

Total Population

738

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										102	93	64
Manager of analysts										13	9	5
Analytic enabler										12	14	12
Other										3	8	2
Total										130	124	83
MOE										7.80%	8.03%	10.13%

Original response categories

What is your work role?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Manager of analysts	36	21	43	34	24	183	7	13	12			
Analyst	161	149	297	211	224	34	61	115	103		NA after FY18	
Other (new in 2017)								21	9			
Total	197	170	340	245	248	217	68	149	124			
MOE	5.98%	6.59%	3.90%	5.12%	5.07%	5.59%	11.32%	7.17%	8.03%			

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	59	48	112	78	71	45	15	18	14	18	28	13
5 - 9 years	52	46	87	63	48	44	9	36	32	31	23	12
10 - 19 years												
20 years or more	86	76	137	104	128	127	23	53	56	53	38	36
Total	197	170	336	245	247	216	67	149	131	130	125	84

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											8	8
No											99	67
Total											107	75
MOE											8.76%	10.73%

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										14		
Yes, I suspect but am not sure it has occurred										6	NA after FY19	
No										99		
Total										119		
MOE										8.23%		

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	184	154	312	224	203	173	51	125	102			
Yes	13	16	24	21	29	26	10	13	15		NA after FY18	
Total	197	170	336	245	232	199	61	138	117			
MOE	5.98%	6.59%	3.95%	5.12%	5.33%	5.94%	12.02%	7.52%	8.31%			

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	2
Frequently (weekly or monthly)											1	1
Occasionally (more than twice but less than monthly)											1	2
Rarely (Once or twice)											6	3
Total											8	8
MOE											34.46%	34.46%

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										2		
On a monthly basis										1		
Several times a year (less than 12 but more than 3)										4	NA after FY19	
2 - 3 times										5		
Once										8		
Total										20		
MOE										21.61%		

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)									4			
Occasionally (Up to 4 times per year)									7		NA after FY18	
Rarely (1-2 times a year)									4			
Total									15			
MOE									25.05%			

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	5	5	6	7	4	6	5					
Twice	2	5	6	5	8	8	3					
Three times	1	1	2	1	5	3					NA after FY17	
More than three times	5	5	10	8	12	9	2					
Total	13	16	24	21	29	26	10					

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 information												0
Analytic Standard E - Implements and exhibits Analytic Tradecraft Standards												2
Other												0
Total OBJ												8

New question added in 2022

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

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

Question wording changed in 2021

Question responses changed in 2021

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
My product was not published												3
The product was deliberately delayed												1
I was discouraged from writing a product												0
The analytic line was dictated to me												0
The main analytic line was changed without sufficient justification, argumentation, and/or sourcing												0
Judgements, sourcing, and/or confidence levels were mischaracterized or removed												2
A briefer mischaracterized the assessment/product to a consumer												0
An internal IC element/CCMD senior mischaracterized the assessment/product to other officials												0
My comments or dissent on a product were distorted or suppressed												1
Other												1
Total OBJ												8

New question added in 2019

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
My product was not published												2
I was discouraged from writing a product												1
My analytic line was dictated to me												2
The main analytic line of my product was deliberately changed during review/coordination												5
Analytic points, supporting evidence, and/or confidence levels in my product were changed during review/coordination												2
A briefer either suppressed or misrepresented the analysis												1
An internal agency senior changed, deleted, or added minor analytic points and/or supporting evidence to brief other officials												1
My comments or dissent on a product were suppressed or distorted												2
Other												4
Total OBJ												20

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												5
The analysis did not meet threshold or priority for publication												0
The analysis did not meet one or more of the analytic tradecraft standards												1
Dissent or alternative analysis was not accepted												1
Concurrence from a particular component was required for publication												3
Other												0
Total OBJ												0

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

New question added in 2019

What was the primary feedback or explanation given to you during or following this incident?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
I was told my product did not meet threshold and/or was not a high enough priority for publication										0		
I was told my logical argumentation was flawed or not convincing										0		
I was told the sourcing I relied on was not reliable, complete, or persuasive enough										0		
I was told that dissent was not accepted in this instance because it did not relate to the main analytic line										1		
I was told that concurrence from a particular agency or office was required for publication										2		
I was told that my analysis was changed or deleted so that the product would better meet customer needs										2		
I was told additional/special compartmented information (which I do not have access to) refuted or changed my analysis										0	NA after FY19	
I was told my assessment was policy prescriptive										0		
I was told that my product did not meet appropriate tradecraft standards										0		
I was told that my analysis was changed or deleted in response to policymaker sensitivities										0		
I was told that my analysis was changed in response to differing views from the field										0		
I was told that my analysis was too complicated or technical and has to be simplified to the point that it was misleading										6		
I did not receive any feedback or explanation as to why my product was distorted or suppressed										4		
Other										4		
Total OBJ										19		

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												3
Reviewer within my IC element/CCMD												1
Senior executive/military officer within my IC element/CCMD												1
Intelligence professional from another IC element/CCMD												3
Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.)												0
Other												0
Total OBJ												8

Question wording changed in 2021

Who was the primary source of your most significant experience of distortion and/or suppression of analysis?												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analyst within my IC element/CCMD											2	
Manager/supervisor within my IC element/CCMD											2	
Reviewer within my IC element/CCMD											1	
Senior executive within my IC element/CCMD											1	
Intelligence professional from another IC element/CCMD											1	NA after F
Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.)											0	
US Government official outside of the IC											1	
Other											0	
Total OBJ											8	

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)										4		
Non-analyst senior within your IC element										3		
IC senior leadership										1	NA after FY19	
External IC colleague or supervisor										7		
DNI element (NIC, NIM, etc.)										1		
US government official outside the IC										0		
Editor or senior reviewer of an IC publication										1		
Other										0		
Total OBJ										20		

New response categories in 2018

Source												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague									1			
First-level manager									1			
Mid-level/Senior supervisor within your IC element									8			
External colleague									2			
Non-intelligence senior									0			
External IC supervisor									0	NA after FY18		

Non-supervisory reviewer	3
DNI element (NIC, NIM, etc.)	0
US government official outside the IC	0
Other	0
Total OBJ	15

Original response categories

Source	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Non-supervisory professional within your IC element	4	3	4	2	5	13	2	3				
Supervisor within your IC element	6	6	10	6	16	15	4	8				
Intelligence professional outside your IC element	7	9	15	15	17	18	4	6		NA after FY17		
US government official outside the IC	2	3	9	5	4	2	0	1				
Other	0	0	2	0	0	0	1	1				
Total OBJ	19	21	40	28	42	48	11	19				

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											4	1
Somewhat a factor											1	0
A moderate factor											3	4
An important factor											0	1
Unsure											0	1
Total OBJ											8	7

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											3	1
Somewhat a factor											1	1
A moderate factor											2	1
An important factor											2	3
Unsure											0	1
Total OBJ											8	7

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											6	3
Somewhat a factor											0	0
A moderate factor											1	0
An important factor											0	2
Unsure											1	2
Total OBJ											8	7

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	2
Somewhat a factor											1	1
A moderate factor											3	0
An important factor											2	3
Unsure											1	1
Total OBJ											8	7

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											4	5
Somewhat a factor											1	0
A moderate factor											1	0
An important factor											0	1
Unsure											2	1
Total OBJ											8	7

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											3	3
Somewhat a factor											0	1
A moderate factor											1	2
An important factor											2	1
Unsure											2	0
Total OBJ											8	7

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)											1	
Support views of external colleague(s)											3	
Support views of external management											2	
Support views of government/policy official(s)											2	
To support operational equities											0	NA after FY19

To suppress information deemed embarrassing to the Department, Agency or Bureau	0
To prevent policymaker action or response on a topic	0
Not sure what the motive was	4
Other	6
Total OBJ	20

New response categories in 2018

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

Original response categories

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
To support supervisor within your IC element	10	8	8	5	8	12	0	4				
To support IC personnel or management outside your IC element	11	11	15	13	13	5	1	6				
To support government official outside the IC	6	8	8	10	7	5	2	5				
I am unsure what the motive was			4	2	8	4	3	1		NA after FY17		
Inadvertent/unintended					4	3	3	3				
To avoid conflicting with an existing analytic line						17	5	5				
Other	3	1	3	1	7	3	2	6				
Total OBJ	13	16	24	21	29	48	11	19				

Question wording changed in 2022

Did you seek assistance to address this matter?	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No												3
Yes												5
Total												8
MOE												34.46%

Question wording changed in 2021

Did you seek assistance in dealing with this most significant experience of distortion and/or suppression of analysis?	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No												5
Yes												3 NA after F
Total												8
MOE												34.46%

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	3	5	5	7	10	12	2	5	7	12		
Yes	7	8	14	14	19	13	8	8	8	7	NA after FY19	
Partially	3	3	5									
Total	13	16	24	21	29	25	10	13	15	19		
MOE	26.94%	24.23%	19.68%	21.08%	17.84%	19.27%	30.78%	26.94%	25.05%	22.19%		

Question wording changed in 2022

Did you seek assistance from the analytic ombuds?	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												1
No												4
Total OBJ												5

Question wording changed in 2021

Did you seek assistance from your IC element/CCMD analytic ombudsman?	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												0
No												3 NA after F
Total OBJ												3

New question added in 2019

Did you go to your IC element's ombudsman for help?	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes										1		
No										11	NA after FY19	
Total OBJ										12		

Question wording changed in 2022

What is the primary reason you did not seek assistance from the analytic ombuds?	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change												0
Did not know who to go to for help												3
Concerns regarding retribution												0

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

New question added in 2021

Why did you not seek assistance from your analytic ombudsman?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Concerns regarding retribution											0	
Concerns regarding confidentiality											0	
Concerns regarding rank, tenure, or other power imbalances of individual(s) involved											0	NA after F
Time constraints/press of business											0	
Kept the issue at the management level											0	
Did not believe the analytic ombudsman would help											2	
Other											1	
Total OBJ											3	

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 retribution												2
Concerns regarding confidentiality												0
Concerns regarding rank, tenure, or other power imbalances among individual(s) involved												0
Time constraints/press of business												0
I was dissuaded from seeking assistance												0
Did not know a process exists for addressing the matter												1
Presumed others involved would seek assistance												0
Other												0
Total OBJ												3

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											1	
Concerns regarding confidentiality											0	NA after F
Concerns regarding rank, tenure, or other power imbalances of individual(s) involved											1	
Time constraints/press of business											0	
Other											1	
Total OBJ											5	

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										3		
Concerns about the lack of confidentiality										0		
Did not believe anything would change										3		
Person in question was considered "senior" to me										0	NA after FY19	
Didn't know who to go to for help										0		
Other										1		
Total OBJ										7		

New response categories in 2018

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									0			
Did not believe anyone would listen									0			
Did not believe anything could change									1			
Person in question considered "senior" to me									4	NA after FY18		
Didn't know who to go to for help									0			
Didn't know about Ombudsman process									1			
Other									0			
Total OBJ									6			

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									1			
Did not believe anyone would listen									3			
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									5			

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									1			

Did not believe anyone would listen	0	
Did not believe anything could change	1	
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	3	

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

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

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

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

Why did you not seek assistance in dealing with distortion or supression? (Rank 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									1			
Didn't know about Ombudsman process									0			
Other									0			
Total OBJ									1			

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

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											100	69
No											9	5
Total											109	74
MOE											8.67%	10.81%

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											89	65
No											17	9
Total											106	74
MOE											8.81%	10.81%

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												14
Promote awareness of the analytic ombuds as a resource to address concerns												5
Consistent and transparent product review and feedback practices												22
Consistent and transparent product coordination practices												3
Communication, guidance, and strategic messaging about the Analytic Standards												10
Leadership commitment to preserve objective analysis independent from political consideration												7
Address resource-to-task imbalances												5
Other												8
Total												74
MOE												10.81%

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												33

Total	76
MOE	10.65%

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									54	97	74	37
No									8	31	34	6
Total									62	128	108	43
MOE									11.91%	7.88%	8.71%	14.50%

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												43
No												33
Total												76
MOE												10.65%

New question added in 2022

Do you know how to contact the IC Analytic Ombudsman?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												30
No												12
Total												42
MOE												14.69%

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											10	21
A mixed performance											5	11
Unsatisfactory											3	2
No opinion											90	40
Total											108	74
MOE											8.71%	10.81%

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												1
Threshold for publication												1
Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent												4
Pressure to maintain the existing analytic line or status quo on a topic												0
Efforts to distort or suppress analysis due to considerations regarding the consumer												0
Information sharing constraints, including compartmentalization												4
Other												3
Total												13
MOE												26.94%

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											29	29
A mixed performance											7	6
Unsatisfactory											2	3
No opinion											69	35
Total											107	73
MOE											8.76%	10.89%

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												0
Levels of review												1
Threshold for publication												0
Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent												4
Pressure to maintain the existing analytic line or status quo on a topic												1
Efforts to distort or suppress analysis due to considerations regarding the consumer												0
Information sharing constraints, including compartmentalization												1
Other												2
Total												9
MOE												32.47%

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											2	0
2 - 3											33	28
4 - 5											45	29

More than 5	17	12
Unsure	9	1
Total	106	70
MOE	8.81%	11.14%

New question added in 2021

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

<i>n</i>	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always											39	30
Frequently											24	21
Sometimes											20	11
Rarely											8	6
Never											0	1
Not applicable to my work role											15	3
Total											106	72
MOE											8.81%	10.97%

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?

<i>n</i>	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Difficulty generating attention to the product												14
Difficulty building or maintaining a network with all pertinent subject matter experts												17
Overlapping roles or "lanes in the road"												9
Efforts to distort or suppress the analysis												2
Adjudicating differing perspectives												5
Pressure to reach consensus												2
Information sharing constraints												2
Time constraints												5
Pressure to incorporate input from non-analytic elements												0
No challenges												8
Not applicable to my work role												2
Other												4
Total												70
MOE												11.14%

New question added in 2021

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

<i>n</i>	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Difficulty generating attention to the product												15
Difficulty building or maintaining a network with all pertinent subject matter experts												20
Overlapping roles or "lanes in the road"												16
Efforts to distort or suppress the analysis											3	NA after F
Pressure to reach consensus											6	
Information sharing constraints											5	
Time constraints											18	
Pressure to incorporate input from non-analytic elements											2	
Other											16	
Total												101
MOE												9.06%

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?

<i>n</i>	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes										119	85	67
No										1	4	2
Not applicable to my work role										4	16	3
Total										124	105	72
MOE										8.03%	8.86%	10.97%

Question wording changed in 2018

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

<i>n</i>	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No	43	29	53	17	16	10	1	3	7			
Yes	154	141	282	228	211	188	63	129	106			NA after FY18
Total	197	170	335	245	227	198	64	132	113			
MOE	5.98%	6.59%	3.96%	5.12%	5.41%	5.96%	11.71%	7.73%	8.48%			

Question responses changed in 2019

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

<i>n</i>	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always										76	57	45
Frequently										32	14	15
Sometimes										11	12	6
Rarely										1	1	1
Never										3	0	0
Total										123	84	67
MOE										8.07%	10.07%	11.42%

Question wording changed in 2018

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

<i>n</i>	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always								80	69			
Usually								39	31			
Sometimes								6	6			NA after FY18
Rarely								2	0			
Never								0	0			
Total								127	106			
MOE								7.91%	8.81%			

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints												1
Product template constraints												0
Perceived to undermine confidence in the analytic judgments												0
Perceived as not relevant or did not add value to the product												0
Perceived that the consumer would be averse to alternatives												0
Other												0
Total												1
MOE												97.93%

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	
Total											1	
MOE											97.93%	

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												5
Perception that the consumer is averse to products conveying differing views												1
Perception that differing views undermine the main analytic judgement												5
Pressure to reach consensus												14
Difficulty adjudicating conflicting input												7
Policies delineating lead, collaboration, and coordination roles												5
Information sharing constraints, including compartmentalization												6
No challenges												18
Not applicable to my work role												2
Other												5
Total												68
MOE												11.32%

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	
No											122	NA after F
Total											124	

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											2	
No											122	NA after F
Total											124	

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											5	
No											119	NA after F
Total											124	

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											0	
Independent of political considerations											6	
Timely											1	
Based on all available sources of intelligence information											1	NA after F
Implements and exhibits Analytic Tradecraft Standards											0	
Other											0	
Total OB)											8	

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											3	
Yes											0	NA after F
Partially											0	

Total												3
MOE												56.47%
Question not asked in 2022												
Did you receive assistance that was effective in resolving the problem?												
<i>n</i>	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No	3	3	9	3	6	8	2	6	4	3		
Yes	1	2	5	3	5	0	2	1	0	0	NA after FY19	
Partially	6	6	5	8	8	5	4	1	4	9		
Total	10	11	19	14	19	13	8	8	8	12		
MOE	30.78%	29.33%	22.19%	25.94%	22.19%	26.94%	34.46%	34.46%	34.46%	28.06%		

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										78%	75%	77%
Manager of analysts										10%	7%	6%
Analytic enabler										9%	11%	14%
Other										2%	6%	2%
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	18%	12%	13%	14%	10%	84%	10%	9%	10%			
Analyst	82%	88%	87%	86%	90%	16%	90%	77%	83%			
Other (new in 2017)								14%	7%			
Total	100%	100%	100%	100%	100%	100%	100%	86%	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	30%	28%	33%	32%	29%	21%	22%	12%	11%	14%	22%	15%
5 - 9 years	26%	27%	26%	26%	19%	20%	13%	24%	24%	24%	18%	14%
10 - 19 years												
20 years or more	44%	45%	41%	42%	52%	59%	34%	36%	43%	41%	30%	43%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Question wording changed in 2021

Question responses changed in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											7%	11%
No											93%	89%
Total											100%	100%

New response categories added to the question in 2019

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes										12%		
Yes, I suspect but am not sure it has occurred										5%		
No										83%		
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	93%	91%	93%	91%	88%	87%	84%	91%	87%			
Yes	7%	9%	7%	9%	13%	13%	16%	9%	13%			
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%			

Question wording changed in 2021

Question responses changed in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Constantly (daily)											0%	25%
Frequently (weekly or monthly)											13%	13%
Occasionally (more than twice but less than monthly)											13%	25%
Rarely (Once or twice)											75%	38%
Total											100%	100%

New response categories added to the question in 2019

Question wording changed in 2019

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
On a daily or monthly basis										10%		
On a monthly basis										5%		
Several times a year (less than 12 but more than 3)										20%		
2 - 3 times										25%		
Once										40%		
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)									27%			
Occasionally (Up to 4 times per year)									47%			
Rarely (1-2 times a year)									27%			
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	38%	31%	25%	33%	14%	23%	50%					
Twice	15%	31%	25%	24%	28%	31%	30%					
Three times	8%	6%	8%	5%	17%	12%	0%					
More than three times	38%	31%	42%	38%	41%	35%	20%					
Total	100%	100%	100%	100%	100%	100%	100%					

New question added in 2022

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analytic Standard A - Objective												25%
Analytic Standard B - Independent of political consideration												25%
Analytic Standard C - Timely												25%
Analytic Standard D - Based on all available sources of intelligence information												0%
Analytic Standard E - Implements and exhibits Analytic Tradecraft Standards												25%
Other												0%
Total												100%

New question added in 2022

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
A dictated/pre-determined analytic line												13%
A changed analytic line absent sufficient sourcing or argumentation												0%
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or confidence language												38%
Distorted or suppressed analysis of alternatives or dissent												0%
Discouraged analysis/production on a particular topic absent sufficient reasoning												0%
Delayed, shelved, or recalled analysis absent sufficient reasoning												38%
Distorted or suppressed input to, or comments on, a product												13%
Information to which I did not have access changed the analysis												0%
Analysis mischaracterized in conveyance to a consumer												0%
A deliberately distorted product classification												0%
Other												0%
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												38%
The product was deliberately delayed												13%
I was discouraged from writing a product												0%
The analytic line was dictated to me												0%
The main analytic line was changed without sufficient justification, argumentation, and/or sourcing												0%
Judgements, sourcing, and/or confidence levels were mischaracterized or removed												25%
A briefer mischaracterized the assessment/product to a consumer												0%
An internal IC element/CCMD senior mischaracterized the assessment/product to other officials												0%
My comments or dissent on a product were distorted or suppressed												13%
Other												13%
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												10%
I was discouraged from writing a product												5%
My analytic line was dictated to me												10%
The main analytic line of my product was deliberately changed during review/coordination												25%
Analytic points, supporting evidence, and/or confidence levels in my product were changed during review/coordination												10%
A briefer either suppressed or misrepresented the analysis												5%
An internal agency senior changed, deleted, or added minor analytic points and/or supporting evidence to brief other officials												5%
My comments or dissent on a product were suppressed or distorted												10%
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												63%
The analysis did not meet threshold or priority for publication												0%
The analysis did not meet one or more of the analytic tradecraft standards												13%
Dissent or alternative analysis was not accepted												0%
Concurrence from a particular component was required for publication												13%
												38%
												0%
												0%

Content was changed or deleted to better meet customer needs	0%	0%
Content was changed or deleted because of differing views from the field	0%	0%
Content was changed or deleted because it was too long, complicated, or technical	0%	0%
Information to which I do not have access changed the analysis	0%	0%
The assessment was policy prescriptive	0%	0%
Other	25%	13%
Total	100%	100%

New question added in 2019

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
I was told my product did not meet threshold and/or was not a high enough priority for publication										0%		
I was told my logical argumentation was flawed or not convincing										0%		
I was told the sourcing I relied on was not reliable, complete, or persuasive enough										0%		
I was told that dissent was not accepted in this instance because it did not relate to the main analytic line										5%		
I was told that concurrence from a particular agency or office was required for publication										11%		
I was told that my analysis was changed or deleted so that the product would better meet customer needs										11%		
I was told additional/special compartmented information (which I do not have access to) refuted or changed my analysis										0%	NA after FY19	
I was told my assessment was policy prescriptive										0%		
I was told that my product did not meet appropriate tradecraft standards										0%		
I was told that my analysis was changed or deleted in response to policymaker sensitivities										0%		
I was told that my analysis was changed in response to differing views from the field										0%		
I was told that my analysis was too complicated or technical and has to be simplified to the point that it was misleading										32%		
I did not receive any feedback or explanation as to why my product was distorted or suppressed										21%		
Other										21%		
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												38%
Reviewer within my IC element/CCMD												13%
Senior executive/military officer within my IC element/CCMD												13%
Intelligence professional from another IC element/CCMD												38%
Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.)												0%
Other												0%
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											25%	
Manager/supervisor within my IC element/CCMD											25%	
Reviewer within my IC element/CCMD											13%	
Senior executive within my IC element/CCMD											13%	
Intelligence professional from another IC element/CCMD											13%	NA after F
Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.)											0%	
US Government official outside of the IC											13%	
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										10%		
Mid-level/Senior supervisor within your IC element										5%		
Non-supervisory internal analyst reviewer (e.g., SIOs)										20%		
Non-analyst senior within your IC element										15%		
IC senior leadership										5%	NA after FY19	
External IC colleague or supervisor										35%		
DNI element (NIC, NIM, etc.)										5%		
US government official outside the IC										0%		
Editor or senior reviewer of an IC publication										5%		
Other										0%		
Total										100%		

New response categories in 2018

Source

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague									7%			
First-level manager									7%			
Mid-level/Senior supervisor within your IC element									53%			
External colleague									13%			
Non-intelligence senior									0%			
External IC supervisor									0%	NA after FY18		

Non-supervisory reviewer	20%
DNI element (NIC, NIM, etc.)	0%
US government official outside the IC	0%
Other	0%
	100%

Original response categories

Source

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Non-supervisory professional within your IC element	21%	14%	10%	7%	12%	27%	18%	16%				
Supervisor within your IC element	32%	29%	25%	21%	38%	31%	36%	42%				
Intelligence professional outside your IC element	37%	43%	38%	54%	40%	38%	36%	32%				
US government official outside the IC	11%	14%	23%	18%	10%	4%	0%	5%				
Other	0%	0%	5%	0%	0%	0%	9%	5%				

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											50%	14%
Somewhat a factor											13%	0%
A moderate factor											38%	57%
An important factor											0%	14%
Unsure											0%	14%
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											38%	14%
Somewhat a factor											13%	14%
A moderate factor											25%	14%
An important factor											25%	43%
Unsure											0%	14%
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											75%	43%
Somewhat a factor											0%	0%
A moderate factor											13%	0%
An important factor											0%	29%
Unsure											13%	29%
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											13%	29%
Somewhat a factor											13%	14%
A moderate factor											38%	0%
An important factor											25%	43%
Unsure											13%	14%
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											50%	71%
Somewhat a factor											13%	0%
A moderate factor											13%	0%
An important factor											0%	14%
Unsure											25%	14%
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											38%	43%
Somewhat a factor											0%	14%
A moderate factor											13%	29%
An important factor											25%	14%
Unsure											25%	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										5%		
Support views of an internal supervisor/management										5%		
Support views of internal colleague(s)										5%		
Support views of external colleague(s)										15%		
Support views of external management										10%		
Support views of government/policy official(s)										10%		
To support operational equities										0%		

To suppress information deemed embarrassing to the Department, Agency or Bureau
 To prevent policymaker action or response on a topic
 Not sure what the motive was
 Other
 Total

0%
 0%
 20%
 30%
 100%

New response categories in 2018

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

Original response categories

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
To support supervisor within your IC element	77%	50%	33%	24%	28%	25%	0%	21%				
To support IC personnel or management outside your IC element	85%	69%	63%	62%	45%	10%	9%	32%				
To support government official outside the IC	46%	50%	33%	48%	24%	10%	18%	26%				
I am unsure what the motive was			17%	10%	28%	8%	27%	5%				
Inadvertent/unintended					14%	6%	27%	16%				
To avoid conflicting with an existing analytic line						35%	45%	26%				
Other	23%	6%	13%	5%	24%	6%	18%	32%				

Question wording changed in 2022

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No												38%
Yes												63%
												100%

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?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No												63%
Yes												38%
												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	23%	31%	21%	33%	34%	48%	20%	38%	47%	63%		
Yes (Yes/Partially)	77%	69%	79%	67%	66%	52%	80%	62%	53%	37%		
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		

Question wording changed in 2022

Did you seek assistance from the analytic ombuds?

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

Question wording changed in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												0%
No												100%
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										8%		
No										92%		
Total										100%		

Question wording changed in 2022

Question responses changed in 2022

Why did you not seek assistance from your analytic ombudsman?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change												0%
Did not know who to go to for help												75%
Concerns regarding retribution												0%

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

New question added in 2021

Why did you not seek assistance from your analytic ombudsman?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Concerns regarding retribution											0%	
Concerns regarding confidentiality											0%	
Concerns regarding rank, tenure, or other power imbalances of individual(s) involved											0%	NA after F
Time constraints/press of business											0%	
Kept the issue at the management level											0%	
Did not believe the analytic ombudsman would help											67%	
Other											33%	
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											67%	
Concerns regarding confidentiality											0%	
Concerns regarding rank, tenure, or other power imbalances among individual(s) involved											0%	
Time constraints/press of business											0%	
I was dissuaded from seeking assistance											0%	
Did not know a process exists for addressing the matter											33%	
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											40%	
Did not know who to go to for help											0%	
Concerns regarding retribution											20%	
Concerns regarding confidentiality											0%	
Concerns regarding rank, tenure, or other power imbalances of individual(s) involved											20%	NA after F
Time constraints/press of business											0%	
Other											20%	
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										43%		
Concerns about the lack of confidentiality										0%		
Did not believe anything would change										43%		
Person in question was considered "senior" to me										0%		NA after FY19
Didn't know who to go to for help										0%		
Other										14%		
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									0%			
Did not believe anyone would listen									0%			
Did not believe anything could change									17%			
Person in question considered "senior" to me									67%			NA after FY18
Didn't know who to go to for help									0%			
Didn't know about Ombudsman process									17%			
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									20%			
Did not believe anyone would listen									60%			
Did not believe anything could change									20%			
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									33%			

Did not believe anyone would listen	0%	NA after FY18
Did not believe anything could change	33%	
Person in question considered "senior" to me	33%	
Didn't know who to go to for help	0%	
Didn't know about Ombudsman process	0%	
Other	0%	
	100%	

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									50%	NA after FY18		
Did not believe anyone would listen									50%			
Did not believe anything could change									0%			
Person in question considered "senior" to me									0%			
Didn't know who to go to for help									0%			
Didn't know about Ombudsman process									0%			
Other									0%			
									100%			

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

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

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

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

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									100%			
									100%			

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											92%	93%
No											8%	7%
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											84%	88%
No											16%	12%
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												19%
Promote awareness of the analytic ombuds as a resource to address concerns												7%
Consistent and transparent product review and feedback practices												30%
Consistent and transparent product coordination practices												4%
Communication, guidance, and strategic messaging about the Analytic Standards												14%
Leadership commitment to preserve objective analysis independent from political consideration												9%
Address resource-to-task imbalances												7%
Other												11%
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												57%
No												43%

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									87%	76%	69%	86%
No									13%	24%	31%	14%
Total												100%

New question added in 2022

Are you aware of the IC Analytic Ombudsman role and responsibilities?												
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022.33
Yes												57%
No												43%
Total												100%

New question added in 2022

Do you know how to contact the IC Analytic Ombudsman?												
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022.33
Yes												71%
No												29%
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											9%	28%
A mixed performance											5%	15%
Unsatisfactory											3%	3%
No opinion											83%	54%
Total												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												8%
Threshold for publication												8%
Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent												31%
Pressure to maintain the existing analytic line or status quo on a topic												0%
Efforts to distort or suppress analysis due to considerations regarding the consumer												0%
Information sharing constraints, including compartmentalization												31%
Other												23%
Total												100%

Question wording changed in 2022

New question added in 2021

In terms of effectively upholding ICD 203 principles, how would you rate your experience with the National Intelligence Council over the past year?												
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Satisfactory											27%	40%
A mixed performance											7%	8%
Unsatisfactory											2%	4%
No opinion											64%	48%
Total												100%

New question added in 2022

What was the primary challenge to effectively upholding ICD 203 principles in your experience with the National Intelligence Council?												
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints												0%
Levels of review												11%
Threshold for publication												0%
Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent												44%
Pressure to maintain the existing analytic line or status quo on a topic												11%
Efforts to distort or suppress analysis due to considerations regarding the consumer												0%
Information sharing constraints, including compartmentalization												11%
Other												22%
Total												100%

Question wording changed in 2022

New question added in 2021

How many levels of review are involved in the analytic product type that you typically prepare/support?												
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
One											2%	0%
2 - 3											31%	40%
4 - 5											42%	41%

More than 5	16%	17%
Unsure	8%	1%
Total	100%	100%

New question added in 2021

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always											37%	42%
Frequently											23%	29%
Sometimes											19%	15%
Rarely											8%	8%
Never											0%	1%
Not applicable to my work role											14%	4%
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												20%
Difficulty building or maintaining a network with all pertinent subject matter experts												24%
Overlapping roles or "lanes in the road"												13%
Efforts to distort or suppress the analysis												3%
Adjudicating differing perspectives												7%
Pressure to reach consensus												3%
Information sharing constraints												3%
Time constraints												7%
Pressure to incorporate input from non-analytic elements												0%
No challenges												11%
Not applicable to my work role												3%
Other												6%
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											15%	
Difficulty building or maintaining a network with all pertinent subject matter experts											20%	
Overlapping roles or "lanes in the road"											16%	
Efforts to distort or suppress the analysis											3%	
Pressure to reach consensus											6%	NA after F
Information sharing constraints											5%	
Time constraints											18%	
Pressure to incorporate input from non-analytic elements											2%	
Other											16%	
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										96%	81%	93%
No										1%	4%	3%
Not applicable to my work role										3%	15%	4%
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	22%	17%	16%	7%	7%	5%	2%	2%	6%			
Yes	78%	83%	84%	93%	93%	95%	98%	98%	94%			
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%			

Question responses changed in 2019

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always										62%	68%	67%
Frequently										26%	17%	22%
Sometimes										9%	14%	9%
Rarely										1%	1%	1%
Never										2%	0%	0%
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								63%	65%			
Usually								31%	29%			
Sometimes								5%	6%			
Rarely								2%	0%			
Never								0%	0%			
Total								100%	100%			

Question responses changed in 2022												
New question added in 2021												
Which of the following is the primary reason the alternative considerations were excluded from the published product?												
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints												100%
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												0%
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												7%
Perception that the consumer is averse to products conveying differing views												1%
Perception that differing views undermine the main analytic judgement												7%
Pressure to reach consensus												21%
Difficulty adjudicating conflicting input												10%
Policies delineating lead, collaboration, and coordination roles												7%
Information sharing constraints, including compartmentalization												9%
No challenges												26%
Not applicable to my work role												3%
Other												7%
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											2%	NA after F
No											98%	
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											2%	NA after F
No											98%	
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											4%	NA after F
No											96%	
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											0%	
Independent of political considerations											75%	
Timely											13%	NA after F
Based on all available sources of intelligence information											13%	
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											100%	NA after F
Yes/Partially											0%	
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	2019	2021	2022
No	30%	27%	47%	21%	32%	62%	25%	75%	50%	25%	NA after FY19	
Yes/Partially	70%	73%	53%	79%	68%	38%	75%	25%	50%	75%		
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		