in 2022 sestion wording changed in 2021 as the assistance effective in resolving the issue?  Section to take the tallocation of the intelligence in the intelligen |              |      |      |      |      |      |      | 2017            | 2018<br>0<br>0    | <b>2019</b> 0 0   | 2<br>0<br>0<br>0<br>4<br>2<br>2021<br>0<br>0<br>0<br>0<br>0<br>2<br>2<br>2<br>68.88% | 2022<br>A after F |
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| lependent of political considerations nely seed on all available sources of intelligence information plements and exhibits Analytic Tradecraft Standards her tal OBJ seestion not asked in 2022 sestion wording changed in 2021 as the assistance effective in resolving the issue?  Section to take the tallocation of the intelligence in the intelligen |              |      |      |      |      |      |      | <b>2017</b> 0   | 2018<br>0<br>0    | <b>2019</b> 0 0   | 2 0 N 0 0 0 0 4 4 2021 0 0 N 2 2 2 68.88%  | 2022<br>A after F |

| Which of the following best describes your work role? %  |                          |                    |                    |                    |                     |                    |                    |                     |                     |                                      |                                       |
|--|--------------------------|--------------------|--------------------|--------------------|---------------------|--------------------|--------------------|---------------------|---------------------|--------------------------------------|---------------------------------------|
| 70   | 2010                     | 2011               | 2012               | 2013               | 2014                | 2015               | 2016               | 2017                | 2018                | 2019                                 | 2021                                  |
| Analyst  | 2010                     | 2011               | 2012               | 2013               | 2014                | 2013               | 2010               | 2017                | 2010                | 75%                                  | 43%                                   |
| Manager of analysts  |                          |                    |                    |                    |                     |                    |                    |                     |                     | 19%                                  | 34%                                   |
| Analytic enabler   |                          |                    |                    |                    |                     |                    |                    |                     |                     | 6%                                   | 9%                                    |
| Other  |                          |                    |                    |                    |                     |                    |                    |                     |                     | 0%                                   | 14%                                   |
| Total  |                          |                    |                    |                    |                     |                    |                    |                     |                     | 100%                                 | 100%                                  |
| Original response categories   |                          |                    |                    |                    |                     |                    |                    |                     |                     |                                      |                                       |
| What is your work role?  |                          |                    |                    |                    |                     |                    |                    |                     |                     |                                      |                                       |
| %  | 2010                     | 2011               | 2012               | 2013               | 2014                | 2015               | 2016               | 2017                | 2018                | 2019                                 | 2021                                  |
| Manager of analysts  |                          |                    |                    |                    |                     |                    |                    | 23%                 | 0%                  |                                      | - Cr EM                               |
| Analyst Other (new in 2017)  |                          |                    |                    |                    |                     |                    |                    | 77%                 | 100%<br>0%          | NA                                   | after FY                              |
| Total  |                          |                    |                    |                    |                     |                    |                    | 100%                | 100%                |                                      |                                       |
|  |                          |                    |                    |                    |                     |                    |                    |                     |                     |                                      |                                       |
| Question wording changed in 2021  How long have you been involved in analytic work in the IC?  |                          |                    |                    |                    |                     |                    |                    |                     |                     |                                      |                                       |
| %  | 2010                     | 2011               | 2012               | 2013               | 2014                | 2015               | 2016               | 2017                | 2018                | 2019                                 | 2021                                  |
| Less than 5 years  |                          |                    |                    | -                  |                     | -                  |                    | 13%                 | 0%                  | 25%                                  | 31%                                   |
| 5 - 9 years  |                          |                    |                    |                    |                     |                    |                    | 27%                 | 40%                 | 25%                                  | 9%                                    |
| 10 - 19 years  |                          |                    |                    |                    |                     |                    |                    | 33%                 | 40%                 | 19%                                  | 29%                                   |
| 20 years or more<br>Total  |                          |                    |                    |                    |                     |                    |                    | 27%<br>100%         | 20%<br>100%         | 31%<br>100%                          | 31%<br>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 or  |                          |                    |                    | 2012               | 2014                | 2015               | 2016               | 2017                | 2010                | 2010                                 | 2021                                  |
| %<br>Yes   | 2010                     | 2011               | 2012               | 2013               | 2014                | 2015               | 2016               | 2017                | 2018                | 2019                                 | 13%                                   |
| No.  |                          |                    |                    |                    |                     |                    |                    |                     |                     |                                      | 87%                                   |
| Total  |                          |                    |                    |                    |                     |                    |                    |                     |                     |                                      | 100%                                  |
|  |                          |                    |                    |                    |                     |                    |                    |                     |                     |                                      |                                       |
| New response categories added to the question in 2019  |                          |                    |                    |                    |                     |                    |                    |                     |                     |                                      |                                       |
| During the past year, do you believe that anyone attempted to distort of   | or suppress anal<br>2010 | ysis on wh<br>2011 | ich you we<br>2012 | re working<br>2013 | in the face<br>2014 | of persuas<br>2015 | ive eviden<br>2016 | ce which st<br>2017 | upported yo<br>2018 |                                      | al assessi<br>2021                    |
| %<br>Yes   | 2010                     | 2011               | 2012               | 2013               | 2014                | 2015               | 2016               | 2017                | 2018                | <b>2019</b> 5%                       | 2021                                  |
| Yes, I suspect but am not sure it has occurred   |                          |                    |                    |                    |                     |                    |                    |                     |                     | 8%                                   | NA af                                 |
| No   |                          |                    |                    |                    |                     |                    |                    |                     |                     | 86%                                  |                                       |
| Total  |                          |                    |                    |                    |                     |                    |                    |                     |                     | 100%                                 |                                       |
|  |                          |                    |                    |                    |                     |                    |                    |                     |                     |                                      |                                       |
| Original response categories  Question wording changed in 2018   |                          |                    |                    |                    |                     |                    |                    |                     |                     |                                      |                                       |
| During the past year, do you believe that anyone attempted to distort of   |                          |                    |                    |                    |                     |                    |                    |                     |                     |                                      |                                       |
| %<br>No  | 2010                     | 2011               | 2012               | 2013               | 2014                | 2015               | 2016               | <b>2017</b><br>80%  | <b>2018</b> 75%     | 2019                                 | 2021                                  |
| Yes  |                          |                    |                    |                    |                     |                    |                    | 20%                 | 25%                 | NA                                   | after FY                              |
| Total  |                          |                    |                    |                    |                     |                    |                    | 100%                | 100%                |                                      |                                       |
|  |                          |                    |                    |                    |                     |                    |                    |                     |                     |                                      |                                       |
| Question wording changed in 2021   |                          |                    |                    |                    |                     |                    |                    |                     |                     |                                      |                                       |
| Question responses changed in 2021   |                          |                    |                    |                    |                     |                    |                    |                     | 9000                |                                      |                                       |
| Question responses changed in 2021  How often did you experience distortion and/or suppression of analysis   |                          |                    |                    |                    |                     |                    |                    | 2017                | 2018                | 2019                                 |                                       |
| Question responses changed in 2021  How often did you experience distortion and/or suppression of analysis %   | 2010                     | 2011               | 2012               | 2013               | 2014                | 2015               | 2016               |                     |                     |                                      |                                       |
| Question responses changed in 2021 How often did you experience distortion and/or suppression of analysis % Constantly (daily)   |                          | 2011               | 2012               | 2013               | 2014                | 2015               | 2016               | 2027                |                     |                                      | 0%                                    |
| Question responses changed in 2021 How often did you experience distortion and/or suppression of analysis  Constantly (daily) Frequently (weekly or monthly)   |                          | 2011               | 2012               | 2013               | 2014                | 2015               | 2016               | 2027                |                     |                                      | 0%<br>0%                              |
| Question responses changed in 2021 How often did you experience distortion and/or suppression of analysis % Constantly (daily)   |                          | 2011               | 2012               | 2013               | 2014                | 2015               | 2016               | 2027                |                     |                                      | 0%<br>0%<br>100%                      |
| Question responses changed in 2021 How often did you experience distortion and/or suppression of analysis % Constantly (daily) Frequently (weekly or monthly) Occasionally (more than twice but less than monthly)   |                          | 2011               | 2012               | 2013               | 2014                | 2015               | 2016               | 2017                |                     |                                      | 09<br>09<br>1009<br>09                |
| Question responses changed in 2021 How often did you experience distortion and/or suppression of analysis  Constantly (daily) Frequently (weekly or monthly) Occasionally (more than twice but less than monthly) Rarely (Once or twice)   |                          | 2011               | 2012               | 2013               | 2014                | 2015               | 2016               |                     |                     |                                      | 0%<br>0%<br>100%<br>0%                |
| Question responses changed in 2021 How often did you experience distortion and/or suppression of analysis % Constantly (daily) Frequently (weekly or monthly) Occasionally (more than twice but less than monthly) Rarely (Once or twice) Total  New response categories added to the question in 2019   |                          | 2011               | 2012               | 2013               | 2014                | 2015               | 2016               | 2027                |                     |                                      | 0%<br>0%<br>100%<br>0%                |
| Question responses changed in 2021 How often did you experience distortion and/or suppression of analysis   % Constantly (daily) Frequently (weekly or monthly) Occasionally (more than twice but less than monthly) Rarely (Once or twice) Total  New response categories added to the question in 2019 Question wording changed in 2019  | 2010                     | 2011               | 2012               | 2013               | 2014                | 2015               | 2016               |                     |                     |                                      | 0%<br>0%<br>100%<br>0%                |
| Question responses changed in 2021 How often did you experience distortion and/or suppression of analysis % Constantly (daily) Frequently (weekly or monthly) Occasionally (more than twice but less than monthly) Rarely (Once or twice) Total  New response categories added to the question in 2019   | 2010                     | 2011               | 2012               | 2013               | 2014                | 2015               | 2016               | 2017                | 2018                | 2019                                 | 09<br>09<br>1009<br>09<br>1009        |
| Question responses changed in 2021 How often did you experience distortion and/or suppression of analysis % Constantly (daily) Frequently (weekly or monthly) Occasionally (more than twice but less than monthly) Rarely (Once or twice) Total  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 9 % On a daily or monthly basis   | 2010<br>your analysis?   |                    |                    |                    |                     |                    |                    |                     |                     | 0%                                   | 0%<br>0%<br>100%<br>0%<br>100%        |
| Question responses changed in 2021 How often did you experience distortion and/or suppression of analysis  % Constantly (daily) Frequently (weekly or monthly) Occasionally (more than twice but less than monthly) Rarely (Once or twice) Total  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 1% On a daily or monthly basis On a monthly basis  | 2010<br>your analysis?   |                    |                    |                    |                     |                    |                    |                     |                     | 0%<br>0%                             | 0%<br>0%<br>100%<br>0%<br>100%        |
| Question responses changed in 2021 How often did you experience distortion and/or suppression of analysis % Constantly (daily) Frequently (weekly or monthly) Occasionally (more than twice but less than monthly) Rarely (Once or twice) Total  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 % On a daily or monthly basis On a monthly basis Several times a year (less than 12 but more than 3)  | 2010<br>your analysis?   |                    |                    |                    |                     |                    |                    |                     |                     | 0%<br>0%<br>40%                      | 0%<br>0%<br>100%<br>0%<br>100%        |
| Question responses changed in 2021 How often did you experience distortion and/or suppression of analysis % Constantly (daily) Frequently (weekly or monthly) Occasionally (more than twice but less than monthly) Rarely (Once or twice) Total  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 % On a daily or monthly basis On a monthly basis Several times a year (less than 12 but more than 3) 2 - 3 times  | 2010<br>your analysis?   |                    |                    |                    |                     |                    |                    |                     |                     | 0%<br>0%<br>40%<br>60%               | 09<br>09<br>1009<br>09<br>1009        |
| Question responses changed in 2021 How often did you experience distortion and/or suppression of analysis % Constantly (daily) Frequently (weekly or monthly) Occasionally (more than twice but less than monthly) Rarely (Once or twice) Total  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 % On a daily or monthly basis On a monthly basis Several times a year (less than 12 but more than 3)  | 2010<br>your analysis?   |                    |                    |                    |                     |                    |                    |                     |                     | 0%<br>0%<br>40%                      | 0%<br>0%<br>100%<br>0%<br>100%        |
| Question responses changed in 2021 How often did you experience distortion and/or suppression of analysis  % Constantly (daily) Frequently (weekly or monthly) Occasionally (more than twice but less than monthly) Rarely (Once or twice)  Total  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  % On a daily or monthly basis On a monthly basis Several times a year (less than 12 but more than 3) 2 - 3 times Once  | 2010<br>your analysis?   |                    |                    |                    |                     |                    |                    |                     |                     | 0%<br>0%<br>40%<br>60%<br>0%         | 0%<br>0%<br>100%<br>0%<br>100%        |
| Question responses changed in 2021 How often did you experience distortion and/or suppression of analysis   % Constantly (daily) Frequently (weekly or monthly) Occasionally (more than twice but less than monthly) Rarely (Once or twice) Total  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   % On a daily or monthly basis On a monthly basis Several times a year (less than 12 but more than 3) 2 - 3 times Once Total   | 2010<br>your analysis?   |                    |                    |                    |                     |                    |                    |                     |                     | 0%<br>0%<br>40%<br>60%<br>0%         | 0%<br>0%<br>100%<br>0%<br>100%        |
| Question responses changed in 2021 How often did you experience distortion and/or suppression of analysis % Constantly (daily) Frequently (weekly or monthly) Occasionally (more than twice but less than monthly) Rarely (Once or twice) Total  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 % On a daily or monthly basis On a monthly basis Several times a year (less than 12 but more than 3) 2 - 3 times Once Total   | 2010<br>your analysis?   |                    |                    |                    |                     |                    |                    |                     |                     | 0%<br>0%<br>40%<br>60%<br>0%         | 0%<br>0%<br>100%<br>0%<br>100%        |
| Question responses changed in 2021 How often did you experience distortion and/or suppression of analysis  % Constantly (daily) Frequently (weekly or monthly) Occasionally (more than twice but less than monthly) Rarely (Once or twice) Total  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  % On a daily or monthly basis On a monthly basis Several times a year (less than 12 but more than 3) 2 - 3 times Once Total  New response categories in 2018 How often do you face distortion/suppression of your analysis? | your analysis?           | 2011               | 2012               | 2013               | 2014                | 2015               | 2016               | 2017                | 2018                | 0%<br>0%<br>40%<br>60%<br>0%<br>100% | 2021  0% 100% 100% 100% 2021  NA afti |
| Question responses changed in 2021 How often did you experience distortion and/or suppression of analysis % Constantly (daily) Frequently (weekly or monthly) Occasionally (more than twice but less than monthly) Rarely (Once or twice) Total  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 % On a daily or monthly basis On a monthly basis Several times a year (less than 12 but more than 3) 2 - 3 times Once Total  New response categories in 2018 How often do you face distortion/suppression of your analysis? % | your analysis?           | 2011               | 2012               | 2013               | 2014                | 2015               | 2016               | 2017                | 2018                | 0%<br>0%<br>40%<br>60%<br>0%<br>100% | 0%<br>0%<br>100%<br>100%<br>100%      |

| %   | 2010               | 2011        | 2012              | 2013         | uasive evic | 2015 | 2016 | 2017 | 2018 | 2019        | 2021  |
|---|--------------------|-------------|-------------------|--------------|-------------|------|------|------|------|-------------|---|
| Once  |                    |             |                   |              |             |      |      |      |      |             |   |
| Twice   |                    |             |                   |              |             |      |      |      | NA   | after FY17  | ,   |
| Three times   |                    |             |                   |              |             |      |      |      | 147  | uncer 1 127 |   |
| More than three times Total   |                    |             |                   |              |             |      |      |      |      |             |   |
| Total   |                    |             |                   |              |             |      |      |      |      |             |   |
| New question added in 2022  |                    |             |                   |              |             |      |      |      |      |             |   |
| When considering your most signficant expeirence with distortion and/or sup   |                    |             |                   |              |             |      |      | 2017 | 2010 | 2010        | 2024  |
| % 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 informati  |                    |             |                   |              |             |      |      |      |      |             |   |
| 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.  | ression of<br>2010 | analysis, v | vhat form of 2012 | 2013         | 2014        | 2015 | 2016 | 2017 | 2018 | 2019        | 2021  |
| A dictated/predetermined analytic line  | 2010               | 2011        | 2012              | 2013         | 2014        | 2015 | 2010 | 2017 | 2010 | 2013        | 2023  |
| A changed analytic line absent sufficient sourcing or argumentation   |                    |             |                   |              |             |      |      |      |      |             |   |
| Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or  |                    |             |                   |              |             |      |      |      |      |             |   |
| Distorted or suppressed analysis of alternativess or dissent  |                    |             |                   |              |             |      |      |      |      |             |   |
| Discouraged analysis/production on a particular topic absent sufficient reason 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 supply  | ression of         | analysis v  | what form         | lid it take? |             |      |      |      |      |             |   |
| %   | 2010               | 2011        | 2012              | 2013         | 2014        | 2015 | 2016 | 2017 | 2018 | 2019        | 202   |
| My product was not published  |                    |             |                   |              |             |      |      |      |      |             | 259   |
| The product was deliberately delayed  |                    |             |                   |              |             |      |      |      |      |             | 09  |
| I was discouraged from writing a product The anlytic line was dictated to me  |                    |             |                   |              |             |      |      |      |      |             | 09<br>509   |
| The main analytic line was changed without sufficient justification, argumen  |                    |             |                   |              |             |      |      |      |      |             | 09  |
| Judgements, sourcing, and/or confidence levels were mischaracterized or re  |                    |             |                   |              |             |      |      |      |      |             | 09  |
| A briefer mischaracterized the assessment/product to a consumer   |                    |             |                   |              |             |      |      |      |      |             | 09  |
| An internal IC element/CCMD senior mischaracterized the assessment/prod My comments or dissent on a product were distorted or suppressed  |                    |             |                   |              |             |      |      |      |      |             | 09  |
| Other   |                    |             |                   |              |             |      |      |      |      |             | 259   |
| Total   |                    |             |                   |              |             |      |      |      |      |             | 1009  |
| New question added in 2019  |                    |             |                   |              |             |      |      |      |      |             |   |
| When considering the most signficant instance of distortion or suppression, w   | what form          | did it take | ?                 |              |             |      |      |      |      |             |   |
| %   | 2010               | 2011        | 2012              | 2013         | 2014        | 2015 | 2016 | 2017 | 2018 | 2019        | 202   |
| My product was not published  |                    |             |                   |              |             |      |      |      |      | 20%         |   |
| I was discouraged from writing a product My analytic line was dictated to me  |                    |             |                   |              |             |      |      |      |      | 0%<br>0%    |   |
| The main analytic line of my product was deliberately changed during review   |                    |             |                   |              |             |      |      |      |      | 0%          |   |
| Analytic points, supporting evidence, and/or confidence levels in my produc   |                    |             |                   |              |             |      |      |      |      | 60%         | NA at   |
| A briefer either suppressed or misrepresented the analysis  |                    |             |                   |              |             |      |      |      |      | 0%          |   |
| An internal agency senior changed, deleted, or added minor analytic points  |                    |             |                   |              |             |      |      |      |      | 0%          |   |
| My comments or dissent on a product were suppressed or distorted Other  |                    |             |                   |              |             |      |      |      |      | 0%<br>20%   |   |
|   |                    |             |                   |              |             |      |      |      |      | 100%        |   |
| Total   |                    |             |                   |              |             |      |      |      |      |             |   |
| Total   |                    |             |                   |              |             |      |      |      |      |             |   |
| Total  Question wording changed in 2021   |                    |             |                   |              |             |      |      |      |      |             |   |
| Total  Question wording changed in 2021  Question responses changed in 2021   |                    |             |                   |              |             |      |      |      |      |             |   |
| Total  Question wording changed in 2021   | 2010               | 2011        | 2012              | 2013         | 2014        | 2015 | 2016 | 2017 | 2018 | 2019        | 202:  |
| Total  Question wording changed in 2021  Question responses changed in 2021  What feedback or explanation did you receive on this matter?  %  I did not receive feedback or explanation   | 2010               | 2011        | 2012              | 2013         | 2014        | 2015 | 2016 | 2017 | 2018 | 2019        | 09  |
| Total  Question wording changed in 2021  Question responses changed in 2021  What feedback or explanation did you receive on this matter?  %  I did not receive feedback or explanation  The analysis did not meet threshold or priority for publication  | 2010               | 2011        | 2012              | 2013         | 2014        | 2015 | 2016 | 2017 | 2018 | 2019        | 09<br>09  |
| Total  Question wording changed in 2021  Question responses changed in 2021  What feedback or explanation did you receive on this matter?  %  I did not receive feedback or explanation The analysis did not meet threshold or priority for publication The anlysis did not meet one or more of the analytic tradecraft standards   | 2010               | 2011        | 2012              | 2013         | 2014        | 2015 | 2016 | 2017 | 2018 | 2019        | 09<br>09  |
| Total  Question wording changed in 2021  Question responses changed in 2021  What feedback or explanation did you receive on this matter?  %  I did not receive feedback or explanation  The analysis did not meet threshold or priority for publication  | 2010               | 2011        | 2012              | 2013         | 2014        | 2015 | 2016 | 2017 | 2018 | 2019        | 09<br>09<br>09<br>259   |
| Total  Question wording changed in 2021 Question responses changed in 2021 What feedback or explanation did you receive on this matter?  % I did not receive feedback or explanation 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 Content was changed or deleted to better meet customer needs  | 2010               | 2011        | 2012              | 2013         | 2014        | 2015 | 2016 | 2017 | 2018 | 2019        | 09<br>09<br>09<br>259<br>09<br>509  |
| Total  Question wording changed in 2021  Question responses changed in 2021  What feedback or explanation did you receive on this matter?  %  I did not receive feedback or explanation  The analysis did not meet threshold or priority for publication The anlysis 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 Content was changed or deleted to better meet customer needs Content was changed or deleted because of differeing views from the field  | 2010               | 2011        | 2012              | 2013         | 2014        | 2015 | 2016 | 2017 | 2018 | 2019        | 09<br>09<br>09<br>259<br>09<br>509  |
| Total  Question wording changed in 2021  Question responses changed in 2021  What feedback or explanation did you receive on this matter?  %  I did not receive feedback or explanation  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  Content was changed or deleted to better meet customer needs  Content was changed or deleted because of differeing views from the field  Content was changed or deleted because it was too long, complicated, or te   | 2010               | 2011        | 2012              | 2013         | 2014        | 2015 | 2016 | 2017 | 2018 | 2019        | 09<br>09<br>09<br>259<br>09<br>509<br>09                                    |
| Question wording changed in 2021 Question responses changed in 2021 What feedback or explanation did you receive on this matter?  1 did not receive feedback or explanation 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 Content was changed or deleted to better meet customer needs Content was changed or deleted because of differeing views from the field Content was changed or deleted because it was too long, complicated, or te Information to which I do not have access changed the analysis   | 2010               | 2011        | 2012              | 2013         | 2014        | 2015 | 2016 | 2017 | 2018 | 2019        | 09<br>09<br>09<br>259<br>09<br>509<br>09<br>09                              |
| Total  Question wording changed in 2021  Question responses changed in 2021  What feedback or explanation did you receive on this matter?  %  I did not receive feedback or explanation  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  Content was changed or deleted to better meet customer needs  Content was changed or deleted because of differeing views from the field  Content was changed or deleted because it was too long, complicated, or te   | 2010               | 2011        | 2012              | 2013         | 2014        | 2015 | 2016 | 2017 | 2018 | 2019        | 09<br>09<br>259<br>09<br>509<br>09  |
| Total  Question wording changed in 2021 Question responses changed in 2021 What feedback or explanation did you receive on this matter?  % I did not receive feedback or explanation 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 Content was changed or deleted to better meet customer needs Content was changed or deleted because of differeing views from the field Content was changed or deleted because it was too long, complicated, or te Information to which I do not have access changed the analysis The assessment was policy prescriptive                                   | 2010               | 2011        | 2012              | 2013         | 2014        | 2015 | 2016 | 2017 | 2018 | 2019        | 09<br>09<br>259<br>09<br>509<br>09<br>09                                    |
| Question wording changed in 2021 Question responses changed in 2021 What feedback or explanation did you receive on this matter?  1 did not receive feedback or explanation 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 Content was changed or deleted to better meet customer needs Content was changed or deleted because of differeing views from the field Content was changed or deleted because it was too long, complicated, or te Information to which I do not have access changed the analysis The assessment was policy prescriptive Other                                      | 2010               | 2011        | 2012              | 2013         | 2014        | 2015 | 2016 | 2017 | 2018 | 2019        | 09<br>09<br>259<br>09<br>509<br>09<br>09                                    |
| Question wording changed in 2021 Question responses changed in 2021 What feedback or explanation did you receive on this matter?  % I did not receive feedback or explanation The analysis did not meet threshold or priority for publication The anlysis 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 Content was changed or deleted to better meet customer needs Content was changed or deleted because it was too long, complicated, or te Information to which I do not have access changed the analysis The assessment was policy prescriptive Other Total  New question added in 2019   |                    |             | 2012              | 2013         | 2014        | 2015 | 2016 | 2017 | 2018 | 2019        | 09<br>09<br>259<br>09<br>509<br>09<br>09                                    |
| Question wording changed in 2021 Question responses changed in 2021 What feedback or explanation did you receive on this matter?  1 did not receive feedback or explanation 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 Content was changed or deleted to better meet customer needs Content was changed or deleted because of differeing views from the field Content was changed or deleted because it was too long, complicated, or te Information to which I do not have access changed the analysis The assessment was policy prescriptive Other                                      |                    |             | 2012              | 2013         | 2014        | 2015 | 2016 | 2017 | 2018 | 2019        | 09<br>09<br>259<br>09<br>509<br>09<br>09<br>09<br>259                       |
| Question wording changed in 2021 Question responses changed in 2021 What feedback or explanation did you receive on this matter?  % I did not receive feedback or explanation The analysis did not meet threshold or priority for publication The anlysis 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 Content was changed or deleted to better meet customer needs Content was changed or deleted because it was too long, complicated, or te Information to which I do not have access changed the analysis The assessment was policy prescriptive Other Total  New question added in 2019 What was the primary feedback or explanation given to you during or followi | ing this inc       | cident?     |                   |              |             |      |      |      |      |             | 2021<br>09<br>09<br>09<br>259<br>09<br>509<br>09<br>09<br>09<br>259<br>1009 |

| I was told that concurrence from a particular agency or office was required f I was told that my analysis was changed or deleted so that the product woul I was told additional/special compartmented information (which I do not ha I was told my assessment was policy prescriptive I was told that my product did not meet appropriate tradecraft standards I was told that my analysis was changed or deleted in response to policymak I was told that my analysis was changed in response to differing views from I was told that my analysis was too complicated or technical and has to be si I did not receive any feedback or explanation as to why my product was dist Other   |                      |                     |             |               |            |           |             |      |  | 0% 20% 0% 0% 0% 20% 0% 20% 20% 20%              | NA after                           | r FY19         |
|--|----------------------|---------------------|-------------|---------------|------------|-----------|-------------|------|--|---|------------------------------------|----------------|
| Total  |                      |                     |             |               |            |           |             |      |  | 100%  |                                    |                |
| Question responses changed in 2022   |                      |                     |             |               |            |           |             |      |  |   |                                    |                |
| Who was the primary source of your most significant experience with distormal ways and the primary source of your most significant experience with distormal ways and the primary source of your most significant experience with distormal ways and the primary source of your most significant experience with distormal ways and the primary source of your most significant experience with distormal ways and the primary source of your most significant experience with distormal ways and the primary source of your most significant experience with distormal ways and the primary source of your most significant experience with distormal ways and the primary source of your most significant experience with distormal ways and the primary source of your most significant experience with distormal ways and the primary source of your most significant experience with the primary source of your most significant experience with the primary significant experience with the prim | ortion and/o<br>2010 | r suppressi<br>2011 | ion of anal | /sis?<br>2013 | 2014       | 2015      | 2016        | 2017 | 2018   | 2019  | 2021                               | 20.            |
| Analyst within my IC element/CCMD Manager/supervisor within my IC element/CCMD Reviewer within my IC element/CCMD Senior executive/military officer within my IC element/CCMD Intelligence professional from another IC element/CCMD Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.) Other Total  |                      |                     |             |               |            |           |             |      |  |   |                                    | 22             |
| O colling out to the control of the  |                      |                     |             |               |            |           |             |      |  |   |                                    |                |
| Question wording changed in 2021 Question responses changed in 2021  |                      |                     |             |               |            |           |             |      |  |   |                                    |                |
| Who was the primary source of your most significant experience of distorti   |                      |                     |             |               | 2014       | 2045      | 2016        | 2017 | 2010   | 2010  | 2024                               |                |
| % Analyst within my IC element/CCMD  | 2010                 | 2011                | 2012        | 2013          | 2014       | 2015      | 2016        | 2017 | 2018   | 2019  | <b>2021</b><br>0%                  | 20.            |
| Manager/supervisor within my IC element/CCMD Reviewer within my IC element/CCMD Senior executive within my IC elmement/CCMD Intelligence professional from another IC element/CCMD Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.) US Government official outisde of the IC Other   |                      |                     |             |               |            |           |             |      |  |   | 0%<br>50%<br>50%<br>0%<br>0%<br>0% | NA afte        |
| Total  |                      |                     |             |               |            |           |             |      |  |   | 100%                               |                |
| New response categories added to the question in 2019  |                      |                     |             |               |            |           |             |      |  |   |                                    |                |
| Source   |                      |                     |             |               |            |           |             |      |  |   |                                    |                |
| % Internal colleague   | 2010                 | 2011                | 2012        | 2013          | 2014       | 2015      | 2016        | 2017 | 2018   | <b>2019</b><br>0%                               | 2021                               | 2              |
| Mid-level/Senior supervisor within your IC element Non-supervisory internal analyst reviewer (e.g., SIOs) Non-analyst senior within your IC element IC senior leadership External IC colleague or supervisor DNI element (NIC, NIM, etc.) US government official outside the IC Editor or senior reviewer of an IC publication Other Total   |                      |                     |             |               |            |           |             |      |  | 20%<br>0%<br>20%<br>20%<br>0%<br>0%<br>0%<br>0% | NA after                           | r <b>FY1</b> 9 |
| New years and action in 2010   |                      |                     |             |               |            |           |             |      |  |   |                                    |                |
| New response categories in 2018 Source   |                      |                     |             |               |            |           |             |      |  |   |                                    |                |
| % Internal colleague First-level manager Mid-level/Senior supervisor within your IC element External colleague Non-intelligence senior External IC supervisor Non-supervisory reviewer DNI element (NIC, NIM, etc.) US government official outside the IC Other  | 2010                 | 2011                | 2012        | 2013          | 2014       | 2015      | 2016        | 2017 | 2018<br>0%<br>0%<br>100%<br>0%<br>0%<br>0%<br>0%<br>0%<br>0% | 2019<br>NA                                      | 2021<br>a after FY18               | 2              |
|  |                      |                     |             |               |            |           |             |      | 100%   |   |                                    |                |
| Original response categories   |                      |                     |             |               |            |           |             |      |  |   |                                    |                |
| Source %   | 2010                 | 2011                | 2012        | 2013          | 2014       | 2015      | 2016        | 2017 | 2018   | 2019  | 2021                               | 2              |
| Non-supervisory professional within your IC element<br>Supervisor within your IC element<br>Intelligence professional outside your IC element<br>US government official outside the IC<br>Other  |                      |                     |             |               | -          |           |             |      |  | NA after  |                                    |                |
| 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  | vour most s          | ignficant o         | ynerience : | with distor   | ion and/or | Suppressi | on of analy | sis? |  |   |                                    |                |
| Maintain an existing analytic line or status quo on a topic  |                      |                     | _           |               |            |           |             |      |  |   |                                    |                |
| % Not a factor Somewhat a factor   | 2010                 | 2011                | 2012        | 2013          | 2014       | 2015      | 2016        | 2017 | 2018   | 2019  | 2021<br>25%<br>0%<br>0%            | 2              |
| A moderate factor  |                      |                     |             |               |            |           |             |      |  |   | 070                                |                |

| In your perception, to what extent were the following factors a motive for y   | our most ci | gnficant o | xperience : | vith distort | ion and/or | suppression | on of analy  | sis? |  |   |             |
|--|-------------|------------|-------------|--------------|------------|-------------|--------------|------|--|---|-------------|
| Align to an individual's perspective   |             |            |             |              |            |             |              |      | 2010   | 2010  | 2021        |
| %<br>Not a factor  | 2010        | 2011       | 2012        | 2013         | 2014       | 2015        | 2016         | 2017 | 2018   | 2019  | <b>2021</b> |
| Somewhat a factor  |             |            |             |              |            |             |              |      |  |   | 0%          |
| A moderate factor  |             |            |             |              |            |             |              |      |  |   | 33%         |
| An important factor  |             |            |             |              |            |             |              |      |  |   | 33%         |
| Unsure   |             |            |             |              |            |             |              |      |  |   | 0%          |
| Total  |             |            |             |              |            |             |              |      |  |   | 100%        |
| In your perception, to what extent were the following factors a motive for y   | our most si | gnficant e | xperience v | vith distort | ion and/or | suppressio  | on of analy  | sis? |  |   |             |
| Support/protect operational equities   |             |            |             |              |            |             |              |      |  |   |             |
| %  | 2010        | 2011       | 2012        | 2013         | 2014       | 2015        | 2016         | 2017 | 2018   | 2019  | 2021        |
| Not a factor   |             |            |             |              |            |             |              |      |  |   | 33%<br>33%  |
| Somewhat a factor  |             |            |             |              |            |             |              |      |  |   | 0%          |
| A moderate factor  |             |            |             |              |            |             |              |      |  |   | 33%         |
| An important factor Unsure   |             |            |             |              |            |             |              |      |  |   | 0%          |
| Total  |             |            |             |              |            |             |              |      |  |   | 100%        |
| In your perception, to what extent were the following factors a motive for y   | our most si | gnficant e | xperience v | vith distort | ion and/or | suppressio  | on of analy  | is?  |  |   |             |
| Support/protect bureaucratic interests   |             |            |             |              |            |             |              |      |  |   |             |
| %  | 2010        | 2011       | 2012        | 2013         | 2014       | 2015        | 2016         | 2017 | 2018   | 2019  | 2021        |
| Not a factor   |             |            |             |              |            |             |              |      |  |   | 25%         |
| Somewhat a factor  |             |            |             |              |            |             |              |      |  |   | 25%         |
| A moderate factor  |             |            |             |              |            |             |              |      |  |   | 25%         |
| An important factor Unsure   |             |            |             |              |            |             |              |      |  |   | 25%<br>0%   |
| Total  |             |            |             |              |            |             |              |      |  |   | 100%        |
| Total  |             |            |             |              |            |             |              |      |  |   | 1007        |
| In your perception, to what extent were the following factors a motive for y   | our most si | gnficant e | xperience v | vith distort | ion and/or | suppressio  | on of analys | sis? |  |   |             |
| Provoke or prevent policymaker action or response %  | 2010        | 2011       | 2012        | 2013         | 2014       | 2015        | 2016         | 2017 | 2018   | 2019  | 2021        |
| Not a factor   |             |            |             |              |            |             |              |      |  |   | 09          |
| Somewhat a factor  |             |            |             |              |            |             |              |      |  |   | 09          |
| A moderate factor  |             |            |             |              |            |             |              |      |  |   | 09          |
| An important factor  |             |            |             |              |            |             |              |      |  |   | 100%        |
| Unsure   |             |            |             |              |            |             |              |      |  |   | 09          |
| Total  |             |            |             |              |            |             |              |      |  |   | 100%        |
| In your perception, to what extent were the following factors a motive for y   | our most si | gnficant e | xperience v | vith distort | ion and/or | suppressio  | on of analys | sis? |  |   |             |
| Support or oppose a policy agenda or narrative   |             |            |             |              |            |             |              |      |  |   |             |
| %  | 2010        | 2011       | 2012        | 2013         | 2014       | 2015        | 2016         | 2017 | 2018   | 2019  | 2021        |
| Not a factor   |             |            |             |              |            |             |              |      |  |   | 09          |
| Somewhat a factor  |             |            |             |              |            |             |              |      |  |   | 09          |
| A moderate factor  |             |            |             |              |            |             |              |      |  |   | 25%         |
| An important factor Unsure   |             |            |             |              |            |             |              |      |  |   | 75%<br>0%   |
| Total  |             |            |             |              |            |             |              |      |  |   | 1009        |
|  |             |            |             |              |            |             |              |      |  |   |             |
| New response categories added to the question in 2019  Motive  |             |            |             |              |            |             |              |      |  |   |             |
| %  | 2010        | 2011       | 2012        | 2013         | 2014       | 2015        | 2016         | 2017 | 2018   | 2019  | 2021        |
| Maintain an existing analytic line   |             |            |             |              |            |             |              |      |  |   |             |
| Support views of an internal supervisor/management   |             |            |             |              |            |             |              |      |  | 20%   |             |
| Support views of an internal supervisor/management   |             |            |             |              |            |             |              |      |  | 20%<br>20%  |             |
| Support views of an internal supervisor/management Support views of internal colleague(s)  |             |            |             |              |            |             |              |      |  |   |             |
|  |             |            |             |              |            |             |              |      |  | 20%   |             |
| Support views of internal colleague(s)   |             |            |             |              |            |             |              |      |  | 20%<br>0%   |             |
| Support views of internal colleague(s) Support views of external colleague(s) Support views of external management Support views of governemnet/policy official(s)   |             |            |             |              |            |             |              |      |  | 20%<br>0%<br>0%<br>0%<br>20%                                  |             |
| Support views of internal colleague(s) Support views of external colleague(s) Support views of external management Support views of governemnet/policy official(s) To support operational equities   |             |            |             |              |            |             |              |      |  | 20%<br>0%<br>0%<br>0%<br>20%<br>0%                            |             |
| Support views of internal colleague(s) Support views of external colleague(s) Support views of external management Support views of governemnet/policy official(s) To support operational equities To supports information deemed embarassing to the Department, Agency o  |             |            |             |              |            |             |              |      |  | 20%<br>0%<br>0%<br>0%<br>20%<br>0%                            |             |
| Support views of internal colleague(s) Support views of external colleague(s) Support views of external management Support views of governemnet/policy official(s) To support operational equities To suppress information deemed embarassing to the Department, Agency o To prevent policymaker action or response on a topic   |             |            |             |              |            |             |              |      |  | 20%<br>0%<br>0%<br>0%<br>20%<br>0%<br>0%                      |             |
| Support views of internal colleague(s) Support views of external colleague(s) Support views of external management Support views of governemnet/policy official(s) To support operational equities To suppress information deemed embarassing to the Department, Agency o To prevent policymaker action or response on a topic Not sure what the motive was  |             |            |             |              |            |             |              |      |  | 20%<br>0%<br>0%<br>0%<br>20%<br>0%<br>0%<br>0%                |             |
| Support views of internal colleague(s) Support views of external colleague(s) Support views of external management Support views of governemnet/policy official(s) To support operational equities To suppores information deemed embarassing to the Department, Agency o To prevent policymaker action or response on a topic Not sure what the motive was Other  |             |            |             |              |            |             |              |      |  | 20%<br>0%<br>0%<br>0%<br>20%<br>0%<br>0%<br>0%<br>20%         |             |
| Support views of internal colleague(s) Support views of external colleague(s) Support views of external management Support views of governemnet/policy official(s) To support operational equities To supports information deemed embarassing to the Department, Agency o To prevent policymaker action or response on a topic Not sure what the motive was Other Total  |             |            |             |              |            |             |              |      |  | 20%<br>0%<br>0%<br>0%<br>20%<br>0%<br>0%<br>0%                |             |
| Support views of internal colleague(s) Support views of external colleague(s) Support views of external colleague(s) Support views of governemnet/policy official(s) To support operational equities To suppores information deemed embarassing to the Department, Agency o To prevent policymaker action or response on a topic Not sure what the motive was Other Total  New response categories in 2018   |             |            |             |              |            |             |              |      |  | 20%<br>0%<br>0%<br>0%<br>20%<br>0%<br>0%<br>0%<br>20%         |             |
| Support views of internal colleague(s) Support views of external colleague(s) Support views of external colleague(s) Support views of governemnet/policy official(s) To support operational equities To supports information deemed embarassing to the Department, Agency o To prevent policymaker action or response on a topic Not sure what the motive was Other Total  New response categories in 2018 Motive %  | 2010        | 2011       | 2012        | 2013         | 2014       | 2015        | 2016         | 2017 | 2018   | 20%<br>0%<br>0%<br>0%<br>20%<br>0%<br>0%<br>0%<br>20%         | NA af       |
| Support views of internal colleague(s) Support views of external colleague(s) Support views of external colleague(s) Support views of governemnet/policy official(s) To support operational equities To suppress information deemed embarassing to the Department, Agency o To prevent policymaker action or response on a topic Not sure what the motive was Other Total  New response categories in 2018 Motive % Maintain existing analytic line  | 2010        | 2011       | 2012        | 2013         | 2014       | 2015        | 2016         | 2017 | 0%   | 20%<br>0%<br>0%<br>0%<br>20%<br>0%<br>0%<br>20%<br>20%<br>20% | NA af       |
| Support views of internal colleague(s) Support views of external colleague(s) Support views of external colleague(s) Support views of governemet/policy official(s) To support operational equities To suppress information deemed embarassing to the Department, Agency o To prevent policymaker action or response on a topic Not sure what the motive was Other Total  New response categories in 2018 Motive  Maintain existing analytic line Support views of internal supervisor/management  | 2010        | 2011       | 2012        | 2013         | 2014       | 2015        | 2016         | 2017 | 0%<br>100%   | 20%<br>0%<br>0%<br>0%<br>20%<br>0%<br>0%<br>20%<br>20%<br>20% | NA af       |
| Support views of internal colleague(s) Support views of external colleague(s) Support views of external colleague(s) Support views of governemnet/policy official(s) To support operational equities To supports operational equities To supports operational equities To suppress information deemed embarassing to the Department, Agency o To prevent policymaker action or response on a topic Not sure what the motive was Other Total  New response categories in 2018  Motive  % Maintain existing analytic line Support views of internal supervisor/management Support views of internal colleague  | 2010        | 2011       | 2012        | 2013         | 2014       | 2015        | 2016         | 2017 | 0%<br>100%<br>0%   | 20%<br>0%<br>0%<br>0%<br>20%<br>0%<br>0%<br>20%<br>20%<br>20% | NA af       |
| Support views of internal colleague(s) Support views of external colleague(s) Support views of external colleague(s) Support views of external management Support views of governemnet/policy official(s) To support operational equities To suppress information deemed embarassing to the Department, Agency o To prevent policymaker action or response on a topic Not sure what the motive was Other Total  New response categories in 2018 Motive % Maintain existing analytic line Support views of internal supervisor/management Support views of internal colleague Support views of external colleague   | 2010        | 2011       | 2012        | 2013         | 2014       | 2015        | 2016         | 2017 | 0%<br>100%<br>0%<br>0%                                     | 20%<br>0%<br>0%<br>0%<br>20%<br>0%<br>0%<br>20%<br>20%<br>20% | NA af       |
| Support views of internal colleague(s) Support views of external colleague(s) Support views of external colleague(s) Support views of governemnet/policy official(s) To support operational equities To suppress information deemed embarassing to the Department, Agency o To prevent policymaker action or response on a topic Not sure what the motive was Other Total  New response categories in 2018 Motive % Maintain existing analytic line Support views of internal supervisor/management Support views of internal colleague Support views of external management   | 2010        | 2011       | 2012        | 2013         | 2014       | 2015        | 2016         | 2017 | 0%<br>100%<br>0%<br>0%<br>0%                               | 20%<br>0%<br>0%<br>0%<br>20%<br>0%<br>0%<br>20%<br>20%<br>20% | NA af       |
| Support views of internal colleague(s) Support views of external colleague(s) Support views of external colleague(s) Support views of governemnet/policy official(s) To support operational equities To supports operational equities To supports operational equities To support operational equities To prevent policymaker action or response on a topic Not sure what the motive was Other Total  New response categories in 2018 Motive  % Maintain existing analytic line Support views of internal supervisor/management Support views of external colleague Support views of external colleague Support views of external management Support views of government/policy official   | 2010        | 2011       | 2012        | 2013         | 2014       | 2015        | 2016         | 2017 | 0%<br>100%<br>0%<br>0%<br>0%<br>0%                         | 20%<br>0%<br>0%<br>0%<br>20%<br>0%<br>20%<br>20%<br>100%      | NA af       |
| Support views of internal colleague(s) Support views of external colleague(s) Support views of external colleague(s) Support views of governemnet/policy official(s) To support operational equities To supports operational equities To suppress information deemed embarassing to the Department, Agency o To prevent policymaker action or response on a topic Not sure what the motive was Other Total  New response categories in 2018  Motive  % Maintain existing analytic line Support views of internal supervisor/management Support views of internal colleague Support views of external colleague Support views of external management Support views of government/policy official To support increase/decrease of resources for operational, military or USG p   | 2010        | 2011       | 2012        | 2013         | 2014       | 2015        | 2016         | 2017 | 0%<br>100%<br>0%<br>0%<br>0%<br>0%                         | 20%<br>0%<br>0%<br>0%<br>20%<br>0%<br>20%<br>20%<br>100%      | NA af       |
| Support views of internal colleague(s) Support views of external colleague(s) Support views of external colleague(s) Support views of governemnet/policy official(s) To support operational equities To suppress information deemed embarassing to the Department, Agency o To prevent policymaker action or response on a topic Not sure what the motive was Other Total  New response categories in 2018 Motive % Maintain existing analytic line Support views of internal supervisor/management Support views of internal colleague Support views of external colleague Support views of external management Support views of government/policy official To support increase/decrease of resources for operational, military or USG  Unintentional   | 2010        | 2011       | 2012        | 2013         | 2014       | 2015        | 2016         | 2017 | 0%<br>100%<br>0%<br>0%<br>0%<br>0%<br>0%                   | 20%<br>0%<br>0%<br>0%<br>20%<br>0%<br>20%<br>20%<br>100%      | NA af       |
| Support views of internal colleague(s) Support views of external colleague(s) Support views of external colleague(s) Support views of governemnet/policy official(s) To support operational equities To suppress information deemed embarassing to the Department, Agency o To prevent policymaker action or response on a topic Not sure what the motive was Other Total  New response categories in 2018 Motive % Maintain existing analytic line Support views of internal supervisor/management Support views of internal colleague Support views of external management Support views of external management Support views of government/policy official To support increase/decrease of resources for operational, military or USG publisher with the motive was   | 2010        | 2011       | 2012        | 2013         | 2014       | 2015        | 2016         | 2017 | 0%<br>100%<br>0%<br>0%<br>0%<br>0%<br>0%<br>0%             | 20%<br>0%<br>0%<br>0%<br>20%<br>0%<br>20%<br>20%<br>100%      | NA af       |
| Support views of internal colleague(s) Support views of external colleague(s) Support views of external colleague(s) Support views of governemnet/policy official(s) To support operational equities To supports operational equities To support operational equities To support operational equities To prevent policymaker action or response on a topic Not sure what the motive was Other Total  New response categories in 2018 Motive  % Maintain existing analytic line Support views of internal supervisor/management Support views of internal colleague Support views of external colleague Support views of external colleague Support views of systemal management Support views of government/policy official To support increase/decrease of resources for operational, military or USG  Unintentional Unsure what the motive was Other   | 2010        | 2011       | 2012        | 2013         | 2014       | 2015        | 2016         | 2017 | 0%<br>100%<br>0%<br>0%<br>0%<br>0%<br>0%<br>0%<br>0%       | 20%<br>0%<br>0%<br>0%<br>20%<br>0%<br>20%<br>20%<br>100%      | NA af       |
| Support views of internal colleague(s) Support views of external colleague(s) Support views of external colleague(s) Support views of governemnet/policy official(s) To support operational equities To suppress information deemed embarassing to the Department, Agency o To prevent policymaker action or response on a topic Not sure what the motive was Other Total  New response categories in 2018 Motive  % Maintain existing analytic line Support views of internal supervisor/management Support views of internal colleague Support views of external management Support views of external management Support views of government/policy official To support increase/decrease of resources for operational, military or USG punitentional Unsure what the motive was Other To suppress information deemed embarrassing to the Department, Agency of  | 2010        | 2011       | 2012        | 2013         | 2014       | 2015        | 2016         | 2017 | 0%<br>100%<br>0%<br>0%<br>0%<br>0%<br>0%<br>0%<br>0%       | 20%<br>0%<br>0%<br>0%<br>20%<br>0%<br>20%<br>20%<br>100%      | NA af       |
| Support views of internal colleague(s) Support views of external colleague(s) Support views of external colleague(s) Support views of governemnet/policy official(s) To support operational equities To suppress information deemed embarassing to the Department, Agency o To prevent policymaker action or response on a topic Not sure what the motive was Other Total  New response categories in 2018 Motive  Maintain existing analytic line Support views of internal supervisor/management Support views of internal colleague Support views of external colleague Support views of external colleague Support views of external management Support views of government/policy official To support increase/decrease of resources for operational, military or USG  Unintentional Unsure what the motive was Other   | 2010        | 2011       | 2012        | 2013         | 2014       | 2015        | 2016         | 2017 | 0%<br>100%<br>0%<br>0%<br>0%<br>0%<br>0%<br>0%<br>0%       | 20%<br>0%<br>0%<br>0%<br>20%<br>0%<br>20%<br>20%<br>100%      | NA af       |
| Support views of internal colleague(s) Support views of external colleague(s) Support views of external management Support views of governemnet/policy official(s) To support operational equities To suppress information deemed embarassing to the Department, Agency o To prevent policymaker action or response on a topic Not sure what the motive was Other Total  New response categories in 2018 Motive  Maintain existing analytic line Support views of internal supervisor/management Support views of internal colleague Support views of external colleague Support views of government/policy official To support views of government/policy official To support views of government/policy official To support when the motive was Other To suppress information deemed embarrassing to the Department, Agency of To prevent policymaker action\response  | 2010        | 2011       | 2012        | 2013         | 2014       | 2015        | 2016         | 2017 | 0%<br>100%<br>0%<br>0%<br>0%<br>0%<br>0%<br>0%<br>0%<br>0% | 20%<br>0%<br>0%<br>0%<br>20%<br>0%<br>20%<br>20%<br>100%      | NA af       |
| Support views of internal colleague(s) Support views of external colleague(s) Support views of external colleague(s) Support views of governemnet/policy official(s) To support operational equities To suppress information deemed embarassing to the Department, Agency o To prevent policymaker action or response on a topic Not sure what the motive was Other Total  New response categories in 2018 Motive  % Maintain existing analytic line Support views of internal supervisor/management Support views of internal colleague Support views of external management Support views of external management Support views of government/policy official To support increase/decrease of resources for operational, military or USG punitentional Unsure what the motive was Other To suppress information deemed embarrassing to the Department, Agency of  | 2010        | 2011       | 2012        | 2013         | 2014       | 2015        | 2016         | 2017 | 0%<br>100%<br>0%<br>0%<br>0%<br>0%<br>0%<br>0%<br>0%<br>0% | 20%<br>0%<br>0%<br>0%<br>20%<br>0%<br>20%<br>20%<br>100%      | NA aff      |
| Support views of internal colleague(s) Support views of external colleague(s) Support views of external colleague(s) Support views of governemnet/policy official(s) To support operational equities To suppress information deemed embarassing to the Department, Agency o To prevent policymaker action or response on a topic Not sure what the motive was Other Total  New response categories in 2018 Motive  % Maintain existing analytic line Support views of internal supervisor/management Support views of internal supervisor/management Support views of external colleague Support views of external management Support views of government/policy official To support increase/decrease of resources for operational, military or USG p Unintentional Unsure what the motive was Other To supporess information deemed embarrassing to the Department, Agency of the prevent policymaker action\response Original response categories | 2010        | 2011       | 2012        | 2013         | 2014       | 2015        | 2016         | 2017 | 0%<br>100%<br>0%<br>0%<br>0%<br>0%<br>0%<br>0%<br>0%<br>0% | 20%<br>0%<br>0%<br>0%<br>20%<br>0%<br>20%<br>20%<br>100%      | NA aft      |

| Inadvertent/unintended To avoid conflicting with an existing analytic line   |                    |             |            |          |      |      |      |          |            |      |                 |
|--|--------------------|-------------|------------|----------|------|------|------|----------|------------|------|-----------------|
| Other  |                    |             |            |          |      |      |      |          |            |      |                 |
| Question wording changed in 2022  Did you seek assistance in dealing with this most signficant experience of dis-  | ortion and         | l/or suppre | ssion of a | nalueie2 |      |      |      |          |            |      |                 |
| %  | 2010               | 2011        | 2012       | 2013     | 2014 | 2015 | 2016 | 2017     | 2018       | 2019 | 2021            |
| No   |                    |             |            |          |      |      |      |          |            |      |                 |
| Yes  |                    |             |            |          |      |      |      |          |            |      |                 |
|  |                    |             |            |          |      |      |      |          |            |      |                 |
| O settler and the state of the settler   |                    |             |            |          |      |      |      |          |            |      |                 |
| Question wording changed in 2021 Question responses changed in 2021  |                    |             |            |          |      |      |      |          |            |      |                 |
| Did you seek assistance in dealing with this most signficant experience of dis   |                    |             |            |          | 2011 | 2045 | 2016 | 2017     | 2010       | 2010 | 2024            |
| %<br>No  | 2010               | 2011        | 2012       | 2013     | 2014 | 2015 | 2016 | 2017     | 2018       | 2019 | <b>2021</b> 50% |
| Yes  |                    |             |            |          |      |      |      |          |            |      | 50%             |
| <del>.</del>   |                    |             |            |          |      |      |      |          |            |      | 100%            |
| During the great way did you and partition in dealing with distanting and  |                    | ,           |            |          |      |      |      |          |            |      |                 |
| During the past year, did you seek assistance in dealing with distortion or sug %  | ppression?<br>2010 | 2011        | 2012       | 2013     | 2014 | 2015 | 2016 | 2017     | 2018       | 2019 | 2021            |
| No   |                    |             |            |          |      |      |      | 0%       | 100%       | 0%   | NA aft          |
| Yes (Yes/Partially) Total  |                    |             |            |          |      |      |      | 0%<br>0% | 0%<br>100% | 100% | urt             |
|  |                    |             |            |          |      |      |      | U/0      | 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            |
| Yes  |                    |             |            |          |      | -    |      |          |            |      |                 |
| No<br>Total  |                    |             |            |          |      |      |      |          |            |      |                 |
|  |                    |             |            |          |      |      |      |          |            |      |                 |
| 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            |
| Yes  |                    |             |            |          |      |      |      |          |            |      | 50%             |
| No<br>Total  |                    |             |            |          |      |      |      |          |            |      | 50%<br>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            |
| Yes  |                    |             |            |          |      |      |      |          |            | 0%   | NA aft          |
| No<br>Total  |                    |             |            |          |      |      |      |          |            | 0%   |                 |
| Overtice woulding the cond in 2022   |                    |             |            |          |      |      |      |          |            |      |                 |
| Question wording changed in 2022 Question responses changed in 2022  |                    |             |            |          |      |      |      |          |            |      |                 |
| Why did you not seek assistance from your analytic ombudsman?  |                    |             |            |          |      |      |      |          |            |      |                 |
| % Did not believe anything would change  | 2010               | 2011        | 2012       | 2013     | 2014 | 2015 | 2016 | 2017     | 2018       | 2019 | 2021            |
| Did not know who to go to for help   |                    |             |            |          |      |      |      |          |            |      |                 |
| Concerns regarding retribution   |                    |             |            |          |      |      |      |          |            |      |                 |
| Concerns regarding confidentiality  Concerns regarding rank, tenure, or other power imbalances among individu  |                    |             |            |          |      |      |      |          |            |      |                 |
| Time constraints/press of business   |                    |             |            |          |      |      |      |          |            |      |                 |
| I was dissuaded from seeking assistance  |                    |             |            |          |      |      |      |          |            |      |                 |
| Did not know a process exists for addressing the matter<br>Presumed others involved would seek assistance  |                    |             |            |          |      |      |      |          |            |      |                 |
| Other  |                    |             |            |          |      |      |      |          |            |      |                 |
| Total  | _                  | _           | _          | _        | _    | _    | _    | _        | _          | _    |                 |
| 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            |
| Concerns regarding retribution   | 2010               | 2011        | 2012       | 2013     | 2014 | 2013 | 2010 | 201/     | 2010       | 2017 | 0%              |
| Concerns regarding confidentiality   |                    |             |            |          |      |      |      |          |            |      | 0%              |
| Concerns regarding rank, tenure, or other power imbalances of individual(s) Time constraints/press of businesss  |                    |             |            |          |      |      |      |          |            |      | 0%<br>0%        |
| Kept the issue at the management level   |                    |             |            |          |      |      |      |          |            |      | 100%            |
| Did not believe the analytic ombudsman would help  |                    |             |            |          |      |      |      |          |            |      | 0%              |
| Other Total  |                    |             |            |          |      |      |      |          |            |      | 100%            |
|  |                    |             |            |          |      |      |      |          |            |      | _5570           |
| Question responses changed in 2022   |                    |             |            |          |      |      |      |          |            |      |                 |
|  |                    | 2011        | 2012       | 2013     | 2014 | 2015 | 2016 | 2017     | 2018       | 2019 | 2021            |
| What is the primary reason you did not seek assistance? %  | 2010               |             |            |          |      |      |      |          |            |      |                 |
| What is the primary reason you did not seek assistance?  % Did not believe anything would change   | 2010               |             |            |          |      |      |      |          |            |      |                 |
| What is the primary reason you did not seek assistance? %  | 2010               |             |            |          |      |      |      |          |            |      |                 |
| What is the primary reason you did not seek assistance?  %  Did not believe anything would change Did not know who to go to for help Concerns regarding retirubtion Concerns regarding confidentiality | 2010               |             |            |          |      |      |      |          |            |      |                 |
| What is the primary reason you did not seek assistance?  %  Did not believe anything would change Did not know who to go to for help Concerns regarding retirubtion                                    | 2010               |             |            |          |      |      |      |          |            |      |                 |

| Other<br>Total  |               |      |      |      |      |      |      |      |  |                    |                    |
|---|---------------|------|------|------|------|------|------|------|--|--------------------|--------------------|
| rotal   |               |      |      |      |      |      |      |      |  |                    |                    |
| 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               |
| Did not believe anything would change   |               |      |      |      |      |      |      |      |  |                    | 100%               |
| Did not know who to go to for help  |               |      |      |      |      |      |      |      |  |                    | 0%                 |
| Concerns regading retirbution   |               |      |      |      |      |      |      |      |  |                    | 0%                 |
| Concerns regarding confidentiality  |               |      |      |      |      |      |      |      |  |                    | 0% N               |
| Concerns regading rank, tenure, or other power imbalances of individual(s) i  |               |      |      |      |      |      |      |      |  |                    | 0%                 |
| Time constraints/press of business<br>Other   |               |      |      |      |      |      |      |      |  |                    | 0%<br>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 atter   |               |      |      |      |      |      |      |      |  |                    |                    |
| %<br>Fear of retribution  | 2010          | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018   | <b>2019</b><br>20% | 2021               |
| Concerns about the lack of confidentiality  |               |      |      |      |      |      |      |      |  | 0%                 |                    |
| Did not believe anything would change   |               |      |      |      |      |      |      |      |  | 40%                | A1.0 - 61          |
| Person in question was considered "senior" to me  |               |      |      |      |      |      |      |      |  | 0%                 | NA after           |
| Didn't know who to go to for help   |               |      |      |      |      |      |      |      |  | 40%                |                    |
| Other   |               |      |      |      |      |      |      |      |  | 0%                 |                    |
| Total   |               |      |      |      |      |      |      |      |  | 100%               |                    |
| New response categories in 2018   | 1.4           |      |      |      |      |      |      |      |  |                    |                    |
| Why did you not seek assistance in dealing with distortion or supression? (Ran<br>%   | 2010          | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018   | 2019               | 2021               |
| Fear of retribution   |               |      |      |      |      |      |      |      | 100%   |                    |                    |
| Did not believe anyone would listen   |               |      |      |      |      |      |      |      | 0%   |                    |                    |
| Did not believe anything could change Person in question considered "senior" to me  |               |      |      |      |      |      |      |      | 0%<br>0%   | NA                 | after FY18         |
| Didn't know who to go to for help   |               |      |      |      |      |      |      |      | 0%   | IVA                | unci 1118          |
| Didn't know who to go to for help  Didn't know about Ombudsman process  |               |      |      |      |      |      |      |      | 0%   |                    |                    |
| Other   |               |      |      |      |      |      |      |      | 0%   |                    |                    |
|   |               |      |      |      |      |      |      |      | 100%   |                    |                    |
| Why did you not seek assistance in dealing with distortion or supression? (Ran  | ık 2)         |      |      |      |      |      |      |      |  |                    |                    |
| %   | 2010          | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018   | 2019               | 2021               |
| Fear of retribution   |               |      |      |      |      |      |      |      | 0%<br>0%   |                    |                    |
| Did not believe anyone would listen 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   |               |      |      |      |      |      |      |      | 100%   |                    |                    |
|   |               |      |      |      |      |      |      |      | 100%   |                    |                    |
| Why did you not seek assistance in dealing with distortion or supression? (Ran  | nk 3)<br>2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018   | 2019               | 2021               |
| Fear of retribution   | 2010          | 2011 | 2012 | 2013 | 2014 | 2015 | 2010 | 2017 | 0%   | 2019               | 2021               |
| Did not believe anyone would listen   |               |      |      |      |      |      |      |      | 0%   |                    |                    |
| Did not believe anything could change   |               |      |      |      |      |      |      |      | 0%   |                    |                    |
| Person in question considered "senior" to me  |               |      |      |      |      |      |      |      | 100%   | NA                 | after FY18         |
| Didn't know who to go to for help   |               |      |      |      |      |      |      |      | 0%   |                    |                    |
| Didn't know about Ombudsman process   |               |      |      |      |      |      |      |      | 0%   |                    |                    |
| Other   |               |      |      |      |      |      |      |      | 100%   |                    |                    |
|   |               |      |      |      |      |      |      |      | _30,0  |                    |                    |
| Why did you not seek assistance in dealing with distortion or supression? (Ran<br>%   | nk 4)<br>2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018   | 2019               | 2021               |
| Fear of retribution   |               |      |      |      |      |      |      |      | 0%   |                    |                    |
| Did not believe anyone would listen   |               |      |      |      |      |      |      |      | 0%   |                    |                    |
|   |               |      |      |      |      |      |      |      | 0%   |                    | . 6                |
| Did not believe anything could change   |               |      |      |      |      |      |      |      | 0%<br>0%   | NA                 | after FY18         |
| Person in question considered "senior" to me  |               |      |      |      |      |      |      |      |  |                    |                    |
| Person in question considered "senior" to me<br>Didn't know who to go to for help   |               |      |      |      |      |      |      |      | 0%   |                    |                    |
| Person in question considered "senior" to me  |               |      |      |      |      |      |      |      | 0%<br>0%   |                    |                    |
| Person in question considered "senior" to me<br>Didn't know who to go to for help<br>Didn't know about Ombudsman process  |               |      |      |      |      |      |      |      |  |                    |                    |
| Person in question considered "senior" to me<br>Didn't know who to go to for help<br>Didn't know about Ombudsman process  | _             |      |      |      |      |      |      |      | 0%   |                    |                    |
| 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? (Ran  | nk 5)<br>2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 0%<br>0%<br><b>2018</b>  | 2019               | 2021               |
| 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? (Ran % Fear of retribution  | _             | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 0%<br>0%<br><b>2018</b><br>0%                                  | 2019               | 2021               |
| 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? (Ran  | _             | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 0%<br>0%<br><b>2018</b>  | 2019               | 2021               |
| 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? (Ran % Fear of retribution Did not believe anyone would listen  | _             | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 0%<br>0%<br><b>2018</b><br>0%<br>0%                            |                    |                    |
| 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? (Ran % 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 | 0%<br>0%<br>2018<br>0%<br>0%<br>0%<br>0%<br>0%                 |                    |                    |
| 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? {Ran % 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 | 0%<br>0%<br>2018<br>0%<br>0%<br>0%<br>0%<br>0%                 |                    |                    |
| 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? (Ran % 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 | 0%<br>0%<br>2018<br>0%<br>0%<br>0%<br>0%<br>0%                 |                    |                    |
| 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? (Ran % 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 | 0%<br>0%<br>2018<br>0%<br>0%<br>0%<br>0%<br>0%<br>0%           |                    |                    |
| 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? {Ran % 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   | 2010          | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 0%<br>0%<br>2018<br>0%<br>0%<br>0%<br>0%<br>0%<br>0%           |                    | 2021<br>after FY18 |
| 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? (Ran % Fear of retribution Did not believe anyone would listen Did not believe anyone would 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? (Ran % Fear of retribution | 2010<br>nk 6) |      |      |      |      |      |      |      | 0%<br>0%<br>0%<br>0%<br>0%<br>0%<br>0%<br>0%<br>0%<br>0%<br>0% | NA                 | after FY18         |
| 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? (Ran % 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? (Ran %                   | 2010<br>nk 6) |      |      |      |      |      |      |      | 0%<br>0%<br>0%<br>0%<br>0%<br>0%<br>0%<br>0%<br>0%<br>0%       | NA                 | after FY18         |

| Public control of the late  |             |              |                     |                      |                     |                    |      |      | 20/               |             |                        |                                |
|---|-------------|--------------|---------------------|----------------------|---------------------|--------------------|------|------|-------------------|-------------|------------------------|--------------------------------|
| Didn't know who to go to for help Didn't know about Ombudsman process   |             |              |                     |                      |                     |                    |      |      | 0%<br>0%          |             |                        |                                |
| Other   |             |              |                     |                      |                     |                    |      |      | 0%                |             |                        |                                |
|   |             |              |                     |                      |                     |                    |      |      | 0%                |             |                        |                                |
| Why did you not seek assistance in dealing with distortion or supression? (Re   |             |              |                     |                      |                     |                    |      |      |                   |             |                        |                                |
| % Fear of retribution   | 2010        | 2011         | 2012                | 2013                 | 2014                | 2015               | 2016 | 2017 | <b>2018</b><br>0% | 2019        | 2021                   | 2022                           |
| 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 Didn't know about Ombudsman process   |             |              |                     |                      |                     |                    |      |      | 0%<br>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                   | 202.                           |
| Yes   | 2010        | 2011         | 2012                | 2013                 | 2014                | 2013               | 2010 | 2017 | 2018              | 2019        | 89%                    | 889                            |
| No  |             |              |                     |                      |                     |                    |      |      |                   |             | 11%                    | 129                            |
| Total   |             |              |                     |                      |                     |                    |      |      |                   |             | 100%                   | 100                            |
|   |             |              |                     |                      |                     |                    |      |      |                   |             |                        |                                |
| New question added in 2021  Does your IC element/CCMD encourage raising questions and voicing concer  | rne to one  | ro analysis  | adhoros to          | ICD 202 n            | rinciples?          |                    |      |      |                   |             |                        |                                |
| %   | 2010        | 2011         | 2012                | 2013                 | 2014                | 2015               | 2016 | 2017 | 2018              | 2019        | 2021                   | 202                            |
| Yes   |             |              |                     |                      |                     |                    |      |      |                   |             | 80%                    | 849                            |
| No Total  |             |              |                     |                      |                     |                    |      |      |                   |             | 20%                    | 169                            |
| Total   |             |              |                     |                      |                     |                    |      |      |                   |             | 100%                   | 1009                           |
|   |             |              |                     |                      |                     |                    |      |      |                   |             |                        |                                |
| New question added in 2022 What is the primary way in which your IC element/CCMD could better prom-   | ote analys  | is that adh  | eres to ICD         | 203 princir          | oles?               |                    |      |      |                   |             |                        |                                |
| %   | 2010        | 2011         | 2012                | 2013                 | 2014                | 2015               | 2016 | 2017 | 2018              | 2019        | 2021                   | 202                            |
| Training on the Analytic Standards  |             |              |                     |                      |                     |                    |      |      |                   |             |                        | 339                            |
| Promote awareness of the analytic ombuds as a resource to address conceri<br>Consistent and transparent product review and feedback practices   |             |              |                     |                      |                     |                    |      |      |                   |             |                        | 229                            |
| Consistent and transparent product review and reedback practices  Consistent and transparent product coordination practices   |             |              |                     |                      |                     |                    |      |      |                   |             |                        | 09                             |
| Communication, guidance, and strategic messaging about the Analytic Stanc   |             |              |                     |                      |                     |                    |      |      |                   |             |                        | 75                             |
| Leadership commitment to preserve objective analysis independent from po  |             |              |                     |                      |                     |                    |      |      |                   |             |                        | 139                            |
| Address resource-to-task imbalances Other   |             |              |                     |                      |                     |                    |      |      |                   |             |                        | <b>17</b> 9                    |
| Total   |             |              |                     |                      |                     |                    |      |      |                   |             |                        | 1009                           |
|   |             |              |                     |                      |                     |                    |      |      |                   |             |                        |                                |
| New question added in 2022  |             |              |                     |                      |                     |                    |      |      |                   |             |                        |                                |
| Are you aware of your IC element/CCMD analytic ombuds role and responsil  |             |              |                     |                      |                     |                    |      |      |                   |             |                        |                                |
| %<br>Yes  | 2010        | 2011         | 2012                | 2013                 | 2014                | 2015               | 2016 | 2017 | 2018              | 2019        | 2021                   | 2022.33<br>709                 |
| No  |             |              |                     |                      |                     |                    |      |      |                   |             |                        | 309                            |
| 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   |             |              |                     |                      |                     |                    |      |      | 100%              | 69%         | 77%                    | 98%                            |
| No<br>Total   |             |              |                     |                      |                     |                    |      |      | 0%<br>100%        | 31%<br>100% | 23%<br>100%            | 1009                           |
| i Otal  |             |              |                     |                      |                     |                    |      |      | 100%              | 100%        | 100%                   | 100%                           |
| New counting added in 2022  |             |              |                     |                      |                     |                    |      |      |                   |             |                        |                                |
| 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                   | 2022.3                         |
| Yes   |             |              |                     |                      |                     |                    |      | -    |                   |             |                        | 679                            |
| No<br>Total   |             |              |                     |                      |                     |                    |      |      |                   |             |                        | 1009                           |
|   |             |              |                     |                      |                     |                    |      |      |                   |             |                        | 1007                           |
| New question added in 2022  |             |              |                     |                      |                     |                    |      |      |                   |             |                        |                                |
| Do you know how to contact the IC Analytic Ombudsman?   |             |              |                     |                      |                     |                    |      |      |                   |             |                        |                                |
| bo you know now to contact the re Analytic Ombudshian.  |             | 2011         | 2012                | 2013                 | 2014                | 2015               | 2016 | 2017 | 2018              | 2019        | 2021                   | 2022.3                         |
| %   | 2010        | 2011         |                     |                      |                     |                    |      |      |                   |             |                        | 839<br>179                     |
| %<br>Yes  | 2010        | 2011         |                     |                      |                     |                    |      |      |                   |             |                        |                                |
| %<br>Yes<br>No  | 2010        | 2011         |                     |                      |                     |                    |      |      |                   |             |                        |                                |
| %<br>Yes<br>No  | 2010        | 2011         |                     |                      |                     |                    |      |      |                   |             |                        |                                |
| %   | 2010        | 2011         |                     |                      |                     |                    |      |      |                   |             |                        |                                |
| % Yes No Total  Question wording changed in 2022 New question added in 2021   |             |              |                     |                      |                     |                    |      |      |                   |             |                        |                                |
| % Yes No Total  Question wording changed in 2022 New question added in 2021 In terms of effectively upholding ICD 203 principles, how would you rate you  | ur experien | nce with the |                     |                      |                     |                    | 2016 | 2017 | 2010              | 2010        | 2021                   | 1009                           |
| % Yes No Total  Question wording changed in 2022 New question added in 2021 In terms of effectively upholding ICD 203 principles, how would you rate you %  |             |              | e President<br>2012 | 's Daily Bri<br>2013 | ef over the<br>2014 | past year?<br>2015 | 2016 | 2017 | 2018              | 2019        | <b>2021</b>            | 2022                           |
| % Yes No Total  Question wording changed in 2022 New question added in 2021 In terms of effectively upholding ICD 203 principles, how would you rate you  | ur experien | nce with the |                     |                      |                     |                    | 2016 | 2017 | 2018              | 2019        |                        | 2022<br>189                    |
| % Yes No Total  Question wording changed in 2022 New question added in 2021 In terms of effectively upholding ICD 203 principles, how would you rate you % Satisfactory A mixed performance Unsatisfactory            | ur experien | nce with the |                     |                      |                     |                    | 2016 | 2017 | 2018              | 2019        | 19%<br>4%<br>0%        | 2022<br>189<br>5%<br>29        |
| % Yes No Total  Question wording changed in 2022 New question added in 2021 In terms of effectively upholding ICD 203 principles, how would you rate you % Satisfactory A mixed performance Unsatisfactory No opinion | ur experien | nce with the |                     |                      |                     |                    | 2016 | 2017 | 2018              | 2019        | 19%<br>4%<br>0%<br>78% | 2022<br>189<br>59<br>29<br>75% |
| % Yes No Total  Question wording changed in 2022 New question added in 2021 In terms of effectively upholding ICD 203 principles, how would you rate you % Satisfactory A mixed performance Unsatisfactory            | ur experien | nce with the |                     |                      |                     |                    | 2016 | 2017 | 2018              | 2019        | 19%<br>4%<br>0%        | 2022<br>189<br>5%<br>29        |
| % Yes No Total  Question wording changed in 2022 New question added in 2021 In terms of effectively upholding ICD 203 principles, how would you rate you % Satisfactory A mixed performance Unsatisfactory No opinion | ur experien | nce with the |                     |                      |                     |                    | 2016 | 2017 | 2018              | 2019        | 19%<br>4%<br>0%<br>78% | 2022<br>189<br>59<br>29<br>75% |

|   | %   | 2010        | erience wit<br>2011 | 2012        | 2013                | 2014                 | 2015                | 2016            | 2017 | 2018 | 2019 | 2021   |
|---|---|-------------|---------------------|-------------|---------------------|----------------------|---------------------|-----------------|------|------|------|--|
|   | Time constraints  |             |                     |             | -7-0                |                      |                     |                 |      |      |      |  |
|   | Levels of review  |             |                     |             |                     |                      |                     |                 |      |      |      |  |
|   | Threshold for publication   |             |                     |             |                     |                      |                     |                 |      |      |      |  |
|   | Pressure to reach consensus, including distorting or suppressing analysis of  |             |                     |             |                     |                      |                     |                 |      |      |      |  |
|   | Pressure to maintain the existing analytic line or status quo on a topic  |             |                     |             |                     |                      |                     |                 |      |      |      |  |
|   | Efforts to distort or suppress analysis due to considerations regarding the co  |             |                     |             |                     |                      |                     |                 |      |      |      |  |
|   | Information sharing constraints, including compartmentalization   |             |                     |             |                     |                      |                     |                 |      |      |      |  |
|   | Other   |             |                     |             |                     |                      |                     |                 |      |      |      |  |
|   | Total   |             |                     |             |                     |                      |                     |                 |      |      |      |  |
|   |   |             |                     |             |                     |                      |                     |                 |      |      |      |  |
| i | Question wording changed in 2022  |             |                     |             |                     |                      |                     |                 |      |      |      |  |
|   | New question added in 2021  |             | 115.45              |             |                     |                      |                     |                 |      |      |      |  |
|   | In terms of effectively upholding ICD 203 principles, how would you rate your %   | 2010        | ce with the         | National I  | ntelligence<br>2013 | e Council ov<br>2014 | ver the pas<br>2015 | t year?<br>2016 | 2017 | 2018 | 2019 | 2021   |
|   | Satisfactory  |             |                     |             |                     |                      |                     |                 |      |      |      | 20%  |
|   | A mixed performance   |             |                     |             |                     |                      |                     |                 |      |      |      | 4%   |
|   | Unsatisfactory  |             |                     |             |                     |                      |                     |                 |      |      |      | 0%   |
|   | No opinion  |             |                     |             |                     |                      |                     |                 |      |      |      | 76%  |
|   | Total   |             |                     |             |                     |                      |                     |                 |      |      |      | 100%   |
|   |   |             |                     |             |                     |                      |                     |                 |      |      |      |  |
|   | New question added in 2022 What was the primary challenge to effectively upholding ICD 203 principles in  | 1 VOUE AVE  | erience wit         | h the Noti  | onal Intelli        | gence Com            | ncil?               |                 |      |      |      |  |
|   | what was the primary challenge to effectively upholding ICD 203 principles in   | 2010        | 2011                | 2012        | 2013                | 2014                 | 2015                | 2016            | 2017 | 2018 | 2019 | 2021   |
| _ | 70 Time constraints   | -010        | -011                | -012        | 2013                | 2017                 | -013                | -010            | -01/ | -010 | 2013 | 2021   |
|   | Levels of review  |             |                     |             |                     |                      |                     |                 |      |      |      |  |
|   | Threshold for publication   |             |                     |             |                     |                      |                     |                 |      |      |      |  |
|   | Pressure to reach consensus, including distorting or suppressing analysis of a  |             |                     |             |                     |                      |                     |                 |      |      |      |  |
|   | Pressure to maintain the existing analytic line or status quo on a topic  |             |                     |             |                     |                      |                     |                 |      |      |      |  |
|   | Efforts to distort or suppress analysis due to considerations regarding the co  |             |                     |             |                     |                      |                     |                 |      |      |      |  |
|   | Information sharing constraints, including compartmentalization   |             |                     |             |                     |                      |                     |                 |      |      |      |  |
|   | Other   |             |                     |             |                     |                      |                     |                 |      |      |      |  |
| _ | Total   |             |                     |             |                     |                      |                     |                 |      |      |      |  |
| _ |   |             |                     |             |                     |                      |                     |                 |      |      |      |  |
| j | Question wording changed in 2022  |             |                     |             |                     |                      |                     |                 |      |      |      |  |
|   | New question added in 2021  | tum! !!     | ron /-              | nno-+2      |                     |                      |                     |                 |      |      |      |  |
|   | How many levels of review are involved in the analytic product type that you $\ensuremath{\mathrm{\%}}$   | 2010        | 2011                | 2012        | 2013                | 2014                 | 2015                | 2016            | 2017 | 2018 | 2019 | 2021   |
|   | One   |             |                     |             |                     |                      |                     |                 |      |      |      | 4%   |
|   | 2 - 3   |             |                     |             |                     |                      |                     |                 |      |      |      | 48%  |
|   | 4-5   |             |                     |             |                     |                      |                     |                 |      |      |      | 28%  |
|   | More than 5   |             |                     |             |                     |                      |                     |                 |      |      |      | 16%  |
|   | Unsure  |             |                     |             |                     |                      |                     |                 |      |      |      | 4%   |
|   | Total   |             |                     |             |                     |                      |                     |                 |      |      |      | 100%   |
|   |   |             |                     |             |                     |                      |                     |                 |      |      |      |  |
|   | New question added in 2021  |             |                     |             |                     |                      |                     |                 |      |      |      |  |
| _ | How frequently do you have an opportunity to discuss feedback from produc   |             |                     |             |                     |                      |                     |                 |      |      |      |  |
|   | %   | 2010        | 2011                | 2012        | 2013                | 2014                 | 2015                | 2016            | 2017 | 2018 |      | 2021   |
|   |   |             |                     |             |                     |                      |                     |                 |      | 2010 | 2019 |  |
|   | Always  |             |                     |             |                     |                      |                     |                 |      | 2010 | 2019 | 44%  |
|   | Frequently  |             |                     |             |                     |                      |                     |                 |      | 2010 | 2019 | 44%<br>20%   |
|   |   |             |                     |             |                     |                      |                     |                 |      | 2010 | 2019 | 44%  |
|   | Frequently  |             |                     |             |                     |                      |                     |                 |      | 2010 | 2019 | 44%<br>20%<br>20%<br>8%                              |
|   | Frequently Sometimes Rarely Never   |             |                     |             |                     |                      |                     |                 |      | 2010 | 2019 | 44%<br>20%<br>20%<br>8%<br>0%                        |
|   | Frequently Sometimes Rarely Never Not applicable to my work role  |             |                     |             |                     |                      |                     |                 |      | 2010 | 2019 | 44%<br>20%<br>20%<br>8%<br>0%<br>8%                  |
|   | Frequently Sometimes Rarely Never   |             |                     |             |                     |                      |                     |                 |      | 2010 | 2019 | 44%<br>20%<br>20%<br>8%<br>0%                        |
|   | Frequently Sometimes Rarely Never Not applicable to my work role Total  |             |                     |             |                     |                      |                     |                 |      | 2010 | 2019 | 44%<br>20%<br>20%<br>8%<br>0%<br>8%                  |
|   | Frequently Sometimes Rarely Never Not applicable to my work role Total  Question wording changed in 2022 Question responses changed in 2022   |             |                     |             |                     |                      |                     |                 |      | 2010 | 2019 | 44%<br>20%<br>20%<br>8%<br>0%<br>8%                  |
|   | Frequently Sometimes Rarely Never Not applicable to my work role Total  Question wording changed in 2022  | uct type th | at you typi         | cally prep: | are/suppor          | rt?<br>2014          | 2015                | 2016            | 2017 | 2018 | 2019 | 44%<br>20%<br>20%<br>8%<br>0%<br>8%                  |
|   | Frequently Sometimes Rarely Never Not applicable to my work role Total  Question wording changed in 2022 Question responses changed in 2022 What is the primary challenge to effective coordination for the analytic produ  |             |                     |             |                     |                      | 2015                | 2016            | 2017 |      |      | 44%<br>20%<br>20%<br>8%<br>0%<br>8%<br>100%          |
|   | Frequently Sometimes Rarely Never Not applicable to my work role Total  Question wording changed in 2022 Question responses changed in 2022 What is the primary challenge to effective coordination for the analytic product %  Difficulty generating attention to the product  |             |                     |             |                     |                      | 2015                | 2016            | 2017 |      |      | 44%<br>20%<br>20%<br>8%<br>0%<br>8%<br>100%          |
|   | Frequently Sometimes Rarely Never Not applicable to my work role Total  Question wording changed in 2022 Question responses changed in 2022 What is the primary challenge to effective coordination for the analytic produt   |             |                     |             |                     |                      | 2015                | 2016            | 2017 |      |      | 44%<br>20%<br>20%<br>8%<br>0%<br>8%<br>100%          |
|   | Frequently Sometimes Rarely Never Not applicable to my work role Total  Question wording changed in 2022 Question responses changed in 2022 What is the primary challenge to effective coordination for the analytic produ % Difficulty generating attention to the product Difficulty building or maintaining a network with all pertinent subject matter Overlapping roles or "lanes in the road"   |             |                     |             |                     |                      | 2015                | 2016            | 2017 |      |      | 44%<br>20%<br>20%<br>8%<br>0%<br>8%<br>100%          |
|   | Frequently Sometimes Rarely Never Not applicable to my work role Total  Question wording changed in 2022 Question responses changed in 2022 What is the primary challenge to effective coordination for the analytic product  Difficulty generating attention to the product Difficulty building or maintaining a network with all pertinent subject matter Overlapping roles or "lanes in the road" Efforts to distort or suppress the analysis  |             |                     |             |                     |                      | 2015                | 2016            | 2017 |      |      | 44%<br>20%<br>20%<br>8%<br>0%<br>8%<br>100%          |
|   | Frequently Sometimes Rarely Never Not applicable to my work role Total  Question wording changed in 2022 Question responses changed in 2022 What is the primary challenge to effective coordination for the analytic produ % Difficulty generating attention to the product Difficulty building or maintaining a network with all pertinent subject matter Overlapping roles or "lanes in the road"   |             |                     |             |                     |                      | 2015                | 2016            | 2017 |      |      | 44%<br>20%<br>20%<br>8%<br>0%<br>8%<br>100%          |
|   | Frequently Sometimes Rarely Never Not applicable to my work role Total  Question wording changed in 2022 Question responses changed in 2022 What is the primary challenge to effective coordination for the analytic produce % Difficulty generating attention to the product Difficulty building or maintaining a network with all pertinent subject matter Overlapping roles or "lanes in the road" Efforts to distort or suppress the analysis Adjudicating differering perspectives Pressure to reach consensus   |             |                     |             |                     |                      | 2015                | 2016            | 2017 |      |      | 44%<br>20%<br>20%<br>8%<br>0%<br>8%<br>100%          |
|   | Frequently Sometimes Rarely Never Not applicable to my work role Total  Question wording changed in 2022 Question responses changed in 2022 What is the primary challenge to effective coordination for the analytic produ %  Difficulty generating attention to the product Difficulty building or maintaining a network with all pertinent subject mattel Overlapping roles or "lanes in the road" Efforts to distort or suppress the analysis Adjudicating differering perspectives  |             |                     |             |                     |                      | 2015                | 2016            | 2017 |      |      | 44%<br>20%<br>20%<br>8%<br>0%<br>8%<br>100%          |
|   | Frequently Sometimes Rarely Never Not applicable to my work role Total  Question wording changed in 2022 Question responses changed in 2022 What is the primary challenge to effective coordination for the analytic produ % Difficulty generating attention to the product Difficulty building or maintaining a network with all pertinent subject matter 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  |             |                     |             |                     |                      | 2015                | 2016            | 2017 |      |      | 44%<br>20%<br>20%<br>8%<br>0%<br>8%<br>100%          |
|   | Frequently Sometimes Rarely Never Not applicable to my work role Total  Question wording changed in 2022 Question responses changed in 2022 What is the primary challenge to effective coordination for the analytic product  Million of the primary challenge to the product Difficulty generating attention to the product Overlapping roles or "lanes in the road" Efforts to distort or suppress the analysis Adjudicating differering perspectives Pressure to reach consensus Information sharing constraints   |             |                     |             |                     |                      | 2015                | 2016            | 2017 |      |      | 44%<br>20%<br>20%<br>8%<br>0%<br>8%<br>100%          |
|   | Frequently Sometimes Rarely Never Not applicable to my work role Total  Question wording changed in 2022 Question responses changed in 2022 What is the primary challenge to effective coordination for the analytic produ %  Difficulty generating attention to the product Difficulty building or maintaining a network with all pertinent subject mattel 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  |             |                     |             |                     |                      | 2015                | 2016            | 2017 |      |      | 44%<br>20%<br>20%<br>8%<br>0%<br>8%<br>100%          |
|   | Frequently Sometimes Rarely Never Not applicable to my work role Total  Question wording changed in 2022 Question responses changed in 2022 What is the primary challenge to effective coordination for the analytic produ % Difficulty generating attention to the product Difficulty building or maintaining a network with all pertinent subject matter 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   |             |                     |             |                     |                      | 2015                | 2016            | 2017 |      |      | 44%<br>20%<br>20%<br>8%<br>0%<br>8%<br>100%          |
|   | Frequently Sometimes Rarely Never Not applicable to my work role Total  Question wording changed in 2022 Question responses changed in 2022 What is the primary challenge to effective coordination for the analytic product  bifficulty generating attention to the product Difficulty building or maintaining a network with all pertinent subject matter 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   |             |                     |             |                     |                      | 2015                | 2016            | 2017 |      |      | 44%<br>20%<br>20%<br>8%<br>0%<br>8%<br>100%          |
|   | Frequently Sometimes Rarely Never Not applicable to my work role Total  Question wording changed in 2022 Question responses changed in 2022 What is the primary challenge to effective coordination for the analytic produ % Difficulty generating attention to the product Difficulty building or maintaining a network with all pertinent subject matter 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 No challenges Not applicable to my work role Other  |             |                     |             |                     |                      | 2015                | 2016            | 2017 |      |      | 44%<br>20%<br>20%<br>8%<br>0%<br>8%<br>100%          |
|   | Frequently Sometimes Rarely Never Not applicable to my work role Total  Question wording changed in 2022 Question responses changed in 2022 What is the primary challenge to effective coordination for the analytic produ % Difficulty generating attention to the product Difficulty building or maintaining a network with all pertinent subject matter 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  | 2010        | 2011                | 2012        | 2013                | 2014                 | 2015                | 2016            | 2017 |      |      | 44%<br>20%<br>20%<br>8%<br>0%<br>8%<br>100%          |
|   | Frequently Sometimes Rarely Never Not applicable to my work role Total  Question wording changed in 2022 Question responses changed in 2022 What is the primary challenge to effective coordination for the analytic produce the product polificulty generating attention to the product Difficulty building or maintaining a network with all pertinent subject matter 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, what   | 2010        | 2011                | 2012        | 2013                | 2014                 |                     |                 |      | 2018 | 2019 | 44%<br>20%<br>20%<br>8%<br>0%<br>8100%               |
|   | Frequently Sometimes Rarely Never Not applicable to my work role Total  Question wording changed in 2022 Question responses changed in 2022 What is the primary challenge to effective coordination for the analytic produce  Difficulty generating attention to the product Difficulty building or maintaining a network with all pertinent subject matter 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, what %   | 2010        | 2011                | 2012        | 2013                | 2014                 | 2015                | 2016            | 2017 |      |      | 44%<br>20%<br>20%<br>8%<br>0%<br>8%<br>100%          |
|   | Frequently Sometimes Rarely Never Not applicable to my work role Total  Question wording changed in 2022 Question responses changed in 2022 What is the primary challenge to effective coordination for the analytic product  Difficulty generating attention to the product Difficulty building or maintaining a network with all pertinent subject matter 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, what % Difficulty generating attention to the product  | 2010        | 2011                | 2012        | 2013                | 2014                 |                     |                 |      | 2018 | 2019 | 44%<br>20%<br>20%<br>8%<br>0%<br>87<br>100%          |
|   | Frequently Sometimes Rarely Never Not applicable to my work role Total  Question wording changed in 2022 Question responses changed in 2022 What is the primary challenge to effective coordination for the analytic produce that the primary challenge to effective coordination for the analytic produce the product prifficulty generating attention to the product Difficulty generating attention to the product Difficulty building or maintaining a network with all pertinent subject matter 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 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, what % Difficulty generating attention to the product Difficulty building or maintaining a network with all pertinent subject matter | 2010        | 2011                | 2012        | 2013                | 2014                 |                     |                 |      | 2018 | 2019 | 2021<br>2021<br>2021<br>2031<br>2031                 |
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|   | Frequently Sometimes Rarely Never Not applicable to my work role Total  Question wording changed in 2022 Question responses changed in 2022 What is the primary challenge to effective coordination for the analytic product  bifficulty generating attention to the product Difficulty building or maintaining a network with all pertinent subject matter 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, what % Difficulty building or maintaining a network with all pertinent subject matter Overlapping roles or "lanes in the road" Efforts to distort or suppress the analysis   | 2010        | 2011                | 2012        | 2013                | 2014                 |                     |                 |      | 2018 | 2019 | 2021<br>2021<br>2021<br>9%<br>13%<br>0%              |
|   | Frequently Sometimes Rarely Never Not applicable to my work role Total  Question wording changed in 2022 Question responses changed in 2022 What is the primary challenge to effective coordination for the analytic produce to the product polificulty generating attention to the product Difficulty generating attention to the product Difficulty building or maintaining a network with all pertinent subject matter 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, what % Difficulty generating attention to the product Difficulty building or maintaining a network with all pertinent subject matter Overlapping roles or "lanes in the road"  | 2010        | 2011                | 2012        | 2013                | 2014                 |                     |                 |      | 2018 | 2019 | 2021<br>2021<br>2021<br>2031<br>2031<br>2031<br>2031 |

| Pressure to incorporate input from non-analytic elements Other   |  |                     |                    |                     |              |             |                     |                    |                 |                    | 0%<br>17%                                    |
|--|--|---------------------|--------------------|---------------------|--------------|-------------|---------------------|--------------------|-----------------|--------------------|--|
| Total  |  |                     |                    |                     |              |             |                     |                    |                 |                    | 100%   |
|  |  |                     |                    |                     |              |             |                     |                    |                 |                    |  |
| Question wording changed in 2018   |  |                     |                    |                     |              |             |                     |                    |                 |                    |  |
| When thinking through analytic issues and/or preparing analytic product  | ts, is considera   |                     |                    | planations          |              | tcomes a ro |                     |                    | lytic proce     | ss?                |  |
| %  | 2010   | 2011                | 2012               | 2013                | 2014         | 2015        | 2016                | 2017               | 2018            | 2019               | 2021   |
| Yes  |  |                     |                    |                     |              |             |                     |                    |                 | 91%<br>6%          | 88%<br>8%                                    |
| No Not applicable to my work role  |  |                     |                    |                     |              |             |                     |                    |                 | 3%                 | 4%   |
| Total  |  |                     |                    |                     |              |             |                     |                    |                 | 100%               | 100%   |
|  |  |                     |                    |                     |              |             |                     |                    |                 |                    |  |
| Question wording changed in 2018   |  |                     |                    |                     |              |             |                     |                    |                 |                    |  |
| When preparing analytic products, is analysis of alternatives a routine pa   |  |                     |                    |                     |              |             |                     |                    |                 |                    |  |
| %<br>No  | 2010   | 2011                | 2012               | 2013                | 2014         | 2015        | 2016                | <b>2017</b><br>17% | <b>2018</b> 50% | 2019               | 2021   |
| Yes  |  |                     |                    |                     |              |             |                     | 83%                | 50%             | NA                 | after FY18                                   |
| Total  |  |                     |                    |                     |              |             |                     | 100%               | 100%            |                    |  |
|  |  |                     |                    |                     |              |             |                     |                    |                 |                    |  |
| Question responses changed in 2019   |  |                     |                    |                     |              |             |                     |                    |                 |                    |  |
| How often are the results of these alternative considerations included in  |  |                     | 2012               | 2012                | 2014         | 2015        | 2016                | 2017               | 2010            | 2010               | 2021   |
| %<br>Always  | 2010   | 2011                | 2012               | 2013                | 2014         | 2015        | 2016                | 2017               | 2018            | <b>2019</b><br>18% | <b>2021</b><br>43%                           |
| Frequently   |  |                     |                    |                     |              |             |                     |                    |                 | 35%                | 19%  |
| Sometimes  |  |                     |                    |                     |              |             |                     |                    |                 | 35%                | 33%  |
| Rarely   |  |                     |                    |                     |              |             |                     |                    |                 | 12%                | 5%   |
| Never<br>Total   |  |                     |                    |                     |              |             |                     |                    |                 | 0%<br>100%         | 100%   |
|  |  |                     |                    |                     |              |             |                     |                    |                 | 100/0              | 100/0  |
| Question wording changed in 2018   |  |                     |                    |                     |              |             |                     |                    |                 |                    |  |
| How often are the results from your analysis of alternatives included in   | disseminated   | products?           |                    |                     |              |             |                     |                    |                 |                    |  |
| %  | 2010   | 2011                | 2012               | 2013                | 2014         | 2015        | 2016                | 2017               | 2018            | 2019               | 2021   |
| Always   |  |                     |                    |                     |              |             |                     |                    | 50%             |                    |  |
| Usually<br>Sometimes   |  |                     |                    |                     |              |             |                     |                    | 0%<br>0%        | NA                 | after FY18                                   |
| Rarely   |  |                     |                    |                     |              |             |                     |                    | 50%             | 1474               |  |
| Never  |  |                     |                    |                     |              |             |                     |                    | 0%              |                    |  |
| Total  |  |                     |                    |                     |              |             |                     |                    | 100%            |                    |  |
| New question added in 2021  Which of the following is the primary reason the alternative consideration   | ons were exclu   | uded from t         | he publish         | ed product?         | )            |             |                     |                    |                 |                    |  |
| Which of the following is the primary reason the alternative consideration %   | ons were exclu<br>2010   | uded from t<br>2011 | he publish<br>2012 | ed product?<br>2013 | 2014         | 2015        | 2016                | 2017               | 2018            | 2019               | 2021   |
| Which of the following is the primary reason the alternative consideration  Time constraints   |  |                     |                    |                     |              | 2015        | 2016                | 2017               | 2018            | 2019               | 2021   |
| Which of the following is the primary reason the alternative consideration  Time constraints  Product template constraints   |  |                     |                    |                     |              | 2015        | 2016                | 2017               | 2018            | 2019               | 2021   |
| Which of the following is the primary reason the alternative consideration  Time constraints   |  |                     |                    |                     |              | 2015        | 2016                | 2017               | 2018            | 2019               | 2021   |
| Which of the following is the primary reason the alternative consideration  Time constraints Product template constraints Perceived to undermine confidence in the analytic judgments Perceived as not relevant or did not add value to the product Perceived that the consumer would be averse to alternatives  |  |                     |                    |                     |              | 2015        | 2016                | 2017               | 2018            | 2019               | 2021   |
| Which of the following is the primary reason the alternative consideration  Mime constraints Product template constraints Perceived to undermine confidence in the analytic judgments Perceived as not relevant or did not add value to the product Perceived that the consumer would be averse to alternatives Other  |  |                     |                    |                     |              | 2015        | 2016                | 2017               | 2018            | 2019               | 2021   |
| Which of the following is the primary reason the alternative consideration  Time constraints Product template constraints Perceived to undermine confidence in the analytic judgments Perceived as not relevant or did not add value to the product Perceived that the consumer would be averse to alternatives  |  |                     |                    |                     |              | 2015        | 2016                | 2017               | 2018            | 2019               | 2021   |
| Which of the following is the primary reason the alternative consideration  Mime constraints Product template constraints Perceived to undermine confidence in the analytic judgments Perceived as not relevant or did not add value to the product Perceived that the consumer would be averse to alternatives Other Total  |  |                     |                    |                     |              | 2015        | 2016                | 2017               | 2018            | 2019               | 2021   |
| Which of the following is the primary reason the alternative consideration  Mime constraints Product template constraints Perceived to undermine confidence in the analytic judgments Perceived as not relevant or did not add value to the product Perceived that the consumer would be averse to alternatives Other  | 2010   | 2011                | 2012               | 2013                | 2014         | 2015        | 2016                | 2017               | 2018            | 2019               | 2021   |
| Which of the following is the primary reason the alternative consideration  Memory and the following is the primary reason the alternative consideration  Froduct template constraints  Perceived to undermine confidence in the analytic judgments  Perceived as not relevant or did not add value to the product  Perceived that the consumer would be averse to alternatives  Other  Total  New question added in 2021  Which of the following is the primary reason the alternative consideration  Memory and the following is the primary reason the alternative consideration.   | 2010   | 2011                | 2012               | 2013                | 2014         | 2015        | 2016                | 2017               | 2018            | 2019               | 2021   |
| Which of the following is the primary reason the alternative consideration  Mime constraints Product template constraints Perceived to undermine confidence in the analytic judgments Perceived as not relevant or did not add value to the product Perceived that the consumer would be averse to alternatives Other Total  New question added in 2021 Which of the following is the primary reason the alternative consideration  Mime constraints   | 2010<br>ons were exclu   | 2011                | 2012<br>he publish | 2013                | 2014         |             |                     |                    |                 |                    | <b>2021</b> 0%                               |
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| Which of the following is the primary reason the alternative consideration  Williams constraints Product template constraints Perceived to undermine confidence in the analytic judgments Perceived as not relevant or did not add value to the product Perceived that the consumer would be averse to alternatives Other Total  New question added in 2021 Which of the following is the primary reason the alternative consideration  Which of the following is the primary reason the alternative consideration  the constraints It was perceived as not relevant or did not add value to the product It was discouraged or removed by reviewer   | ons were exclu   | 2011                | 2012<br>he publish | 2013                | 2014         |             |                     |                    |                 |                    | 2021<br>0%<br>100%<br>0% 1                   |
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| Which of the following is the primary reason the alternative consideration  Mime constraints Product template constraints Perceived to undermine confidence in the analytic judgments Perceived as not relevant or did not add value to the product Perceived that the consumer would be averse to alternatives Other Total  New question added in 2021 Which of the following is the primary reason the alternative consideration  Mime constraints Product template constraints It was perceived as not relevant or did not add value to the product It was discouraged or removed by reviewer It was perceived the customer would be averse to inclusion of alternatives Total  | ons were exclu   | 2011                | 2012<br>he publish | 2013                | 2014         |             |                     |                    |                 |                    | 2021<br>0%<br>100%<br>0% 1<br>0%             |
| Which of the following is the primary reason the alternative consideration  Mime constraints Product template constraints Perceived to undermine confidence in the analytic judgments Perceived as not relevant or did not add value to the product Perceived that the consumer would be averse to alternatives Other Total  New question added in 2021 Which of the following is the primary reason the alternative consideration  Time constraints Product template constraints It was perceived as not relevant or did not add value to the product It was discouraged or removed by reviewer It was perceived the customer would be averse to inclusion of alternatives Total  | ons were exclusions  | uded from t         | he publish         | ed producti<br>2013 | 2014         | 2015        | 2016                | 2017               |                 |                    | 2021<br>0%<br>100%<br>0% 1<br>0%             |
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| Which of the following is the primary reason the alternative consideration  Mime constraints Product template constraints Perceived to undermine confidence in the analytic judgments Perceived as not relevant or did not add value to the product Perceived that the consumer would be averse to alternatives Other Total  New question added in 2021 Which of the following is the primary reason the alternative consideration  Time constraints Product template constraints It was perceived as not relevant or did not add value to the product It was discouraged or removed by reviewer It was perceived the customer would be averse to inclusion of alternatives Total  New question added in 2022 What is the primary challenge to conveying significant differences in ana Pressure to maintain the existing analytic line or status quo on a topic Perception that differing views undermine the main analytic judgement Pressure to reach consensus Difficulty adjudicating conflicting input Policies delineating lead, collaboration, and coordination roles Information sharing constraints, including compartmentalization No challenges Not applicable to my work role   | ons were exclu<br>2010   | uded from to 2011   | he publish 2012    | ed product: 2013    | 2014<br>2014 | 2015        | 2016<br>typically p | 2017               | 2018            | 2019               | 2021<br>0%<br>100%<br>0%<br>0%<br>0%<br>100% |
| Which of the following is the primary reason the alternative consideration  Mime constraints Product template constraints Perceived to undermine confidence in the analytic judgments Perceived as not relevant or did not add value to the product Perceived that the consumer would be averse to alternatives Other Total  New question added in 2021 Which of the following is the primary reason the alternative consideration  Mich of the following is the primary reason the alternative consideration  Which of the following is the primary reason the alternative consideration  Which of the following is the primary reason the alternative consideration  Which of the following is the primary reason the alternative consideration  Which of the following is the primary reason the alternative consideration  Which of the following is the primary reason the alternative consideration  Which of the following is the primary reason the alternative consideration  Which of the following is the primary reason the alternative consideration  Which of the following is the primary reason the alternative consideration  Which of the following is the primary reason the alternative consideration  Which of the following is the primary reason the alternative consideration  Which of the following is the primary reason the alternative consideration  Which of the following is the primary reason the alternative consideration  Which of the following is the primary reason the alternative consideration  Which of the following is the primary reason the alternatives  Which of the following is the primary reason the alternatives  Total  New question added in 2022  What is the primary challenge to conveying significant differences in analytic  Pressure to maintain the existing analytic line or status quo on a topic  New question added in 2022  What is the primary challenge to conveying significant differences in analytic  Pressure to maintain the existing analytic line or status quo on a topic  New question added in 2022  What is the primary challenge to conve | ons were exclu<br>2010   | uded from to 2011   | he publish 2012    | ed product: 2013    | 2014<br>2014 | 2015        | 2016<br>typically p | 2017               | 2018            | 2019               | 2021<br>0%<br>100%<br>0% 0%<br>100%          |
| Which of the following is the primary reason the alternative consideration  Mime constraints Product template constraints Perceived to undermine confidence in the analytic judgments Perceived as not relevant or did not add value to the product Perceived that the consumer would be averse to alternatives Other Total  New question added in 2021 Which of the following is the primary reason the alternative consideration  Memory and the following is the primary reason the alternative consideration  Mime constraints Product template constraints It was perceived as not relevant or did not add value to the product It was discouraged or removed by reviewer It was perceived the customer would be averse to inclusion of alternatives Total  New question added in 2022 What is the primary challenge to conveying significant differences in ana 36  Pressure to maintain the existing analytic line or status quo on a topic Perception that the consumer is averse to products conveying differing vie Perception that differing views undermine the main analytic judgement Pressure to reach consensus Difficulty adjudicating conflicting input Policies delineating lead, collaboration, and coordination roles Information sharing constraints, including compartmentalization No challenges Not applicable to my work role Other Total  | ons were exclu<br>2010   | uded from to 2011   | he publish 2012    | ed product: 2013    | 2014<br>2014 | 2015        | 2016<br>typically p | 2017               | 2018            | 2019               | 2021<br>0%<br>100%<br>0% 0%<br>100%          |
| Which of the following is the primary reason the alternative consideration  Which of the following is the primary reason the alternative consideration  Product template constraints  Perceived to undermine confidence in the analytic judgments  Perceived as not relevant or did not add value to the product  Perceived that the consumer would be averse to alternatives  Other  Total  New question added in 2021  Which of the following is the primary reason the alternative consideration  Froduct template constraints  It was perceived as not relevant or did not add value to the product  It was perceived or removed by reviewer  It was perceived the customer would be averse to inclusion of alternatives  Total  New question added in 2022  What is the primary challenge to conveying significant differences in analy  Pressure to maintain the existing analytic line or status quo on a topic  Perception that the consumer is averse to products conveying differing view ereception that differing views undermine the main analytic judgement Pressure to reach consensus  Difficulty adjudicating conflicting input  Policies delineating lead, collaboration, and coordination roles Information sharing constraints, including compartmentalization No challenges  Not applicable to my work role Other  Total  | ons were exclu<br>2010   | uded from to 2011   | he publish 2012    | ed product: 2013    | 2014<br>2014 | 2015        | 2016<br>typically p | 2017               | 2018            | 2019               | 2021<br>0%<br>100%<br>0% 0%<br>100%          |
| Which of the following is the primary reason the alternative consideration  Mime constraints Product template constraints Perceived to undermine confidence in the analytic judgments Perceived as not relevant or did not add value to the product Perceived that the consumer would be averse to alternatives Other Total  New question added in 2021 Which of the following is the primary reason the alternative consideration  Memory and the following is the primary reason the alternative consideration  Mime constraints Product template constraints It was perceived as not relevant or did not add value to the product It was discouraged or removed by reviewer It was perceived the customer would be averse to inclusion of alternatives Total  New question added in 2022 What is the primary challenge to conveying significant differences in ana 36  Pressure to maintain the existing analytic line or status quo on a topic Perception that the consumer is averse to products conveying differing vie Perception that differing views undermine the main analytic judgement Pressure to reach consensus Difficulty adjudicating conflicting input Policies delineating lead, collaboration, and coordination roles Information sharing constraints, including compartmentalization No challenges Not applicable to my work role Other Total  | ons were exclusions were exclusions were exclusions were exclusions with the control of the cont | uded from to 2011   | he publish 2012    | ed product: 2013    | 2014<br>2014 | 2015        | 2016<br>typically p | 2017               | 2018            | 2019               | 2021<br>0%<br>100%<br>0% 0%<br>100%          |

|   |                     |             |             |             |            |           |             |             |      |      | 94%   | _   |
|---|---------------------|-------------|-------------|-------------|------------|-----------|-------------|-------------|------|------|-------|-----|
| Total   |                     |             |             |             |            |           |             |             |      |      | 10070 |     |
| Question not asked in 2022  |                     |             |             |             |            |           |             |             |      |      |       |     |
| New question added in 2021  |                     |             |             |             |            |           |             |             |      |      |       |     |
| In the past year, were you involved in domestic extermism-related in                  | telligence analysis | s?          |             |             |            |           |             |             |      |      |       |     |
| %   | 2010                | 2011        | 2012        | 2013        | 2014       | 2015      | 2016        | 2017        | 2018 | 2019 | 2021  |     |
| Yes   |                     |             |             |             |            |           |             |             |      |      | 3%    | NA  |
| No  |                     |             |             |             |            |           |             |             |      |      | 97%   | **  |
| Total   |                     |             |             |             |            |           |             |             |      |      | 100%  |     |
| Question not asked in 2022  |                     |             |             |             |            |           |             |             |      |      |       |     |
| New question added in 2021  |                     |             |             |             |            |           |             |             |      |      |       |     |
| In the past year, were you involved in border security-related intellig               | ence analysis?      |             |             |             |            |           |             |             |      |      |       |     |
| %   | 2010                | 2011        | 2012        | 2013        | 2014       | 2015      | 2016        | 2017        | 2018 | 2019 | 2021  |     |
| Yes   |                     |             |             |             |            |           |             |             |      |      | 31%   | NA  |
| No  |                     |             |             |             |            |           |             |             |      |      | 69%   |     |
| Total   |                     |             |             |             |            |           |             |             |      |      | 100%  |     |
| Question not asked in 2022  |                     |             |             |             |            |           |             |             |      |      |       |     |
| New question added in 2021  |                     |             |             |             |            |           |             |             |      |      |       |     |
| When considering your most significant experience of distortion and,                  | or suppression of   | analysis, v | vhich of th | e following | was the pr | imary Ana | lytic Stand | ard Violate | d?   |      |       |     |
| %   | 2010                | 2011        | 2012        | 2013        | 2014       | 2015      | 2016        | 2017        | 2018 | 2019 | 2021  |     |
| Objective   |                     |             |             |             |            |           |             |             |      |      | 50%   |     |
| Independent of political considerations   |                     |             |             |             |            |           |             |             |      |      | 50%   |     |
| Timely  |                     |             |             |             |            |           |             |             |      |      | 0%    | NA  |
| Based on all available sources of intelligence information                            |                     |             |             |             |            |           |             |             |      |      | 0%    |     |
| Implements and exhibits Analytic Tradecraft Standards                                 |                     |             |             |             |            |           |             |             |      |      | 0%    |     |
| Other   |                     |             |             |             |            |           |             |             |      |      | 0%    |     |
| Total   |                     |             |             |             |            |           |             |             |      |      | 100%  |     |
| Question not asked in 2022  |                     |             |             |             |            |           |             |             |      |      |       |     |
|   |                     |             |             |             |            |           |             |             |      |      |       |     |
| Question wording changed in 2021  |                     |             |             |             |            |           |             |             |      |      |       |     |
| Question wording changed in 2021 Was the assistance effective in resolving the issue? |                     |             |             |             |            |           |             |             |      |      |       | _   |
| Was the assistance effective in resolving the issue? %                                | 2010                | 2011        | 2012        | 2013        | 2014       | 2015      | 2016        | 2017        | 2018 | 2019 | 2021  |     |
| Was the assistance effective in resolving the issue?  % No                            | 2010                | 2011        | 2012        | 2013        | 2014       | 2015      | 2016        | 2017        | 2018 | 2019 | 0%    | J.A |
| Was the assistance effective in resolving the issue? %                                | 2010                | 2011        | 2012        | 2013        | 2014       | 2015      | 2016        | 2017        | 2018 | 2019 | 0%    | NA  |