

Total Population

165

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

**Question wording changed in 2021**

Which of the following best describes your work role?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analyst										27	15	38
Manager of analysts										7	12	13
Analytic enabler										2	3	13
Other										0	5	12
Total										36	35	76
MOE										14.44%	14.70%	8.26%

**Original response categories**

What is your work role?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Manager of analysts								3	0			
Analyst								10	5		NA after FY18	
Other (new in 2017)								2	0			
Total								13	5			
MOE								26.09%	43.16%			

**Question wording changed in 2021**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Less than 5 years								2	0	9	11	21
5 - 9 years								4	2	9	3	13
10 - 19 years								5	2	7	10	22
20 years or more								4	1	11	11	20
Total								15	5	36	35	76

**Question wording changed in 2021**

**Question responses changed in 2021**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											4	9
No											26	56
Total											30	65
MOE											16.18%	9.46%

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

During the past year, do you believe that anyone attempted to distort or suppress analysis on which you were working in the face of persuasive evidence which supported your original assessment?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes										2		
Yes, I suspect but am not sure it has occurred										3	NA after FY19	
No										32		
Total										37		
MOE										14.19%		

**Original response categories**

**Question wording changed in 2018**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No								12	3			
Yes								3	1		NA after FY18	
Total								15	4			
MOE								24.13%	48.40%			

**Question wording changed in 2021**

**Question responses changed in 2021**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Constantly (daily)											0	0
Frequently (weekly or monthly)											0	5
Occasionally (more than twice but less than monthly)											4	4
Rarely (Once or twice)											0	0
Total											4	9
MOE											48.40%	31.76%

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

**Question wording changed in 2019**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
On a daily or monthly basis										0		
On a monthly basis										0		
Several times a year (less than 12 but more than 3)										2	NA after FY19	
2 - 3 times										3		
Once										0		
Total										5		
MOE										43.16%		

**New response categories in 2018**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Constantly (Daily)									0			
Frequently (Consistently, on a weekly or monthly basis)									1		NA after FY18	
Occasionally (Up to 4 times per year)									0			
Rarely (1-2 times a year)									0			
Total									1			
MOE									97.70%			

Original response categories

How many times has someone attempted to distort or suppress analysis on which you were working in the face of persuasive evidence?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Once												
Twice												
Three times												
More than three times												
Total												

NA after FY17

New question added in 2022

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analytic Standard A - Objective												2
Analytic Standard B - Independent of political consideration												2
Analytic Standard C - Timely												2
Analytic Standard D - Based on all available sources of intelligence informati												1
Analytic Standard E - Implements and exhibits Analytic Tradecraft Standards												2
Other												0
Total OBJ												9

New question added in 2022

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
A dictated/predetermined analytic line												2
A changed analytic line absent sufficient sourcing or argumentation												2
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or												0
Distorted or suppressed analysis of alternatives or dissent												0
Discouraged analysis/production on a particular topic absent sufficient reas												2
Delayed, shelved, or recalled analysis absent sufficient reasoning												0
Distorted or suppressed input to, or comments on, a product												1
Information to which I did not have access changed the analysis												0
Analysis mischaracterized in conveyance to a consumer												1
A deliberately distorted product classification												0
Other												1
Total OBJ												9

Question wording changed in 2021

Question responses changed in 2021

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
My product was not published												1
The product was deliberately delayed												0
I was discouraged from writing a product												0
The analytic line was dictated to me												2
The main analytic line was changed without sufficient justification, argumen												0
Judgements, sourcing, and/or confidence levels were mischaracterized or re												0
A briefer mischaracterized the assessment/product to a consumer												0
An internal IC element/CCMD senior mischaracterized the assessment/prod												0
My comments or dissent on a product were distorted or suppressed												0
Other												1
Total OBJ												4

NA after F

New question added in 2019

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
My product was not published												1
I was discouraged from writing a product												0
My analytic line was dictated to me												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												3
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												0
Other												1
Total OBJ												5

NA after FY19

Question wording changed in 2021

Question responses changed in 2021

What feedback or explanation did you receive on this matter?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
I did not receive feedback or explanation												0
The analysis did not meet threshold or priority for publication												5
The analysis did not meet one or more of the analytic tradecraft standards												0
Dissent or alterantive analysis was not accepted												0
Concurrence from a particular component was required for publication												1
Content was changed or deleted to better meet customer needs												0
Content was changed or deleted because of differing views from the field												2
Content was changed or deleted because it was too long, complicated, or te												3
Information to which I do not have access changed the analysis												0
The assessment was policy prescriptive												0
Other												0
Total OBJ												1
												1
												4
												9

New question added in 2019

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
I was told my product did not meet threshold and/or was not a high enough												0
I was told my logical argumentation was flawed or not convincing												0
I was told the sourcing I relied on was not reliable, complete, or persuasive												1
I was told that dissent was not accepted in this instance because it did not r												0

I was told that concurrence from a particular agency or office was required f	0
I was told that my analysis was changed or deleted so that the product woul	1
I was told additional/special compartmented information (which I do not ha	0
I was told my assessment was policy prescriptive	0
I was told that my product did not meet appropriate tradecraft standards	0
I was told that my analysis was changed or deleted in response to policymak	1
I was told that my analysis was changed in response to differing views from	0
I was told that my analysis was too complicated or technical and has to be si	0
I did not receive any feedback or explanation as to why my product was dist	1
Other	1
Total OBJ	5

**Question responses changed in 2022**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analyst within my IC element/CCMD												0
Manager/supervisor within my IC element/CCMD												6
Reviewer within my IC element/CCMD												0
Senior executive/military officer within my IC element/CCMD												2
Intelligence professional from another IC element/CCMD												0
Intelligence professional at an ODN component (NIC, NIM, PDB, etc.)												0
Other												1
Total OBJ												9

**Question wording changed in 2021**

**Question responses changed in 2021**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analyst within my IC element/CCMD											0	
Manager/supervisor within my IC element/CCMD											0	
Reviewer within my IC element/CCMD											2	
Senior executive within my IC element/CCMD											2	
Intelligence professional from another IC element/CCMD											0	
Intelligence professional at an ODN component (NIC, NIM, PDB, etc.)											0	
US Government official outside of the IC											0	
Other											0	
Total OBJ											4	

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

**Source**

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague										0		
First-level manager										2		
Mid-level/Senior supervisor within your IC element										1		
Non-supervisory internal analyst reviewer (e.g., SIOs)										0		
Non-analyst senior within your IC element										1		
IC senior leadership										1		
External IC colleague or supervisor										0		
DNI element (NIC, NIM, etc.)										0		
US government official outside the IC										0		
Editor or senior reviewer of an IC publication										0		
Other										0		
Total OBJ										5		

**New response categories in 2018**

**Source**

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague									0			
First-level manager									0			
Mid-level/Senior supervisor within your IC element									1			
External colleague									0			
Non-intelligence senior									0			
External IC supervisor									0			
Non-supervisory reviewer									0			
DNI element (NIC, NIM, etc.)									0			
US government official outside the IC									0			
Other									0			
Total OBJ									1			

**Original response categories**

**Source**

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Non-supervisory professional within your IC element												
Supervisor within your IC element												
Intelligence professional outside your IC element												
US government official outside the IC												
Other												
Total OBJ												

**Question wording changed in 2022**

**Question wording changed in 2021**

**Question responses changed in 2021**

**Question design changed in 2021**

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

**Maintain an existing analytic line or status quo on a topic**

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											1	3
Somewhat a factor											0	0
A moderate factor											0	1
An important factor											3	5
Unsure											0	0

Total OBJ 4 9

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

**Align to an individual's perspective**

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											1	1
Somewhat a factor											0	1
A moderate factor											1	4
An important factor											1	3
Unsure											0	0
Total OBJ											3	9

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

**Support/protect operational equities**

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

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

**Support/protect bureaucratic interests**

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											1	1
Somewhat a factor											1	0
A moderate factor											1	3
An important factor											1	4
Unsure											0	1
Total OBJ											4	9

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

**Provoke or prevent policymaker action or response**

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

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

**Support or oppose a policy agenda or narrative**

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											0	1
Somewhat a factor											0	3
A moderate factor											1	0
An important factor											3	5
Unsure											0	0
Total OBJ											4	9

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

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Maintain an existing analytic line										1		
Support views of an internal supervisor/management										1		
Support views of internal colleague(s)										0		
Support views of external colleague(s)										0		
Support views of external management										0		
Support views of government/policy official(s)										1	NA after FY19	
To support operational equities										0		
To suppress information deemed embarrassing to the Department, Agency or										0		
To prevent policymaker action or response on a topic										0		
Not sure what the motive was										1		
Other										1		
Total OBJ										5		

**New response categories in 2018**

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

**Original response categories**

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
To support supervisor within your IC element												
To support IC personnel or management outside your IC element												
To support government official outside the IC												

I am unsure what the motive was	NA after FY17
Inadvertent/unintended	
To avoid conflicting with an existing analytic line	
Other	
Total OBJ	

**Question wording changed in 2022**

Did you seek assistance to address this matter?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No												4
Yes												5
Total												9
MOE												31.76%

**Question wording changed in 2021**  
**Question responses changed in 2021**

Did you seek assistance in dealing with this most significant experience of disortion and/or suppression of analysis?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No											2	
Yes											2	NA after F
Total											4	
MOE												48.40%

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No								0	1	0		
Yes								0	0	5	NA after FY19	
Partially												
Total								0	1	5		
MOE								0.00%	97.70%	43.16%		

**Question wording changed in 2022**

Did you seek assistance from the analytic ombuds?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												0
No												5
Total OBJ												5

**Question wording changed in 2021**

Did you seek assistance from your IC element/CCMD analytic ombudsman?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												1
No												1
Total OBJ												2

**New question added in 2019**

Did you go to your IC element's ombudsman for help?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes										0	NA after FY19	
No										0		
Total OBJ										0		

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

What is the primary reason you did not seek assistance from the analytic ombuds?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change												1
Did not know who to go to for help												0
Concerns regarding retribution												2
Concerns regarding confidentiality												0
Concerns regarding rank, tenure, or other power imbalances among individ												1
Time constraints/press of business												0
I was dissuaded from seeking assistance												1
Did not know a process exists for addressing the matter												0
Presumed others involved would seek assistance												0
Other												0
Total OBJ												5

**New question added in 2021**

Why did you not seek assistance from your analytic ombudsman?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Concerns regarding retribution												0
Concerns regarding confidentiality												0
Concerns regarding rank, tenure, or other power imbalances of individual(s)												0
Time constraints/press of business												0
Kept the issue at the management level												1
Did not believe the analytic ombudsman would help												0
Other												0
Total OBJ												1

**Question responses changed in 2022**

What is the primary reason you did not seek assistance?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change												0
Did not know who to go to for help												0
Concerns regarding retrirubtion												3
Concerns regarding confidentiality												0
Concerns regarding rank, tenure, or other power imbalances among individ												1
Time constraints/press of business												0
I was dissuaded from seeking assistance												0
Did not know a process exists for addressing the matter												0

Presumed others involved would seek assistance	0
Other	0
Total OBJ	4

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

What is the primary reason you did not seek assistance?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change											2	
Did not know who to go to for help											0	
Concerns regarding retribution											0	
Concerns regarding confidentiality											0	NA after F
Concerns regarding rank, tenure, or other power imbalances of individual(s) i											0	
Time constraints/press of business											0	
Other											0	
Total OBJ											2	

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

What is the primary reason you didn't seek assistance in dealing with the attempted distortion or suppression?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution										1		
Concerns about the lack of confidentiality										0		
Did not believe anything would change										2		
Person in question was considered "senior" to me										0	NA after FY19	
Didn't know who to go to for help										2		
Other										0		
Total OBJ										5		

**New response categories in 2018**

Why did you not seek assistance in dealing with distortion or suppression? (Rank 1)												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									1			
Did not believe anyone would listen									0			
Did not believe anything could change									0			
Person in question considered "senior" to me									0		NA after FY18	
Didn't know who to go to for help									0			
Didn't know about Ombudsman process									0			
Other									0			
Total OBJ									1			

Why did you not seek assistance in dealing with distortion or suppression? (Rank 2)												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0			
Did not believe anyone would listen									0			
Did not believe anything could change									1			
Person in question considered "senior" to me									0		NA after FY18	
Didn't know who to go to for help									0			
Didn't know about Ombudsman process									0			
Other									0			
Total OBJ									1			

Why did you not seek assistance in dealing with distortion or suppression? (Rank 3)												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0			
Did not believe anyone would listen									0			
Did not believe anything could change									0			
Person in question considered "senior" to me									1		NA after FY18	
Didn't know who to go to for help									0			
Didn't know about Ombudsman process									0			
Other									0			
Total OBJ									1			

Why did you not seek assistance in dealing with distortion or suppression? (Rank 4)												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0			
Did not believe anyone would listen									0			
Did not believe anything could change									0			
Person in question considered "senior" to me									0		NA after FY18	
Didn't know who to go to for help									0			
Didn't know about Ombudsman process									0			
Other									0			
Total OBJ									0			

Why did you not seek assistance in dealing with distortion or suppression? (Rank 5)												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0			
Did not believe anyone would listen									0			
Did not believe anything could change									0			
Person in question considered "senior" to me									0		NA after FY18	
Didn't know who to go to for help									0			
Didn't know about Ombudsman process									0			
Other									0			
Total OBJ									0			

Why did you not seek assistance in dealing with distortion or suppression? (Rank 6)												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0			
Did not believe anyone would listen									0			
Did not believe anything could change									0			
Person in question considered "senior" to me									0		NA after FY18	

Didn't know who to go to for help	0
Didn't know about Ombudsman process	0
Other	0
Total OBJ	0

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

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

**New question added in 2021**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											24	51
No											3	7
Total											27	58
MOE											17.25%	10.36%

**New question added in 2021**

**Does your IC element/CCMD encourage raising questions and voicing concerns to ensure analysis adheres to ICD 203 principles?**

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											20	49
No											5	9
Total											25	58
MOE											18.05%	10.36%

**New question added in 2022**

**What is the primary way in which your IC element/CCMD could better promote analysis that adheres to ICD 203 principles?**

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Training on the Analytic Standards												20
Promote awareness of the analytic ombuds as a resource to address concern												2
Consistent and transparent product review and feedback practices												13
Consistent and transparent product coordination practices												0
Communication, guidance, and strategic messaging about the Analytic Stanc												4
Leadership commitment to preserve objective analysis independent from pr												8
Address resource-to-task imbalances												10
Other												3
Total												60
MOE												10.09%

**New question added in 2022**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												43
No												18
Total												61
MOE												9.96%

**New question added in 2018**

**Question wording changed in 2021**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes									3	25	20	42
No									0	11	6	1
Total									3	36	26	43
MOE									56.06%	14.44%	17.64%	12.85%

**New question added in 2022**

**Are you aware of the IC Analytic Ombudsman role and responsibilities?**

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												41
No												20
Total												61
MOE												9.96%

**New question added in 2022**

**Do you know how to contact the IC Analytic Ombudsman?**

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												34
No												7
Total												41
MOE												13.27%

**Question wording changed in 2022**

**New question added in 2021**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Satisfactory											5	11
A mixed performance											1	3
Unsatisfactory											0	1
No opinion											21	45
Total											27	60
MOE											17.25%	10.09%

**New question added in 2022**

**What was the primary challenge to effectively upholding ICD 203 principles in your experience with the President's Daily Brief?**

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints												0
Levels of review												0
Threshold for publication												0
Pressure to reach consensus, including distorting or suppressing analysis of :												0
Pressure to maintain the existing analytic line or status quo on a topic												1
Efforts to distort or suppress analysis due to considerations regarding the cc												0
Information sharing constraints, including compartmentalization												2
Other												1
Total												4
MOE												48.40%

**Question wording changed in 2022**

**New question added in 2021**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Satisfactory											5	13
A mixed performance											1	3
Unsatisfactory											0	0
No opinion											19	44
Total											25	60
MOE											18.05%	10.09%

**New question added in 2022**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints												2
Levels of review												0
Threshold for publication												0
Pressure to reach consensus, including distorting or suppressing analysis of :												0
Pressure to maintain the existing analytic line or status quo on a topic												0
Efforts to distort or suppress analysis due to considerations regarding the cc												0
Information sharing constraints, including compartmentalization												1
Other												0
Total												3
MOE												56.06%

**Question wording changed in 2022**

**New question added in 2021**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
One											1	1
2 - 3											12	27
4 - 5											7	14
More than 5											4	11
Unsure											1	0
Total											25	53
MOE											18.05%	11.09%

**New question added in 2021**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always											11	16
Frequently											5	19
Sometimes											5	11
Rarely											2	5
Never											0	2
Not applicable to my work role											2	7
Total											25	60
MOE											18.05%	10.09%

**Question wording changed in 2022**

**Question responses changed in 2022**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Difficulty generating attention to the product												5
Difficulty building or maintaining a network with all pertinent subject matte:												7
Overlapping roles or "lanes in the road"												3
Efforts to distort or suppress the analysis												1
Adjudicating differering perspectives												2
Pressure to reach consensus												6
Information sharing constraints												2
Time constraints												20
Pressure to incorporate input from non-analytic elements												3
No challenges												2
Not applicable to my work role												7
Other												2
Total												60
MOE												10.09%

**New question added in 2021**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Difficulty generating attention to the product											2	
Difficulty building or maintaining a network with all pertinent subject matte:											3	
Overlapping roles or "lanes in the road"											3	
Efforts to distort or suppress the analysis											0	
Pressure to reach consensus											4	NA after F
Information sharing constraints											0	
Time constraints											7	



Pressure to incorporate input from non-analytic elements	0
Other	4
<b>Total</b>	<b>23</b>
<b>MOE</b>	<b>18.96%</b>

**Question wording changed in 2018**

**When thinking through analytic issues and/or preparing analytic products, is consideration of alternative explanations and/or outcomes a routine part of the analytic process?**

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes										32	21	42
No										2	2	9
Not applicable to my work role										1	1	9
<b>Total</b>										<b>35</b>	<b>24</b>	<b>60</b>
<b>MOE</b>										<b>14.70%</b>	<b>18.49%</b>	<b>10.09%</b>

**Question wording changed in 2018**

**When preparing analytic products, is analysis of alternatives a routine part of the process?**

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No									2	2		
Yes								10	2		NA after FY18	
<b>Total</b>								<b>12</b>	<b>4</b>			
<b>MOE</b>								<b>27.24%</b>	<b>48.40%</b>			

**Question responses changed in 2019**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always										6	9	12
Frequently										12	4	18
Sometimes										12	7	10
Rarely										4	1	1
Never										0	0	1
<b>Total</b>										<b>34</b>	<b>21</b>	<b>42</b>
<b>MOE</b>										<b>14.98%</b>	<b>19.98%</b>	<b>13.06%</b>

**Question wording changed in 2018**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always									1			
Usually									0			
Sometimes									0		NA after FY18	
Rarely									1			
Never									0			
<b>Total</b>									<b>2</b>			
<b>MOE</b>									<b>68.88%</b>			

**Question responses changed in 2022**

**New question added in 2021**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints												0
Product template constraints												0
Perceived to undermine confidence in the analytic judgments												0
Perceived as not relevant or did not add value to the product												2
Perceived that the consumer would be averse to alternatives												0
Other												0
<b>Total</b>												<b>2</b>
<b>MOE</b>												<b>68.88%</b>

**New question added in 2021**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints											0	
Product template constraints											1	
It was perceived as not relevant or did not add value to the product											0	NA after F
It was discouraged or removed by reviewer											0	
It was perceived the customer would be averse to inclusion of alternatives											0	
<b>Total</b>											<b>1</b>	
<b>MOE</b>											<b>97.70%</b>	

**New question added in 2022**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Pressure to maintain the existing analytic line or status quo on a topic												8
Perception that the consumer is averse to products conveying differing view												5
Perception that differing views undermine the main analytic judgement												3
Pressure to reach consensus												3
Difficulty adjudicating conflicting input												7
Policies delineating lead, collaboration, and coordination roles												1
Information sharing constraints, including compartmentalization												3
No challenges												15
Not applicable to my work role												12
Other												0
<b>Total</b>												<b>57</b>
<b>MOE</b>												<b>10.50%</b>

**Question not asked in 2022**

**New question added in 2021**

**In the past year, were you involved in election security-related intelligence analysis?**

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											2	NA after F

No	33	NA after F
Total	35	

Question not asked in 2022

New question added in 2021

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											1	
No											34	NA after F
Total											35	

Question not asked in 2022

New question added in 2021

In the past year, were you involved in border security-related intelligence analysis?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											11	
No											24	NA after F
Total											35	

Question not asked in 2022

New question added in 2021

When considering your most significant experience of distortion and/or suppression of analysis, which of the following was the primary Analytic Standard Violated?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Objective											2	
Independent of political considerations											2	
Timely											0	
Based on all available sources of intelligence information											0	NA after F
Implements and exhibits Analytic Tradecraft Standards											0	
Other											0	
Total OBJ											4	

Question not asked in 2022

Question wording changed in 2021

Was the assistance effective in resolving the issue?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No											0	
Yes											0	NA after F
Partially											2	
Total											2	
MOE											68.88%	

Question not asked in 2022

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No								0	0	0		
Yes								0	0	0		NA after FY19
Partially									0	0		
Total								0	0	0		
MOE								0	0	0.00%		

**New response categories added to the question in 2019**  
**Question wording changed in 2021**

**Which of the following best describes your work role?**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analyst										75%	43%	50%
Manager of analysts										19%	34%	17%
Analytic enabler										6%	9%	17%
Other										0%	14%	16%
Total										100%	100%	100%

**Original response categories**  
**What is your work role?**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Manager of analysts								23%	0%			
Analyst								77%	100%			
Other (new in 2017)												
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	2022
Less than 5 years								13%	0%	25%	31%	28%
5 - 9 years								27%	40%	25%	9%	17%
10 - 19 years								33%	40%	19%	29%	29%
20 years or more								27%	20%	31%	31%	26%
Total								100%	100%	100%	100%	100%

**Question wording changed in 2021**  
**Question responses changed in 2021**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											13%	14%
No											87%	86%
Total											100%	100%

**New response categories added to the question in 2019**  
**During the past year, do you believe that anyone attempted to distort or suppress analysis on which you were working in the face of persuasive evidence which supported your original assessment?**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes										5%		
Yes, I suspect but am not sure it has occurred										8%		
No										86%		
Total										100%		

**Original response categories**  
**Question wording changed in 2018**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No								80%	75%			
Yes								20%	25%			
Total								100%	100%			

**Question wording changed in 2021**  
**Question responses changed in 2021**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Constantly (daily)											0%	0%
Frequently (weekly or monthly)											0%	56%
Occasionally (more than twice but less than monthly)											100%	44%
Rarely (Once or twice)											0%	0%
Total											100%	100%

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

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
On a daily or monthly basis										0%		
On a monthly basis										0%		
Several times a year (less than 12 but more than 3)										40%		
2 - 3 times										60%		
Once										0%		
Total										100%		

**New response categories in 2018**  
**How often do you face distortion/suppression of your analysis?**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Constantly (Daily)									0%			
Frequently (Consistently, on a weekly or monthly basis)									100%			
Occasionally (Up to 4 times per year)									0%			
Rarely (1-2 times a year)									0%			
Total									100%			

Original response categories

How many times has someone attempted to distort or suppress analysis on which you were working in the face of persuasive evidence?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Once												
Twice												
Three times												
More than three times												
Total												

New question added in 2022

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analytic Standard A - Objective												22%
Analytic Standard B - Independent of political consideration												22%
Analytic Standard C - Timely												22%
Analytic Standard D - Based on all available sources of intelligence informati												11%
Analytic Standard E - Implements and exhibits Analytic Tradecraft Standards												22%
Other												0%
Total												100%

New question added in 2022

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
A dictated/predetermined analytic line												22%
A changed analytic line absent sufficient sourcing or argumentation												22%
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or												0%
Distorted or suppressed analysis of alternatives or dissent												0%
Discouraged analysis/production on a particular topic absent sufficient reas												22%
Delayed, shelved, or recalled analysis absent sufficient reasoning												0%
Distorted or suppressed input to, or comments on, a product												11%
Information to which I did not have access changed the analysis												0%
Analysis mischaracterized in conveyance to a consumer												11%
A deliberately distorted product classification												0%
Other												11%
Total												100%

Question wording changed in 2021

Question responses changed in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
My product was not published												25%
The product was deliberately delayed												0%
I was discouraged from writing a product												0%
The analytic line was dictated to me												50%
The main analytic line was changed without sufficient justification, argumen												0%
Judgements, sourcing, and/or confidence levels were mischaracterized or re												0%
A briefer mischaracterized the assessment/product to a consumer												0%
An internal IC element/CCMD senior mischaracterized the assessment/prod												0%
My comments or dissent on a product were distorted or suppressed												0%
Other												25%
Total												100%

New question added in 2019

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
My product was not published										20%		
I was discouraged from writing a product										0%		
My analytic line was dictated to me										0%		
The main analytic line of my product was deliberately changed during review										0%		
Analytic points, supporting evidence, and/or confidence levels in my produc										60%		
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										0%		
Other										20%		
Total										100%		

Question wording changed in 2021

Question responses changed in 2021

What feedback or explanation did you receive on this matter?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
I did not receive feedback or explanation											0%	56%
The analysis did not meet threshold or priority for publication											0%	0%
The analysis did not meet one or more of the analytic tradecraft standards											0%	0%
Dissent or alternative analysis was not accepted											25%	0%
Concurrence from a particular component was required for publication											0%	0%
Content was changed or deleted to better meet customer needs											50%	33%
Content was changed or deleted because of differing views from the field											0%	0%
Content was changed or deleted because it was too long, complicated, or te											0%	0%
Information to which I do not have access changed the analysis											0%	0%
The assessment was policy prescriptive											0%	0%
Other											25%	11%
Total											100%	100%

New question added in 2019

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
I was told my product did not meet threshold and/or was not a high enough										0%		
I was told my logical argumentation was flawed or not convincing										0%		
I was told the sourcing I relied on was not reliable, complete, or persuasive										20%		
I was told that dissent was not accepted in this instance because it did not r										0%		

I was told that concurrence from a particular agency or office was required f	0%	NA after FY19
I was told that my analysis was changed or deleted so that the product woul	20%	
I was told additional/special compartmented information (which I do not ha	0%	
I was told my assessment was policy prescriptive	0%	
I was told that my product did not meet appropriate tradecraft standards	0%	
I was told that my analysis was changed or deleted in response to policymak	20%	
I was told that my analysis was changed in response to differing views from	0%	
I was told that my analysis was too complicated or technical and has to be si	0%	
I did not receive any feedback or explanation as to why my product was dist	20%	
Other	20%	
Total	100%	

**Question responses changed in 2022**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analyst within my IC element/CCMD											0%	
Manager/supervisor within my IC element/CCMD											67%	
Reviewer within my IC element/CCMD											0%	
Senior executive/military officer within my IC element/CCMD											22%	
Intelligence professional from another IC element/CCMD											0%	
Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.)											0%	
Other											11%	
Total											100%	

**Question wording changed in 2021**

Question responses changed in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analyst within my IC element/CCMD											0%	
Manager/supervisor within my IC element/CCMD											0%	
Reviewer within my IC element/CCMD											50%	
Senior executive within my IC element/CCMD											50%	
Intelligence professional from another IC element/CCMD											0%	NA after F
Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.)											0%	
US Government official outside of the IC											0%	
Other											0%	
Total											100%	

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

Source

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague										0%		
First-level manager										40%		
Mid-level/Senior supervisor within your IC element										20%		
Non-supervisory internal analyst reviewer (e.g., SIOs)										0%		
Non-analyst senior within your IC element										20%		
IC senior leadership										20%		NA after FY19
External IC colleague or supervisor										0%		
DNI element (NIC, NIM, etc.)										0%		
US government official outside the IC										0%		
Editor or senior reviewer of an IC publication										0%		
Other										0%		
Total										100%		

**New response categories in 2018**

Source

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague									0%			
First-level manager									0%			
Mid-level/Senior supervisor within your IC element									100%			
External colleague									0%			
Non-intelligence senior									0%			NA after FY18
External IC supervisor									0%			
Non-supervisory reviewer									0%			
DNI element (NIC, NIM, etc.)									0%			
US government official outside the IC									0%			
Other									0%			
Total									100%			

**Original response categories**

Source

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Non-supervisory professional within your IC element												
Supervisor within your IC element												
Intelligence professional outside your IC element												NA after FY17
US government official outside the IC												
Other												

**Question wording changed in 2022**

**Question wording changed in 2021**

**Question responses changed in 2021**

**Question design changed in 2021**

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

Maintain an existing analytic line or status quo on a topic

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											25%	33%
Somewhat a factor											0%	0%
A moderate factor											0%	11%
An important factor											75%	56%
Unsure											0%	0%

Total 100% 100%

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

**Align to an individual's perspective**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											33%	11%
Somewhat a factor											0%	11%
A moderate factor											33%	44%
An important factor											33%	33%
Unsure											0%	0%
Total											100%	100%

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

**Support/protect operational equities**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											33%	38%
Somewhat a factor											33%	0%
A moderate factor											0%	38%
An important factor											33%	13%
Unsure											0%	13%
Total											100%	100%

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

**Support/protect bureaucratic interests**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											25%	11%
Somewhat a factor											25%	0%
A moderate factor											25%	33%
An important factor											25%	44%
Unsure											0%	11%
Total											100%	100%

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

**Provoke or prevent policymaker action or response**

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

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

**Support or oppose a policy agenda or narrative**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											0%	11%
Somewhat a factor											0%	33%
A moderate factor											25%	0%
An important factor											75%	56%
Unsure											0%	0%
Total											100%	100%

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

**Motive**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Maintain an existing analytic line										20%		
Support views of an internal supervisor/management										20%		
Support views of internal colleague(s)										0%		
Support views of external colleague(s)										0%		
Support views of external management										0%		
Support views of government/policy official(s)										20%		
To support operational equities										0%		
To suppress information deemed embarrassing to the Department, Agency or										0%		
To prevent policymaker action or response on a topic										0%		
Not sure what the motive was										20%		
Other										20%		
Total										100%		

**New response categories in 2018**

**Motive**

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

**Original response categories**

**Motive**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
To support supervisor within your IC element												
To support IC personnel or management outside your IC element												
To support government official outside the IC												

I am unsure what the motive was  
 Inadvertent/unintended  
 To avoid conflicting with an existing analytic line  
 Other

NA after FY17

**Question wording changed in 2022**

**Did you seek assistance in dealing with this most significant experience of distortion and/or suppression of analysis?**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No												44%
Yes												56%
Total												100%

**Question wording changed in 2021**  
**Question responses changed in 2021**

**Did you seek assistance in dealing with this most significant experience of distortion and/or suppression of analysis?**

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

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

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

**Question wording changed in 2021**

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

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

**New question added in 2019**

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

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

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

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change												20%
Did not know who to go to for help												0%
Concerns regarding retribution												40%
Concerns regarding confidentiality												0%
Concerns regarding rank, tenure, or other power imbalances among individ												20%
Time constraints/press of business												0%
I was dissuaded from seeking assistance												20%
Did not know a process exists for addressing the matter												0%
Presumed others involved would seek assistance												0%
Other												0%
Total												100%

**New question added in 2021**

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

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

**Question responses changed in 2022**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change												0%
Did not know who to go to for help												0%
Concerns regarding retribution												75%
Concerns regarding confidentiality												0%
Concerns regarding rank, tenure, or other power imbalances among individ												25%
Time constraints/press of business												0%
I was dissuaded from seeking assistance												0%
Did not know a process exists for addressing the matter												0%

Presumed others involved would seek assistance	0%
Other	0%
Total	100%

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

**Question wording changed in 2021**

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

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

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

**Question wording changed in 2019**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution										20%		
Concerns about the lack of confidentiality										0%		
Did not believe anything would change										40%		
Person in question was considered "senior" to me										0%	NA after FY19	
Didn't know who to go to for help										40%		
Other										0%		
Total										100%		

**New response categories in 2018**

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

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

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

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

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0%			
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									0%			
Total									100%			

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

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

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

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

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0%			
Did not believe anyone would listen									0%			
Did not believe anything could change									0%			
Person in question considered "senior" to me									0%		NA after FY18	



Didn't know who to go to for help	0%
Didn't know about Ombudsman process	0%
Other	0%

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

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

**New question added in 2021**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											89%	88%
No											11%	12%
Total											100%	100%

**New question added in 2021**

**Does your IC element/CCMD encourage raising questions and voicing concerns to ensure analysis adheres to ICD 203 principles?**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											80%	84%
No											20%	16%
Total											100%	100%

**New question added in 2022**

**What is the primary way in which your IC element/CCMD could better promote analysis that adheres to ICD 203 principles?**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Training on the Analytic Standards												33%
Promote awareness of the analytic ombuds as a resource to address concern												3%
Consistent and transparent product review and feedback practices												22%
Consistent and transparent product coordination practices												0%
Communication, guidance, and strategic messaging about the Analytic Stanc												7%
Leadership commitment to preserve objective analysis independent from pr												13%
Address resource-to-task imbalances												17%
Other												5%
Total												100%

**New question added in 2022**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022.33
Yes												70%
No												30%
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									0%	31%	23%	2%
Total									100%	100%	100%	100%

**New question added in 2022**

**Are you aware of the IC Analytic Ombudsman role and responsibilities?**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022.33
Yes												67%
No												33%
Total												100%

**New question added in 2022**

**Do you know how to contact the IC Analytic Ombudsman?**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022.33
Yes												83%
No												17%
Total												100%

**Question wording changed in 2022**

**New question added in 2021**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Satisfactory											19%	18%
A mixed performance											4%	5%
Unsatisfactory											0%	2%
No opinion											78%	75%
Total											100%	100%

**New question added in 2022**

**What was the primary challenge to effectively upholding ICD 203 principles in your experience with the President's Daily Brief?**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints												0%
Levels of review												0%
Threshold for publication												0%
Pressure to reach consensus, including distorting or suppressing analysis of :												0%
Pressure to maintain the existing analytic line or status quo on a topic												25%
Efforts to distort or suppress analysis due to considerations regarding the cc												0%
Information sharing constraints, including compartmentalization												50%
Other												25%
Total												100%

**Question wording changed in 2022**

**New question added in 2021**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Satisfactory											20%	22%
A mixed performance											4%	5%
Unsatisfactory											0%	0%
No opinion											76%	73%
Total											100%	100%

**New question added in 2022**

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

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

**Question wording changed in 2022**

**New question added in 2021**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
One											4%	2%
2 - 3											48%	51%
4 - 5											28%	26%
More than 5											16%	21%
Unsure											4%	0%
Total											100%	100%

**New question added in 2021**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always											44%	27%
Frequently											20%	32%
Sometimes											20%	18%
Rarely											8%	8%
Never											0%	3%
Not applicable to my work role											8%	12%
Total											100%	100%

**Question wording changed in 2022**

**Question responses changed in 2022**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Difficulty generating attention to the product												8%
Difficulty building or maintaining a network with all pertinent subject matter												12%
Overlapping roles or "lanes in the road"												5%
Efforts to distort or suppress the analysis												2%
Adjudicating differing perspectives												3%
Pressure to reach consensus												10%
Information sharing constraints												3%
Time constraints												33%
Pressure to incorporate input from non-analytic elements												5%
No challenges												3%
Not applicable to my work role												12%
Other												3%
Total												100%

**New question added in 2021**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Difficulty generating attention to the product											9%	
Difficulty building or maintaining a network with all pertinent subject matter											13%	
Overlapping roles or "lanes in the road"											13%	
Efforts to distort or suppress the analysis											0%	
Pressure to reach consensus											17%	NA after F
Information sharing constraints											0%	
Time constraints											30%	

Pressure to incorporate input from non-analytic elements	0%
Other	17%
Total	100%

**Question wording changed in 2018**

**When thinking through analytic issues and/or preparing analytic products, is consideration of alternative explanations and/or outcomes a routine part of the analytic process?**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes										91%	88%	70%
No										6%	8%	15%
Not applicable to my work role										3%	4%	15%
Total										100%	100%	100%

**Question wording changed in 2018**

**When preparing analytic products, is analysis of alternatives a routine part of the process?**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No									17%	50%	NA after FY18	
Yes									83%	50%		
Total									100%	100%		

**Question responses changed in 2019**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always										18%	43%	29%
Frequently										35%	19%	43%
Sometimes										35%	33%	24%
Rarely										12%	5%	2%
Never										0%	0%	2%
Total										100%	100%	100%

**Question wording changed in 2018**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always									50%	NA after FY18		
Usually									0%			
Sometimes									0%			
Rarely									50%			
Never									0%			
Total									100%			

**Question responses changed in 2022**

**New question added in 2021**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints												0%
Product template constraints												0%
Perceived to undermine confidence in the analytic judgments												0%
Perceived as not relevant or did not add value to the product												100%
Perceived that the consumer would be averse to alternatives												0%
Other												0%
Total												100%

**New question added in 2021**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints											0%	
Product template constraints											100%	
It was perceived as not relevant or did not add value to the product											0%	NA after F
It was discouraged or removed by reviewer											0%	
It was perceived the customer would be averse to inclusion of alternatives											0%	
Total											100%	

**New question added in 2022**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Pressure to maintain the existing analytic line or status quo on a topic												14%
Perception that the consumer is averse to products conveying differing view												9%
Perception that differing views undermine the main analytic judgement												5%
Pressure to reach consensus												5%
Difficulty adjudicating conflicting input												12%
Policies delineating lead, collaboration, and coordination roles												2%
Information sharing constraints, including compartmentalization												5%
No challenges												26%
Not applicable to my work role												21%
Other												0%
Total												100%

**Question not asked in 2022**

**New question added in 2021**

**In the past year, were you involved in election security-related intelligence analysis?**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											6%	NA after F

No													94%	NA after F
Total													100%	

Question not asked in 2022  
New question added in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											3%	
No											97%	NA after F
Total											100%	

Question not asked in 2022  
New question added in 2021

In the past year, were you involved in border security-related intelligence analysis?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											31%	
No											69%	NA after F
Total											100%	

Question not asked in 2022  
New question added in 2021

When considering your most significant experience of distortion and/or suppression of analysis, which of the following was the primary Analytic Standard Violated?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Objective											50%	
Independent of political considerations											50%	
Timely											0%	NA after F
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

Was the assistance effective in resolving the issue?

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

Question not asked in 2022

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

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