

Total Population

128

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										83	77	43
Manager of analysts										13	18	15
Analytic enabler										28	13	10
Other										5	13	1
Total										129	121	69
MOE										#NUM!	2.08%	8.01%

Original response categories

What is your work role?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Manager of analysts	19	11	15	35	35	18	33	15	17			
Analyst	63	57	52	120	129	78	125	35	84		NA after FY18	
Other (new in 2017)								25	26			
Total	82	68	67	155	164	96	158	75	127			
MOE	6.49%	8.14%	8.27%	#NUM!	#NUM!	5.00%	#NUM!	7.28%	0.77%			

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	31	27	21	61	66	34	42	16	27	39	42	17
5 - 9 years	14	10	16	37	32	21	35	13	29	30	28	19
10 - 19 years										43	28	17
20 years or more										17	25	19
Total	82	68	65	155	164	95	155	75	123	129	123	72

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											6	9
No											100	54
Total											106	63
MOE											3.95%	8.80%

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										6		
Yes, I suspect but am not sure it has occurred										2	NA after FY19	
No											113	
Total										121		
MOE										2.08%		

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	77	61	57	143	141	79	134	66	97			
Yes	5	7	8	12	12	12	12	1	7		NA after FY18	
Total	82	68	65	155	153	91	146	67	104			
MOE	6.49%	8.14%	8.53%	#NUM!	#NUM!	5.52%	#NUM!	8.27%	4.16%			

Question wording changed in 2021

Question responses changed in 2021

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Constantly (daily)											1	0
Frequently (weekly or monthly)											1	4
Occasionally (more than twice but less than monthly)											2	2
Rarely (Once or twice)											2	3
Total											6	9
MOE											39.06%	31.50%

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)										3	NA after FY19	
2 - 3 times										3		
Once										2		
Total										8		
MOE										33.55%		

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)									0			
Occasionally (Up to 4 times per year)									5		NA after FY18	
Rarely (1-2 times a year)									2			
Total									7			
MOE									36.01%			

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	4	2	4	7	3	6	8					
Twice	0	1	0	2	4	1	0					
Three times	0	1	1	0	1	0	0			NA after FY17		
More than three times	1	3	3	3	3	5	3					
Total	5	7	8	12	11	12	11					

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												0
Analytic Standard B - Independent of political consideration												4
Analytic Standard C - Timely												0
Analytic Standard D - Based on all available sources of intelligence information												2
Analytic Standard E - Implements and exhibits Analytic Tradecraft Standards												0
Other												3
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/preetermined analytic line												3
A changed analytic line absent sufficient sourcing or argumentation												1
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or confidence language												4
Distorted or suppressed analysis of alternatives or dissent												1
Discouraged analysis/production on a particular topic absent sufficient reasoning												0
Delayed, shelved, or recalled analysis absent sufficient reasoning												0
Distorted or suppressed input to, or comments on, a product												0
Information to which I did not have access changed the analysis												0
Analysis mischaracterized in conveyance to a consumer												0
A deliberately distorted product classification												0
Other												0
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												0
The product was deliberately delayed												0
I was discouraged from writing a product												2
The analytic line was dictated to me												1
The main analytic line was changed without sufficient justification, argumentation, and/or sourcing												0
Judgements, sourcing, and/or confidence levels were mischaracterized or removed												0
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												2
Total OBJ												6

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												0
I was discouraged from writing a product												2
My analytic line was dictated to me												0
The main analytic line of my product was deliberately changed during review/coordination												0
Analytic points, supporting evidence, and/or confidence levels in my product were changed during review/coordination												0
A briefer either suppressed or misrepresented the analysis												2
An internal agency senior changed, deleted, or added minor analytic points and/or supporting evidence to brief other officials												0
My comments or dissent on a product were suppressed or distorted												4
Other												0
Total OBJ												8

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

Content was changed or deleted to better meet customer needs	0	0
Content was changed or deleted because of differing views from the field	1	1
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	3	1
<b>Total OBJ</b>	<b>6</b>	<b>9</b>

**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										1		
I was told that dissent was not accepted in this instance because it did not relate to the main analytic line										2		
I was told that concurrence from a particular agency or office was required for publication										0		
I was told that my analysis was changed or deleted so that the product would better meet customer needs										0		
I was told additional/special compartmented information (which I do not have access to) refuted or changed my analysis										0	NA after FY19	
I was told my assessment was policy prescriptive										0		
I was told that my product did not meet appropriate tradecraft standards										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										1		
I was told that my analysis was too complicated or technical and has to be simplified to the point that it was misleading										0		
I did not receive any feedback or explanation as to why my product was distorted or suppressed										3		
Other										1		
<b>Total OBJ</b>										<b>8</b>		

**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												1
Reviewer within my IC element/CCMD												1
Senior executive/military officer within my IC element/CCMD												3
Intelligence professional from another IC element/CCMD												2
Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.)												0
Other												1
<b>Total OBJ</b>												<b>8</b>

**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
Analyst within my IC element/CCMD											0
Manager/supervisor within my IC element/CCMD											0
Reviewer within my IC element/CCMD											0
Senior executive within my IC element/CCMD											3
Intelligence professional from another IC element/CCMD											3
Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.)											0
US Government official outside of the IC											0
Other											0
<b>Total OBJ</b>											<b>6</b>

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

**Source**

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021
Internal colleague										1	
First-level manager										1	
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										0	
IC senior leadership										1	NA after F
External IC colleague or supervisor										4	
DNI element (NIC, NIM, etc.)										0	
US government official outside the IC										0	
Editor or senior reviewer of an IC publication										0	
Other										0	
<b>Total OBJ</b>										<b>8</b>	

**New response categories in 2018**

**Source**

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

Non-supervisory reviewer	0
DNI element (NIC, NIM, etc.)	0
US government official outside the IC	0
Other	0
<b>Total OBJ</b>	<b>7</b>

**Original response categories**

Source	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021
Non-supervisory professional within your IC element	0	3	3	4	3	6	3	1			
Supervisor within your IC element	3	2	1	5	6	7	5	0			
Intelligence professional outside your IC element	3	4	4	5	6	4	6	0		NA after FY17	
US government official outside the IC	0	1	2	0	1	1	2	0			
Other	0	0	0	1	0	0	1	0			
<b>Total OBJ</b>	<b>5</b>	<b>7</b>	<b>8</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>1</b>			

**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	2
Somewhat a factor											1	0
A moderate factor											0	1
An important factor											4	6
Unsure											0	0
<b>Total OBJ</b>											<b>6</b>	<b>9</b>

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											2	1
A moderate factor											1	1
An important factor											2	6
Unsure											0	0
<b>Total OBJ</b>											<b>6</b>	<b>9</b>

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											3	4
Somewhat a factor											0	2
A moderate factor											1	0
An important factor											1	0
Unsure											1	3
<b>Total OBJ</b>											<b>6</b>	<b>9</b>

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											0	0
A moderate factor											1	1
An important factor											3	5
Unsure											1	1
<b>Total OBJ</b>											<b>6</b>	<b>9</b>

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											2	4
Somewhat a factor											0	1
A moderate factor											0	0
An important factor											3	3
Unsure											1	1
<b>Total OBJ</b>											<b>6</b>	<b>9</b>

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											2	2
Somewhat a factor											0	0
A moderate factor											0	2
An important factor											3	3
Unsure											1	2
<b>Total OBJ</b>											<b>6</b>	<b>9</b>

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

To suppress information deemed embarrassing to the Department, Agency or Bureau	1
To prevent policymaker action or response on a topic	1
Not sure what the motive was	0
Other	1
<b>Total OBJ</b>	<b>8</b>

**New response categories in 2018**

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

**Original response categories**

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
<i>n</i>												
To support supervisor within your IC element	2	3	3	3	1	7	4	0				
To support IC personnel or management outside your IC element	3	4	5	5	3	2	2	0				
To support government official outside the IC	0	1	3	3	5	3	3	0				
I am unsure what the motive was			1	5	4	4	3	0		NA after FY17		
Inadvertent/unintended					1	3	3	0				
To avoid conflicting with an existing analytic line						7	8	0				
Other	1	1	1	1	1	2	0	1				
<b>Total OBJ</b>	<b>5</b>	<b>7</b>	<b>8</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>1</b>				

**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
<i>n</i>												
No												1
Yes												8
<b>Total</b>												<b>9</b>
<b>MOE</b>												<b>31.50%</b>

**Question wording 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
<i>n</i>												
No												2
Yes												4 NA after F
<b>Total</b>												<b>6</b>
<b>MOE</b>												<b>39.06%</b>

**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
<i>n</i>												
No	2	1	2	7	4	7	9	1	4	4		
Yes	3	5	6	5	7	5	3	0	2	4	NA after FY19	
Partially	0	1	0					0				
<b>Total</b>	<b>5</b>	<b>7</b>	<b>8</b>	<b>12</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>1</b>	<b>6</b>	<b>8</b>		
<b>MOE</b>	<b>42.96%</b>	<b>36.01%</b>	<b>33.55%</b>	<b>26.93%</b>	<b>28.25%</b>	<b>26.93%</b>	<b>26.93%</b>	<b>97.62%</b>	<b>39.06%</b>	<b>33.55%</b>		

**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
<i>n</i>												
Yes												3
No												5
<b>Total OBJ</b>												<b>8</b>

**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
<i>n</i>												
Yes												4
No												0 NA after F
<b>Total OBJ</b>												<b>4</b>

**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
<i>n</i>												
Yes										2		
No										2	NA after FY19	
<b>Total OBJ</b>										<b>4</b>		

**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
<i>n</i>												
Did not believe anything would change												0
Did not know who to go to for help												0
Concerns regarding retribution												1

Concerns regarding confidentiality	0
Concerns regarding rank, tenure, or other power imbalances among individual(s) involved	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	1
Other	2
<b>Total OBJ</b>	<b>5</b>

**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											0	
Other											0	
<b>Total OBJ</b>											<b>0</b>	

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

**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											0	
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) involved											2	
Time constraints/press of business											0	
Other											0	
<b>Total OBJ</b>											<b>2</b>	

**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										1		
Person in question was considered "senior" to me										0	NA after FY19	
Didn't know who to go to for help										0		
Other										2		
<b>Total OBJ</b>										<b>4</b>		

**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									3			
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			
<b>Total OBJ</b>									<b>4</b>			

**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			
<b>Total OBJ</b>									<b>1</b>			

**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
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 4)**

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

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

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

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

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

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

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

**New question added in 2021**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes											100	54
No											11	7
Total											111	61
MOE											3.39%	9.08%

**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											99	54
No											11	6
Total											110	60
MOE											3.50%	9.22%

**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												22
Promote awareness of the analytic ombuds as a resource to address concerns												2
Consistent and transparent product review and feedback practices												12
Consistent and transparent product coordination practices												3
Communication, guidance, and strategic messaging about the Analytic Standards												6
Leadership commitment to preserve objective analysis independent from political consideration												5
Address resource-to-task imbalances												5
Other												3
Total												58
MOE												9.52%

**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												38
No												20

Total	58
MOE	9.52%

**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									49	83	82	36
No									2	43	27	2
Total									51	126	109	38
MOE									10.64%	1.09%	3.62%	13.33%

**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												37
No												20
Total												57
MOE												9.67%

**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												28
No												9
Total												37
MOE												13.58%

**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											19	22
A mixed performance											9	7
Unsatisfactory											4	0
No opinion											78	30
Total											110	59
MOE											3.50%	9.37%

**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												2
Levels of review												0
Threshold for publication												1
Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent												2
Pressure to maintain the existing analytic line or status quo on a topic												1
Efforts to distort or suppress analysis due to considerations regarding the consumer												0
Information sharing constraints, including compartmentalization												1
Other												0
Total												7
MOE												36.01%

**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											24	25
A mixed performance											3	5
Unsatisfactory											0	1
No opinion											79	26
Total											106	57
MOE											3.95%	9.67%

**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												1
Levels of review												0
Threshold for publication												0
Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent												2
Pressure to maintain the existing analytic line or status quo on a topic												1
Efforts to distort or suppress analysis due to considerations regarding the consumer												0
Information sharing constraints, including compartmentalization												1
Other												1
Total												6
MOE												39.06%

**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											2	1
2 - 3											31	15
4 - 5											43	27

More than 5	20	12
Unsure	11	0
Total	107	55
MOE	3.84%	9.98%

**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											37	19
Frequently											28	23
Sometimes											20	10
Rarely											7	4
Never											1	0
Not applicable to my work role											14	3
Total											107	59
MOE											3.84%	9.37%

**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												4
Difficulty building or maintaining a network with all pertinent subject matter experts												7
Overlapping roles or "lanes in the road"												11
Efforts to distort or suppress the analysis												1
Adjudicating differing perspectives												9
Pressure to reach consensus												1
Information sharing constraints												4
Time constraints												9
Pressure to incorporate input from non-analytic elements												0
No challenges												3
Not applicable to my work role												4
Other												5
Total												58
MOE												9.52%

**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											13	
Difficulty building or maintaining a network with all pertinent subject matter experts											19	
Overlapping roles or "lanes in the road"											18	
Efforts to distort or suppress the analysis											0	
Pressure to reach consensus											15	NA after F
Information sharing constraints											8	
Time constraints											15	
Pressure to incorporate input from non-analytic elements											3	
Other											11	
Total											102	
MOE											4.37%	

**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										109	81	52
No										3	6	2
Not applicable to my work role										13	14	3
Total										125	101	57
MOE										1.34%	4.48%	9.67%

**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	43	30	25	46	36	14	15	5	25			
Yes	39	38	40	109	109	67	128	54	57			
Total	82	68	65	155	145	81	143	59	82			
MOE	6.49%	8.14%	8.53%	#NUM!	#NUM!	6.60%	#NUM!	9.37%	6.49%			

**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										15	12	9
Frequently										36	29	19
Sometimes										54	30	23
Rarely										10	9	1
Never										7	0	0
Total										122	80	52
MOE										1.92%	6.71%	10.47%

**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								5	7			
Usually								27	20			
Sometimes								19	21			
Rarely								3	6			
Never								0	2			
Total								54	56			
MOE								10.14%	9.82%			

**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												1
Perceived that the consumer would be averse to alternatives												0
Other												0
Total												1
MOE												97.62%

**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											2	
It was perceived as not relevant or did not add value to the product											5	NA after F
It was discouraged or removed by reviewer											0	
It was perceived the customer would be averse to inclusion of alternatives											2	
Total											9	
MOE											31.50%	

**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												4
Perception that the consumer is averse to products conveying differing views												4
Perception that differing views undermine the main analytic judgement												8
Pressure to reach consensus												4
Difficulty adjudicating conflicting input												14
Policies delineating lead, collaboration, and coordination roles												2
Information sharing constraints, including compartmentalization												6
No challenges												6
Not applicable to my work role												3
Other												5
Total												56
MOE												9.82%

**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											118	
Total											120	

**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											5	
No											116	
Total											121	

**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											3	
No											120	
Total											123	

**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
Objective											2
Independent of political considerations											1
Timely											0
Based on all available sources of intelligence information											2
Implements and exhibits Analytic Tradecraft Standards											0
Other											1
Total OBJ											6

**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
No											2
Yes											1

Partially											1
Total											4
MOE											48.23%
<b>Did you receive assistance that was effective in resolving the problem?</b>											
<i>n</i>	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021
No	1	1	2	0	4	3	0	0	0	2	
Yes	0	2	1	3	0	0	0	0	0	0	NA after F
Partially	2	3	3	2	3	2	3	0	2	2	
Total	3	6	6	5	7	5	3	0	2	4	
MOE	55.91%	39.06%	39.06%	42.96%	36.01%	42.96%	55.91%	0.00%	68.75%	48.23%	

**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										64%	64%	62%
Manager of analysts										10%	15%	22%
Analytic enabler										22%	11%	14%
Other										4%	11%	1%
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%	16%	22%	23%	21%	19%	21%	20%	13%			
Analyst	77%	84%	78%	77%	79%	81%	79%	47%	66%			
Other (new in 2017)								33%	20%			
Total	100%	100%	100%	100%	100%	100%	100%	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	2020	2022
Less than 5 years	38%	40%	32%	39%	40%	36%	27%	21%	22%	30%	34%	24%
5 - 9 years	17%	15%	25%	24%	20%	22%	23%	17%	24%	23%	23%	26%
10 - 19 years												
20 years or more	45%	46%	43%	37%	40%	42%	39%	39%	35%	33%	23%	24%
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											6%	14%
No											94%	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										2%		
No										93%		
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	94%	90%	88%	92%	92%	87%	92%	99%	93%			
Yes	6%	10%	12%	8%	8%	13%	8%	1%	7%			
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)											17%	0%
Frequently (weekly or monthly)											17%	44%
Occasionally (more than twice but less than monthly)											33%	22%
Rarely (Once or twice)											33%	33%
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)										38%		
2 - 3 times										38%		
Once										25%		
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)									0%			
Occasionally (Up to 4 times per year)									71%			
Rarely (1-2 times a year)									29%			
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	80%	29%	50%	58%	27%	50%	73%					
Twice	0%	14%	0%	17%	36%	8%	0%					
Three times	0%	14%	13%	0%	9%	0%	0%					
More than three times	20%	43%	38%	25%	27%	42%	27%					
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												0%
Analytic Standard B - Independent of political consideration												44%
Analytic Standard C - Timely												0%
Analytic Standard D - Based on all available sources of intelligence information												22%
Analytic Standard E - Implements and exhibits Analytic Tradecraft Standards												0%
Other												33%
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												33%
A changed analytic line absent sufficient sourcing or argumentation												11%
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or confidence language												44%
Distorted or suppressed analysis of alternatives or dissent												11%
Discouraged analysis/production on a particular topic absent sufficient reasoning												0%
Delayed, shelved, or recalled analysis absent sufficient reasoning												0%
Distorted or suppressed input to, or comments on, a product												0%
Information to which I did not have access changed the analysis												0%
Analysis mischaracterized in conveyance to a consumer												0%
A deliberately distorted product classification												0%
Other												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												0%
The product was deliberately delayed												0%
I was discouraged from writing a product												33%
The analytic line was dictated to me												17%
The main analytic line was changed without sufficient justification, argumentation, and/or sourcing												0%
Judgements, sourcing, and/or confidence levels were mischaracterized or removed												0%
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												17%
Other												33%
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												0%
I was discouraged from writing a product												25%
My analytic line was dictated to me												0%
The main analytic line of my product was deliberately changed during review/coordination												0%
Analytic points, supporting evidence, and/or confidence levels in my product were changed during review/coordination												0%
A briefer either suppressed or misrepresented the analysis												25%
An internal agency senior changed, deleted, or added minor analytic points and/or supporting evidence to brief other officials												0%
My comments or dissent on a product were suppressed or distorted												50%
Other												0%
Total												100%

Question wording changed in 2021

Question responses changed in 2021

What feedback or explanation did you receive on this matter?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
I did not receive feedback or explanation												0%
The analysis did not meet threshold or priority for publication												11%
The analysis did not meet one or more of the analytic tradecraft standards												0%
Dissent or alternative analysis was not accepted												17%
Concurrence from a particular component was required for publication												0%
												11%

Content was changed or deleted to better meet customer needs	0%	0%
Content was changed or deleted because of differing views from the field	17%	11%
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	50%	11%
<b>Total</b>	<b>100%</b>	<b>100%</b>

**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										13%		
I was told that dissent was not accepted in this instance because it did not relate to the main analytic line										25%		
I was told that concurrence from a particular agency or office was required for publication										0%		
I was told that my analysis was changed or deleted so that the product would better meet customer needs										0%		
I was told additional/special compartmented information (which I do not have access to) refuted or changed my analysis										0%	NA after FY19	
I was told my assessment was policy prescriptive										0%		
I was told that my product did not meet appropriate tradecraft standards										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										13%		
I was told that my analysis was too complicated or technical and has to be simplified to the point that it was misleading										0%		
I did not receive any feedback or explanation as to why my product was distorted or suppressed										38%		
Other										13%		
<b>Total</b>										<b>100%</b>		

**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												13%
Reviewer within my IC element/CCMD												13%
Senior executive/military officer within my IC element/CCMD												38%
Intelligence professional from another IC element/CCMD												25%
Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.)												0%
Other												13%
<b>Total</b>												<b>100%</b>

**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
Analyst within my IC element/CCMD											0%
Manager/supervisor within my IC element/CCMD											0%
Reviewer within my IC element/CCMD											0%
Senior executive within my IC element/CCMD											50%
Intelligence professional from another IC element/CCMD											50%
Intelligence professional at an ODNI component (NIC, NIM, PDB, etc.)											0%
US Government official outside of the IC											0%
Other											0%
<b>Total</b>											<b>100%</b>

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

**Source**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021
Internal colleague										13%	
First-level manager										13%	
Mid-level/Senior supervisor within your IC element										13%	
Non-supervisory internal analyst reviewer (e.g., SIOs)										0%	
Non-analyst senior within your IC element										0%	
IC senior leadership										13%	NA after F
External IC colleague or supervisor										50%	
DNI element (NIC, NIM, etc.)										0%	
US government official outside the IC										0%	
Editor or senior reviewer of an IC publication										0%	
Other										0%	
<b>Total</b>										<b>100%</b>	

**New response categories in 2018**

**Source**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021
Internal colleague									0%		
First-level manager									29%		
Mid-level/Senior supervisor within your IC element									29%		
External colleague									29%		
Non-intelligence senior									0%		
External IC supervisor									14%		NA after FY18

Non-supervisory reviewer	0%
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
Non-supervisory professional within your IC element	0%	43%	38%	33%	25%	50%	25%	100%			
Supervisor within your IC element	60%	29%	13%	42%	50%	58%	42%	0%			
Intelligence professional outside your IC element	60%	57%	50%	42%	50%	33%	50%	0%			
US government official outside the IC	0%	14%	25%	0%	8%	8%	17%	0%			
Other	0%	0%	0%	8%	0%	0%	8%	0%			

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											17%	22%
Somewhat a factor											17%	0%
A moderate factor											0%	11%
An important factor											67%	67%
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											17%	11%
Somewhat a factor											33%	11%
A moderate factor											17%	11%
An important factor											33%	67%
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											50%	44%
Somewhat a factor											0%	22%
A moderate factor											17%	0%
An important factor											17%	0%
Unsure											17%	33%
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											17%	22%
Somewhat a factor											0%	0%
A moderate factor											17%	11%
An important factor											50%	56%
Unsure											17%	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											33%	44%
Somewhat a factor											0%	11%
A moderate factor											0%	0%
An important factor											50%	33%
Unsure											17%	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?

Support or oppose a policy agenda or narrative

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Not a factor											33%	22%
Somewhat a factor											0%	0%
A moderate factor											0%	22%
An important factor											50%	33%
Unsure											17%	22%
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										38%		
Support views of an internal supervisor/management										0%		
Support views of internal colleague(s)										13%		
Support views of external colleague(s)										0%		
Support views of external management										0%		
Support views of government/policy official(s)										0%		
To support operational equities										13%		

To suppress information deemed embarrassing to the Department, Agency or Bureau	13%
To prevent policymaker action or response on a topic	13%
Not sure what the motive was	0%
Other	13%
<b>Total</b>	<b>100%</b>

**New response categories in 2018**

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

**Original response categories**

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
%												
To support supervisor within your IC element	40%	43%	38%	25%	8%	58%	33%	0%				
To support IC personnel or management outside your IC element	60%	57%	63%	42%	25%	17%	17%	0%				
To support government official outside the IC	0%	14%	38%	25%	42%	25%	25%	0%				
I am unsure what the motive was			13%	42%	33%	33%	25%	0%				
Inadvertent/unintended					8%	25%	25%	0%				
To avoid conflicting with an existing analytic line						58%	67%	0%				
Other	20%	14%	13%	8%	8%	17%	0%	100%				

**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												11%
Yes												89%
<b>Total</b>												<b>100%</b>

**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												33%
Yes												67%
<b>Total</b>												<b>100%</b>

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No	40%	14%	25%	58%	36%	58%	75%	100%	67%	50%		
Yes (Yes/Partially)	60%	86%	75%	42%	64%	42%	25%	0%	33%	50%		
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>		

**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												38%
No												63%
<b>Total</b>												<b>100%</b>

**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												100%
No												0%
<b>Total</b>												<b>100%</b>

**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												50%
No												50%
<b>Total</b>												<b>100%</b>

**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												0%
Concerns regarding retribution												20%

Concerns regarding confidentiality	0%
Concerns regarding rank, tenure, or other power imbalances among individual(s) involved	20%
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	20%
Other	40%
<b>Total</b>	<b>100%</b>

**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											0%	
Other											0%	
<b>Total</b>											<b>0%</b>	

**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											100%	
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											0%	
<b>Total</b>											<b>100%</b>	

**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											0%	
Did not know who to go to for help											0%	
Concerns regarding retribution											0%	
Concerns regarding confidentiality											0%	
Concerns regarding rank, tenure, or other power imbalances of individual(s) involved											100%	NA after F
Time constraints/press of business											0%	
Other											0%	
<b>Total</b>											<b>100%</b>	

**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										25%		
Concerns about the lack of confidentiality										0%		
Did not believe anything would change										25%		
Person in question was considered "senior" to me										0%		NA after FY19
Didn't know who to go to for help										0%		
Other										50%		
<b>Total</b>										<b>100%</b>		

**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										25%		
Did not believe anyone would listen										0%		
Did not believe anything could change										75%		
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%		
<b>Total</b>										<b>100%</b>		

**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%		
<b>Total</b>										<b>100%</b>		

**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%	NA after FY18
Did not believe anything could change	0%	
Person in question considered "senior" to me	100%	
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									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%				
									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%	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%				
									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%	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%				
									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%				
									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											90%	89%
No											10%	11%
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											90%	90%
No											10%	10%
Total											100%	100%

**New question added in 2022**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Training on the Analytic Standards												38%
Promote awareness of the analytic ombuds as a resource to address concerns												3%
Consistent and transparent product review and feedback practices												21%
Consistent and transparent product coordination practices												5%
Communication, guidance, and strategic messaging about the Analytic Standards												10%
Leadership commitment to preserve objective analysis independent from political consideration												9%
Address resource-to-task imbalances												9%
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												66%
No												34%

Total												100%
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**New question added in 2018**  
**Question wording changed in 2021**

<b>Do you know how to contact your IC element/CCMD analytic ombudsman?</b>												
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes									96%	66%	75%	95%
No									4%	34%	25%	5%
Total									100%	100%	100%	100%

**New question added in 2022**

<b>Are you aware of the IC Analytic Ombudsman role and responsibilities?</b>												
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022.33
Yes												65%
No												35%
Total												100%

**New question added in 2022**

<b>Do you know how to contact the IC Analytic Ombudsman?</b>												
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022.33
Yes												76%
No												24%
Total												100%

**Question wording changed in 2022**  
**New question added in 2021**

<b>In terms of effectively upholding ICD 203 principles, how would you rate your experience with the President's Daily Brief over the past year?</b>												
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Satisfactory											17%	37%
A mixed performance											8%	12%
Unsatisfactory											4%	0%
No opinion											71%	51%
Total											100%	100%

**New question added in 2022**

<b>What was the primary challenge to effectively upholding ICD 203 principles in your experience with the President's Daily Brief?</b>												
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints												29%
Levels of review												0%
Threshold for publication												14%
Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent												29%
Pressure to maintain the existing analytic line or status quo on a topic												14%
Efforts to distort or suppress analysis due to considerations regarding the consumer												0%
Information sharing constraints, including compartmentalization												14%
Other												0%
Total												100%

**Question wording changed in 2022**

**New question added in 2021**

<b>In terms of effectively upholding ICD 203 principles, how would you rate your experience with the National Intelligence Council over the past year?</b>												
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Satisfactory											23%	44%
A mixed performance											3%	9%
Unsatisfactory											0%	2%
No opinion											75%	46%
Total											100%	100%

**New question added in 2022**

<b>What was the primary challenge to effectively upholding ICD 203 principles in your experience with the National Intelligence Council?</b>												
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Time constraints												17%
Levels of review												0%
Threshold for publication												0%
Pressure to reach consensus, including distorting or suppressing analysis of alternatives and/or dissent												33%
Pressure to maintain the existing analytic line or status quo on a topic												17%
Efforts to distort or suppress analysis due to considerations regarding the consumer												0%
Information sharing constraints, including compartmentalization												17%
Other												17%
Total												100%

**Question wording changed in 2022**

**New question added in 2021**

<b>How many levels of review are involved in the analytic product type that you typically prepare/support?</b>												
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
One											2%	2%
2 - 3											29%	27%
4 - 5											40%	49%

More than 5	19%	22%
Unsure	10%	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											35%	32%
Frequently											26%	39%
Sometimes											19%	17%
Rarely											7%	7%
Never											1%	0%
Not applicable to my work role											13%	5%
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												7%
Difficulty building or maintaining a network with all pertinent subject matter experts												12%
Overlapping roles or "lanes in the road"												19%
Efforts to distort or suppress the analysis												2%
Adjudicating differing perspectives												16%
Pressure to reach consensus												2%
Information sharing constraints												7%
Time constraints												16%
Pressure to incorporate input from non-analytic elements												0%
No challenges												5%
Not applicable to my work role												7%
Other												9%
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												13%
Difficulty building or maintaining a network with all pertinent subject matter experts												19%
Overlapping roles or "lanes in the road"												18%
Efforts to distort or suppress the analysis												0%
Pressure to reach consensus												15%
Information sharing constraints												8%
Time constraints												15%
Pressure to incorporate input from non-analytic elements												3%
Other												11%
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											87%	80%
No											2%	6%
Not applicable to my work role											10%	14%
Total											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	52%	44%	38%	30%	25%	17%	10%	8%	30%			
Yes	48%	56%	62%	70%	75%	83%	90%	92%	70%			
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											12%	15%
Frequently											30%	36%
Sometimes											44%	38%
Rarely											8%	11%
Never											6%	0%
Total											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											9%	13%
Usually											50%	36%
Sometimes											35%	38%
Rarely											6%	11%
Never											0%	4%
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												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												22%
It was perceived as not relevant or did not add value to the product												56%
It was discouraged or removed by reviewer												0%
It was perceived the customer would be averse to inclusion of alternatives												22%
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												7%
Perception that differing views undermine the main analytic judgement												14%
Pressure to reach consensus												7%
Difficulty adjudicating conflicting input												25%
Policies delineating lead, collaboration, and coordination roles												4%
Information sharing constraints, including compartmentalization												11%
No challenges												11%
Not applicable to my work role												5%
Other												9%
Total												100%

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%
No												98%
Total												100%

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												4%
No												96%
Total												100%

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												2%
No												98%
Total												100%

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												33%
Independent of political considerations												17%
Timely												0%
Based on all available sources of intelligence information												33%
Implements and exhibits Analytic Tradecraft Standards												0%
Other												17%
Total												100%

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												50%
Yes/Partially												50%

Total	100%
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**Did you receive assistance that was effective in resolving the problem?**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021
No	33%	17%	33%	0%	57%	60%	0%	0%	0%	50%	NA after F
Yes/Partially	67%	83%	67%	100%	43%	40%	100%	0%	100%	50%	
Total	100%	100%	100%	100%	100%	100%	100%	0%	100%	100%	