

Total Population

(b)(3)

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										(b)(3)		
Manager of analysts										(b)(3)		
Analytic enabler										(b)(3)		
Other										(b)(3)		
Total										(b)(3)		
MOE										(b)(3)		

Original response categories

What is your work role?

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Manager of analysts										(b)(3)		
Analyst										(b)(3)		
Other (new in 2017)											NA after FY18	
Total										(b)(3)		
MOE										(b)(3)		

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										(b)(3)		
5 - 9 years										(b)(3)		
10 - 19 years										(b)(3)		
20 years or more										(b)(3)		
Total										(b)(3)		

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										(b)(3)		
No										(b)(3)		
Total										(b)(3)		
MOE										(b)(3)		

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										(b)(3)		
Yes, I suspect but am not sure it has occurred										(b)(3)		
No										(b)(3)		
Total										(b)(3)		
MOE										(b)(3)		

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										(b)(3)		
Yes										(b)(3)		
Total										(b)(3)		
MOE										(b)(3)		

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)										(b)(3)		
Frequently (weekly or monthly)										(b)(3)		
Occasionally (more than twice but less than monthly)										(b)(3)		
Rarely (Once or twice)										(b)(3)		
Total										(b)(3)		
MOE										(b)(3)		

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										(b)(3)		
On a monthly basis										(b)(3)		
Several times a year (less than 12 but more than 3)										(b)(3)		
2 - 3 times										(b)(3)		
Once										(b)(3)		
Total										(b)(3)		
MOE										(b)(3)		

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)										(b)(3)		
Frequently (Consistently, on a weekly or monthly basis)										(b)(3)		
Occasionally (Up to 4 times per year)										(b)(3)		
Rarely (1-2 times a year)										(b)(3)		
Total										(b)(3)		
MOE										(b)(3)		

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	(b)(3)							NA after FY17				
Twice	(b)(3)							NA after FY17				
Three times	(b)(3)							NA after FY17				
More than three times	(b)(3)							NA after FY17				
Total	(b)(3)							NA after FY17				

New question added in 2022

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analytic Standard A - Objective												(b)(3)
Analytic Standard B - Independent of political consideration												(b)(3)
Analytic Standard C - Timely												(b)(3)
Analytic Standard D - Based on all available sources of intelligence informati												(b)(3)
Analytic Standard E - Implements and exhibits Analytic Tradecraft Standards												(b)(3)
Other												(b)(3)
Total OBJ												(b)(3)

New question added in 2022

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
A dictated/predetermined analytic line												(b)(3)
A changed analytic line absent sufficient sourcing or argumentation												(b)(3)
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or												(b)(3)
Distorted or suppressed analysis of alternatives or dissent												(b)(3)
Discouraged analysis/production on a particular topic absent sufficient reas												(b)(3)
Delayed, shelved, or recalled analysis absent sufficient reasoning												(b)(3)
Distorted or suppressed input to, or comments on, a product												(b)(3)
Information to which I did not have access changed the analysis												(b)(3)
Analysis mischaracterized in conveyance to a consumer												(b)(3)
A deliberately distorted product classification												(b)(3)
Other												(b)(3)
Total OBJ												(b)(3)

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											(b)(3)	
The product was deliberately delayed											(b)(3)	
I was discouraged from writing a product											(b)(3)	
The analytic line was dictated to me											(b)(3)	
The main analytic line was changed without sufficient justification, argumen											(b)(3)	
Judgements, sourcing, and/or confidence levels were mischaracterized or re											(b)(3)	NA after F
A briefer mischaracterized the assessment/product to a consumer											(b)(3)	
An internal IC element/CCMD senior mischaracterized the assessment/prod											(b)(3)	
My comments or dissent on a product were distorted or suppressed											(b)(3)	
Other											(b)(3)	
Total OBJ											(b)(3)	

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										(b)(3)		
I was discouraged from writing a product										(b)(3)		
My analytic line was dictated to me										(b)(3)		
The main analytic line of my product was deliberately changed during review										(b)(3)		
Analytic points, supporting evidence, and/or confidence levels in my produc										(b)(3)		
A briefer either suppressed or misrepresented the analysis										(b)(3)		NA after FY19
An internal agency senior changed, deleted, or added minor analytic points :										(b)(3)		
My comments or dissent on a product were suppressed or distorted										(b)(3)		
Other										(b)(3)		
Total OBJ										(b)(3)		

Question wording changed in 2021

Question responses changed in 2021

What feedback or explanation did you receive on this matter?

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

New question added in 2019

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
I was told my product did not meet threshold and/or was not a high enoug										(b)(3)		
I was told my logical argumentation was flawed or not convincing										(b)(3)		
I was told the sourcing I relied on was not reliable, complete, or persuasive										(b)(3)		
I was told that dissent was not accepted in this instance because it did not r										(b)(3)		

I was told that concurrence from a particular agency or office was required for my analysis to be approved  
 I was told that my analysis was changed or deleted so that the product would not be approved  
 I was told additional/special compartmented information (which I do not have) was required for my analysis to be approved  
 I was told my assessment was policy prescriptive  
 I was told that my product did not meet appropriate tradecraft standards  
 I was told that my analysis was changed or deleted in response to policy making  
 I was told that my analysis was changed in response to differing views from other analysts  
 I was told that my analysis was too complicated or technical and has to be simplified  
 I did not receive any feedback or explanation as to why my product was distorted

(b)(3)

NA after FY19

Total OBJ

**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												(b)(3)
Manager/supervisor within my IC element/CCMD												(b)(3)
Reviewer within my IC element/CCMD												(b)(3)
Senior executive/military officer within my IC element/CCMD												(b)(3)
Intelligence professional from another IC element/CCMD												(b)(3)
Intelligence professional at an ODN component (NIC, NIM, PDB, etc.)												(b)(3)
Other												(b)(3)
Total OBJ												(b)(3)

**Question wording changed in 2021**

**Question responses changed in 2021**

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analyst within my IC element/CCMD											(b)(3)	
Manager/supervisor within my IC element/CCMD											(b)(3)	
Reviewer within my IC element/CCMD											(b)(3)	
Senior executive within my IC element/CCMD											(b)(3)	
Intelligence professional from another IC element/CCMD											(b)(3)	
Intelligence professional at an ODN component (NIC, NIM, PDB, etc.)											(b)(3)	
US Government official outside of the IC											(b)(3)	
Other											(b)(3)	
Total OBJ											(b)(3)	

NA after FY19

**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										(b)(3)		
First-level manager										(b)(3)		
Mid-level/Senior supervisor within your IC element										(b)(3)		
Non-supervisory internal analyst reviewer (e.g., SIOs)										(b)(3)		
Non-analyst senior within your IC element										(b)(3)		
IC senior leadership										(b)(3)		
External IC colleague or supervisor										(b)(3)		
DNI element (NIC, NIM, etc.)										(b)(3)		
US government official outside the IC										(b)(3)		
Editor or senior reviewer of an IC publication										(b)(3)		
Other										(b)(3)		
Total OBJ										(b)(3)		

NA after FY19

**New response categories in 2018**

Source

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague									(b)(3)			
First-level manager									(b)(3)			
Mid-level/Senior supervisor within your IC element									(b)(3)			
External colleague									(b)(3)			
Non-intelligence senior									(b)(3)			
External IC supervisor									(b)(3)			
Non-supervisory reviewer									(b)(3)			
DNI element (NIC, NIM, etc.)									(b)(3)			
US government official outside the IC									(b)(3)			
Other									(b)(3)			
Total OBJ									(b)(3)			

NA after FY18

**Original response categories**

Source

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Non-supervisory professional within your IC element									(b)(3)			
Supervisor within your IC element									(b)(3)			
Intelligence professional outside your IC element									(b)(3)			
US government official outside the IC									(b)(3)			
Other									(b)(3)			
Total OBJ									(b)(3)			

NA after FY17

**Question wording changed in 2022**

**Question wording changed in 2021**

**Question responses changed in 2021**

**Question design changed in 2021**

In your perception, to what extent were the following factors a motive for your most 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											(b)(3)	
Somewhat a factor											(b)(3)	
A moderate factor											(b)(3)	
An important factor											(b)(3)	
Unsure											(b)(3)	

Total OBJ

28 55

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											(b)(3)	
Somewhat a factor											(b)(3)	
A moderate factor											(b)(3)	
An important factor											(b)(3)	
Unsure											(b)(3)	
Total OBJ											(b)(3)	

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											(b)(3)	
Somewhat a factor											(b)(3)	
A moderate factor											(b)(3)	
An important factor											(b)(3)	
Unsure											(b)(3)	
Total OBJ											(b)(3)	

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											(b)(3)	
Somewhat a factor											(b)(3)	
A moderate factor											(b)(3)	
An important factor											(b)(3)	
Unsure											(b)(3)	
Total OBJ											(b)(3)	

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											(b)(3)	
Somewhat a factor											(b)(3)	
A moderate factor											(b)(3)	
An important factor											(b)(3)	
Unsure											(b)(3)	
Total OBJ											(b)(3)	

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											(b)(3)	
Somewhat a factor											(b)(3)	
A moderate factor											(b)(3)	
An important factor											(b)(3)	
Unsure											(b)(3)	
Total OBJ											(b)(3)	

**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											(b)(3)	
Support views of an internal supervisor/management											(b)(3)	
Support views of internal colleague(s)											(b)(3)	
Support views of external colleague(s)											(b)(3)	
Support views of external management											(b)(3)	
Support views of government/policy official(s)											(b)(3)	
To support operational equities											NA after FY19	
To suppress information deemed embarrassing to the Department, Agency or											(b)(3)	
To prevent policymaker action or response on a topic											(b)(3)	
Not sure what the motive was											(b)(3)	
Other											(b)(3)	
Total OBJ											(b)(3)	

**New response categories in 2018**

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

**Original response categories**

Motive	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
To support supervisor within your IC element											(b)(3)	
To support IC personnel or management outside your IC element											(b)(3)	
To support government official outside the IC											(b)(3)	

I am unsure what the motive was	(b)(3)											NA after FY17
Inadvertent/unintended	(b)(3)											
To avoid conflicting with an existing analytic line	(b)(3)											
Other	(b)(3)											
Total OBJ	(b)(3)											

**Question wording changed in 2022**

<b>Did you seek assistance to address this matter?</b>												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No												(b)(3)
Yes												
Total												
MOE												

**Question wording changed in 2021**

<b>Question responses changed in 2021</b>												
<b>Did you seek assistance in dealing with this most significant experience of distortion and/or suppression of analysis?</b>												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No												(b)(3)
Yes												A after F
Total												
MOE												

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No	(b)(3)											
Yes												NA after FY19
Partially												
Total												
MOE												

**Question wording changed in 2022**

<b>Did you seek assistance from the analytic ombuds?</b>												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												(b)(3)
No												
Total OBJ												

**Question wording changed in 2021**

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

**New question added in 2019**

<b>Did you go to your IC element's ombudsman for help?</b>												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Yes												(b)(3)
No												NA after FY19
Total OBJ												

**Question wording changed in 2022**

**Question responses changed in 2022**

<b>What is the primary reason you did not seek assistance from the analytic ombuds?</b>												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Did not believe anything would change												(b)(3)
Did not know who to go to for help												
Concerns regarding retribution												
Concerns regarding confidentiality												
Concerns regarding rank, tenure, or other power imbalances among individ												
Time constraints/press of business												
I was dissuaded from seeking assistance												
Did not know a process exists for addressing the matter												
Presumed others involved would seek assistance												
Other												
Total OBJ												

**New question added in 2021**

<b>Why did you not seek assistance from your analytic ombudsman?</b>												
n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Concerns regarding retribution												(b)(3)
Concerns regarding confidentiality												
Concerns regarding rank, tenure, or other power imbalances of individual(s)												
Time constraints/press of business												A after F
Kept the issue at the management level												
Did not believe the analytic ombudsman would help												
Other												
Total OBJ												

**Question responses changed in 2022**

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

(b)  
(3)

Presumed others involved would seek assistance

Other

Total OBJ

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

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

**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									(b)(3)			
Did not believe anyone would listen												
Did not believe anything could change												
Person in question considered "senior" to me												NA after FY18
Didn't know who to go to for help												
Didn't know about Ombudsman process												
Other												
Total OBJ												

**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									(b)(3)			
Did not believe anyone would listen												
Did not believe anything could change												
Person in question considered "senior" to me												NA after FY18
Didn't know who to go to for help												
Didn't know about Ombudsman process												
Other												
Total OBJ												

**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									(b)(3)			
Did not believe anyone would listen												
Did not believe anything could change												
Person in question considered "senior" to me												NA after FY18
Didn't know who to go to for help												
Didn't know about Ombudsman process												
Other												
Total OBJ												

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									(b)(3)			
Did not believe anyone would listen												
Did not believe anything could change												
Person in question considered "senior" to me												NA after FY18
Didn't know who to go to for help												
Didn't know about Ombudsman process												
Other												
Total OBJ												

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									(b)(3)			
Did not believe anyone would listen												
Did not believe anything could change												
Person in question considered "senior" to me												NA after FY18
Didn't know who to go to for help												
Didn't know about Ombudsman process												
Other												
Total OBJ												

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution									(b)(3)			
Did not believe anyone would listen												
Did not believe anything could change												
Person in question considered "senior" to me												NA after FY18

Didn't know who to go to for help	(b)(3)											
Didn't know about Ombudsman process	(b)(3)											
Other	(b)(3)											
Total OBJ	(b)(3)											

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Fear of retribution	(b)(3)											
Did not believe anyone would listen	(b)(3)											
Did not believe anything could change	(b)(3)											
Person in question considered "senior" to me	(b)(3)											
Didn't know who to go to for help	(b)(3)											
Didn't know about Ombudsman process	(b)(3)											
Other	(b)(3)											
Total OBJ	(b)(3)											

**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	(b)(3)											
No	(b)(3)											
Total	(b)(3)											
MOE	(b)(3)											

**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	(b)(3)											
No	(b)(3)											
Total	(b)(3)											
MOE	(b)(3)											

**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	(b)(3)											
Promote awareness of the analytic ombuds as a resource to address concern	(b)(3)											
Consistent and transparent product review and feedback practices	(b)(3)											
Consistent and transparent product coordination practices	(b)(3)											
Communication, guidance, and strategic messaging about the Analytic Stanc	(b)(3)											
Leadership commitment to preserve objective analysis independent from pr	(b)(3)											
Address resource-to-task imbalances	(b)(3)											
Other	(b)(3)											
Total	(b)(3)											
MOE	(b)(3)											

**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	(b)(3)											
No	(b)(3)											
Total	(b)(3)											
MOE	(b)(3)											

**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	(b)(3)											
No	(b)(3)											
Total	(b)(3)											
MOE	(b)(3)											

**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	(b)(3)											
No	(b)(3)											
Total	(b)(3)											
MOE	(b)(3)											

**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	(b)(3)											
No	(b)(3)											
Total	(b)(3)											
MOE	(b)(3)											

**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	(b)(3)											
A mixed performance	(b)(3)											
Unsatisfactory	(b)(3)											
No opinion	(b)(3)											
Total	(b)(3)											
MOE	(b)(3)											

**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												(b)(3)
Levels of review												(b)(3)
Threshold for publication												(b)(3)
Pressure to reach consensus, including distorting or suppressing analysis of :												(b)(3)
Pressure to maintain the existing analytic line or status quo on a topic												(b)(3)
Efforts to distort or suppress analysis due to considerations regarding the co												(b)(3)
Information sharing constraints, including compartmentalization												(b)(3)
Other												(b)(3)
Total												(b)(3)
MOE												(b)(3)

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												(b)(3)
A mixed performance												(b)(3)
Unsatisfactory												(b)(3)
No opinion												(b)(3)
Total												(b)(3)
MOE												(b)(3)

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												(b)(3)
Levels of review												(b)(3)
Threshold for publication												(b)(3)
Pressure to reach consensus, including distorting or suppressing analysis of :												(b)(3)
Pressure to maintain the existing analytic line or status quo on a topic												(b)(3)
Efforts to distort or suppress analysis due to considerations regarding the co												(b)(3)
Information sharing constraints, including compartmentalization												(b)(3)
Other												(b)(3)
Total												(b)(3)
MOE												(b)(3)

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												(b)(3)
2 - 3												(b)(3)
4 - 5												(b)(3)
More than 5												(b)(3)
Unsure												(b)(3)
Total												(b)(3)
MOE												(b)(3)

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												(b)(3)
Frequently												(b)(3)
Sometimes												(b)(3)
Rarely												(b)(3)
Never												(b)(3)
Not applicable to my work role												(b)(3)
Total												(b)(3)
MOE												(b)(3)

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												(b)(3)
Difficulty building or maintaining a network with all pertinent subject matte:												(b)(3)
Overlapping roles or "lanes in the road"												(b)(3)
Efforts to distort or suppress the analysis												(b)(3)
Adjudicating differing perspectives												(b)(3)
Pressure to reach consensus												(b)(3)
Information sharing constraints												(b)(3)
Time constraints												(b)(3)
Pressure to incorporate input from non-analytic elements												(b)(3)
No challenges												(b)(3)
Not applicable to my work role												(b)(3)
Other												(b)(3)
Total												(b)(3)
MOE												(b)(3)

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												(b)(3)
Difficulty building or maintaining a network with all pertinent subject matte:												(b)(3)
Overlapping roles or "lanes in the road"												(b)(3)
Efforts to distort or suppress the analysis												(b)(3)
Pressure to reach consensus												(b)(3)
Information sharing constraints												(b)(3)
Time constraints												(b)(3)

A after F



Pressure to incorporate input from non-analytic elements	(b)(3)
Other	
Total	
MOE	

**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										(b)(3)		
No												
Not applicable to my work role												
Total												
MOE												

**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									(b)(3)			
Yes										NA after FY18		
Total												
MOE												

**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										(b)(3)		
Frequently												
Sometimes												
Rarely												
Never												
Total												
MOE												

**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									(b)(3)			
Usually												
Sometimes												
Rarely												
Never												
Total												
MOE												

**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												(b)(3)
Product template constraints												
Perceived to undermine confidence in the analytic judgments												
Perceived as not relevant or did not add value to the product												
Perceived that the consumer would be averse to alternatives												
Other												
Total												
MOE												

**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												(b)(3)
Product template constraints												
It was perceived as not relevant or did not add value to the product												
It was discouraged or removed by reviewer												
It was perceived the customer would be averse to inclusion of alternatives												
Total												
MOE												

**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												(b)(3)
Perception that the consumer is averse to products conveying differing view												
Perception that differing views undermine the main analytic judgement												
Pressure to reach consensus												
Difficulty adjudicating conflicting input												
Policies delineating lead, collaboration, and coordination roles												
Information sharing constraints, including compartmentalization												
No challenges												
Not applicable to my work role												
Other												
Total												
MOE												

**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											(b)(3)	

No	(b)(3)											A after F
Total												

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	(b)(3)											A after F
No												
Total												

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	(b)(3)											A after F
No												
Total												

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	(b)(3)											
Independent of political considerations												
Timely												NA after F
Based on all available sources of intelligence information												
Implements and exhibits Analytic Tradecraft Standards												
Other												
Total OBJ												

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	(b)(3)											
Yes												A after F
Partially												
Total												
MOE												

Question not asked in 2022

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

n	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No	(b)(3)											
Yes												
Partially												NA after FY19
Total												
MOE												

**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										(b)(3)		
Manager of analysts												
Analytic enabler												
Other												
Total												

**Original response categories**

What is your work role?

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Manager of analysts										(b)(3)		
Analyst											NA after FY18	
Other (new in 2017)												
Total												

**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										(b)(3)		
5 - 9 years												
10 - 19 years												
20 years or more												
Total												

**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											(b)(3)	
No												
Total												

**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										(b)(3)		
Yes, I suspect but am not sure it has occurred											NA after FY19	
No												
Total												

**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										(b)(3)		
Yes											NA after FY18	
Total												

**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)											(b)(3)	
Frequently (weekly or monthly)												
Occasionally (more than twice but less than monthly)												
Rarely (Once or twice)												
Total												

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

**Question wording changed in 2019**

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

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

**New response categories in 2018**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Constantly (Daily)										(b)(3)		
Frequently (Consistently, on a weekly or monthly basis)											NA after FY18	
Occasionally (Up to 4 times per year)												
Rarely (1-2 times a year)												
Total												

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	(b)(3)							NA after FY17				
Twice	(b)(3)							NA after FY17				
Three times	(b)(3)							NA after FY17				
More than three times	(b)(3)							NA after FY17				
Total	(b)(3)							NA after FY17				

New question added in 2022

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Analytic Standard A - Objective	(b)(3)											
Analytic Standard B - Independent of political consideration	(b)(3)											
Analytic Standard C - Timely	(b)(3)											
Analytic Standard D - Based on all available sources of intelligence informati	(b)(3)											
Analytic Standard E - Implements and exhibits Analytic Tradecraft Standards	(b)(3)											
Other	(b)(3)											
Total	(b)(3)											

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	(b)(3)											
A changed analytic line absent sufficient sourcing or argumentation	(b)(3)											
Distorted or suppressed judgements, sourcing, uncertainty, assumptions, or	(b)(3)											
Distorted or suppressed analysis of alternatives or dissent	(b)(3)											
Discouraged analysis/production on a particular topic absent sufficient reas	(b)(3)											
Delayed, shelved, or recalled analysis absent sufficient reasoning	(b)(3)											
Distorted or suppressed input to, or comments on, a product	(b)(3)											
Information to which I did not have access changed the analysis	(b)(3)											
Analysis mischaracterized in conveyance to a consumer	(b)(3)											
A deliberately distorted product classification	(b)(3)											
Other	(b)(3)											
Total	(b)(3)											

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	(b)(3)											
The product was deliberately delayed	(b)(3)											
I was discouraged from writing a product	(b)(3)											
The analytic line was dictated to me	(b)(3)											
The main analytic line was changed without sufficient justification, argumen	(b)(3)											
Judgements, sourcing, and/or confidence levels were mischaracterized or re	(b)(3)											
A briefer mischaracterized the assessment/product to a consumer	(b)(3)											
An internal IC element/CCMD senior mischaracterized the assessment/prod	(b)(3)											
My comments or dissent on a product were distorted or suppressed	(b)(3)											
Other	(b)(3)											
Total	(b)(3)											

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	(b)(3)											
I was discouraged from writing a product	(b)(3)											
My analytic line was dictated to me	(b)(3)											
The main analytic line of my product was deliberately changed during review	(b)(3)											
Analytic points, supporting evidence, and/or confidence levels in my produc	(b)(3)											
A briefer either suppressed or misrepresented the analysis	(b)(3)											
An internal agency senior changed, deleted, or added minor analytic points	(b)(3)											
My comments or dissent on a product were suppressed or distorted	(b)(3)											
Other	(b)(3)											
Total	(b)(3)											

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	(b)(3)											
The analysis did not meet threshold or priority for publication	(b)(3)											
The analysis did not meet one or more of the analytic tradecraft standards	(b)(3)											
Dissent or alternative analysis was not accepted	(b)(3)											
Concurrence from a particular component was required for publication	(b)(3)											
Content was changed or deleted to better meet customer needs	(b)(3)											
Content was changed or deleted because of differing views from the field	(b)(3)											
Content was changed or deleted because it was too long, complicated, or te	(b)(3)											
Information to which I do not have access changed the analysis	(b)(3)											
The assessment was policy prescriptive	(b)(3)											
Other	(b)(3)											
Total	(b)(3)											

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	(b)(3)											
I was told my logical argumentation was flawed or not convincing	(b)(3)											
I was told the sourcing I relied on was not reliable, complete, or persuasive	(b)(3)											
I was told that dissent was not accepted in this instance because it did not r	(b)(3)											

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

(b)(3)

NA after FY19

**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											(b)(3)	
Manager/supervisor within my IC element/CCMD												
Reviewer within my IC element/CCMD												
Senior executive/military officer within my IC element/CCMD												
Intelligence professional from another IC element/CCMD												
Intelligence professional at an ODN component (NIC, NIM, PDB, etc.)												
Other												
Total												

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

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

**Source**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague											(b)(3)	
First-level manager												
Mid-level/Senior supervisor within your IC element												
Non-supervisory internal analyst reviewer (e.g., SIOs)												
Non-analyst senior within your IC element												
IC senior leadership												
External IC colleague or supervisor												
DNI element (NIC, NIM, etc.)												
US government official outside the IC												
Editor or senior reviewer of an IC publication												
Other												
Total												

**New response categories in 2018**

**Source**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Internal colleague											(b)(3)	
First-level manager												
Mid-level/Senior supervisor within your IC element												
External colleague												
Non-intelligence senior												
External IC supervisor												
Non-supervisory reviewer												
DNI element (NIC, NIM, etc.)												
US government official outside the IC												
Other												

**Original response categories**

**Source**

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Non-supervisory professional within your IC element											(b)(3)	
Supervisor within your IC element												
Intelligence professional outside your IC element												
US government official outside the IC												
Other												

**Question wording changed in 2022**

**Question wording changed in 2021**

**Question responses changed in 2021**

**Question design changed in 2021**

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

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

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

(b)(3)

Total

(b)(3)

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										(b)(3)		
Somewhat a factor										(b)(3)		
A moderate factor										(b)(3)		
An important factor										(b)(3)		
Unsure										(b)(3)		
Total										(b)(3)		

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										(b)(3)		
Somewhat a factor										(b)(3)		
A moderate factor										(b)(3)		
An important factor										(b)(3)		
Unsure										(b)(3)		
Total										(b)(3)		

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										(b)(3)		
Somewhat a factor										(b)(3)		
A moderate factor										(b)(3)		
An important factor										(b)(3)		
Unsure										(b)(3)		
Total										(b)(3)		

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										(b)(3)		
Somewhat a factor										(b)(3)		
A moderate factor										(b)(3)		
An important factor										(b)(3)		
Unsure										(b)(3)		
Total										(b)(3)		

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										(b)(3)		
Somewhat a factor										(b)(3)		
A moderate factor										(b)(3)		
An important factor										(b)(3)		
Unsure										(b)(3)		
Total										(b)(3)		

**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										(b)(3)		
Support views of an internal supervisor/management										(b)(3)		
Support views of internal colleague(s)										(b)(3)		
Support views of external colleague(s)										(b)(3)		
Support views of external management										(b)(3)		
Support views of government/policy official(s)										(b)(3)		
To support operational equities										(b)(3)		
To suppress information deemed embarrassing to the Department, Agency or										(b)(3)		
To prevent policymaker action or response on a topic										(b)(3)		
Not sure what the motive was										(b)(3)		
Other										(b)(3)		
Total										(b)(3)		

**New response categories in 2018**

Motive

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Maintain existing analytic line									(b)(3)			
Support views of internal supervisor/management									(b)(3)			
Support views of internal colleague									(b)(3)			
Support views of external colleague									(b)(3)			
Support views of external management									(b)(3)			
Support views of government/policy official									(b)(3)			
To support increase/decrease of resources for operational, military or USG f									(b)(3)			
Unintentional									(b)(3)			
Unsure what the motive was									(b)(3)			
Other									(b)(3)			
To suppress information deemed embarrassing to the Department, Agency or									(b)(3)			
To prevent policymaker action/response									(b)(3)			

**Original response categories**

Motive

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
To support supervisor within your IC element									(b)(3)			
To support IC personnel or management outside your IC element									(b)(3)			
To support government official outside the IC									(b)(3)			

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

(b)(3)

NA after FY17

**Question wording changed in 2022**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No											(b)(3)	(b)(3)
Yes												

**Question wording changed in 2021**

**Question responses changed in 2021**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
No											(b)(3)	(b)(3)
Yes												NA after F

**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											(b)(3)	(b)(3)
Yes (Yes/Partially)												NA after FY19
Total												

**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											(b)(3)	(b)(3)
No												
Total												

**Question wording changed in 2021**

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

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

**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											(b)(3)	(b)(3)
No												NA after FY19
Total												

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

**New question added in 2021**

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

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

**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											(b)(3)	(b)(3)
Did not know who to go to for help												
Concerns regarding retribution												
Concerns regarding confidentiality												
Concerns regarding rank, tenure, or other power imbalances among individual												
Time constraints/press of business												
I was dissuaded from seeking assistance												
Did not know a process exists for addressing the matter												

(b)(3)

Presumed others involved would seek assistance  
 Other  
 Total

**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										(b)(3)		
Did not know who to go to for help										(b)(3)		
Concerns regarding retribution										(b)(3)		
Concerns regarding confidentiality										(b)(3)		
Concerns regarding rank, tenure, or other power imbalances of individual(s) i										(b)(3)		
Time constraints/press of business										(b)(3)		
Other										(b)(3)		
Total										(b)(3)		

A after F

**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										(b)(3)		
Concerns about the lack of confidentiality										(b)(3)		
Did not believe anything would change										(b)(3)		
Person in question was considered "senior" to me										(b)(3)		
Didn't know who to go to for help										(b)(3)		
Other										(b)(3)		
Total										(b)(3)		

NA after FY19

**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								(b)(3)				
Did not believe anyone would listen								(b)(3)				
Did not believe anything could change								(b)(3)				
Person in question considered "senior" to me								(b)(3)				
Didn't know who to go to for help								(b)(3)				
Didn't know about Ombudsman process								(b)(3)				
Other								(b)(3)				

NA after FY18

**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								(b)(3)				
Did not believe anyone would listen								(b)(3)				
Did not believe anything could change								(b)(3)				
Person in question considered "senior" to me								(b)(3)				
Didn't know who to go to for help								(b)(3)				
Didn't know about Ombudsman process								(b)(3)				
Other								(b)(3)				

NA after FY18

**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								(b)(3)				
Did not believe anyone would listen								(b)(3)				
Did not believe anything could change								(b)(3)				
Person in question considered "senior" to me								(b)(3)				
Didn't know who to go to for help								(b)(3)				
Didn't know about Ombudsman process								(b)(3)				
Other								(b)(3)				

NA after FY18

**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								(b)(3)				
Did not believe anyone would listen								(b)(3)				
Did not believe anything could change								(b)(3)				
Person in question considered "senior" to me								(b)(3)				
Didn't know who to go to for help								(b)(3)				
Didn't know about Ombudsman process								(b)(3)				
Other								(b)(3)				

NA after FY18

**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								(b)(3)				
Did not believe anyone would listen								(b)(3)				
Did not believe anything could change								(b)(3)				
Person in question considered "senior" to me								(b)(3)				
Didn't know who to go to for help								(b)(3)				
Didn't know about Ombudsman process								(b)(3)				
Other								(b)(3)				

NA after FY18

**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								(b)(3)				
Did not believe anyone would listen								(b)(3)				
Did not believe anything could change								(b)(3)				
Person in question considered "senior" to me								(b)(3)				

NA after FY18



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

(b)(3)

**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								(b)(3)				
Did not believe anyone would listen								(b)(3)				
Did not believe anything could change								(b)(3)				
Person in question considered "senior" to me								(b)(3)				
Didn't know who to go to for help								(b)(3)				
Didn't know about Ombudsman process								(b)(3)				
Other								(b)(3)				

NA after FY18

**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											(b)(3)	
No											(b)(3)	
Total											(b)(3)	

**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											(b)(3)	
No											(b)(3)	
Total											(b)(3)	

**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											(b)(3)	
Promote awareness of the analytic ombuds as a resource to address concern											(b)(3)	
Consistent and transparent product review and feedback practices											(b)(3)	
Consistent and transparent product coordination practices											(b)(3)	
Communication, guidance, and strategic messaging about the Analytic Stanc											(b)(3)	
Leadership commitment to preserve objective analysis independent from p											(b)(3)	
Address resource-to-task imbalances											(b)(3)	
Other											(b)(3)	
Total											(b)(3)	

**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											(b)(3)	
No											(b)(3)	
Total											(b)(3)	

**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 33
Yes											(b)(3)	
No											(b)(3)	
Total											(b)(3)	

**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											(b)(3)	
No											(b)(3)	
Total											(b)(3)	

**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											(b)(3)	
No											(b)(3)	
Total											(b)(3)	

**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											(b)(3)	
A mixed performance											(b)(3)	
Unsatisfactory											(b)(3)	
No opinion											(b)(3)	
Total											(b)(3)	

**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											(b)(3)	
Levels of review											(b)(3)	
Threshold for publication											(b)(3)	
Pressure to reach consensus, including distorting or suppressing analysis of :											(b)(3)	
Pressure to maintain the existing analytic line or status quo on a topic											(b)(3)	
Efforts to distort or suppress analysis due to considerations regarding the cc											(b)(3)	
Information sharing constraints, including compartmentalization											(b)(3)	
Other											(b)(3)	
Total											(b)(3)	

**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											(b)(3)	
A mixed performance											(b)(3)	
Unsatisfactory											(b)(3)	
No opinion											(b)(3)	
Total											(b)(3)	

**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											(b)(3)	
Levels of review											(b)(3)	
Threshold for publication											(b)(3)	
Pressure to reach consensus, including distorting or suppressing analysis of :											(b)(3)	
Pressure to maintain the existing analytic line or status quo on a topic											(b)(3)	
Efforts to distort or suppress analysis due to considerations regarding the cc											(b)(3)	
Information sharing constraints, including compartmentalization											(b)(3)	
Other											(b)(3)	
Total											(b)(3)	

**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											(b)(3)	
2 - 3											(b)(3)	
4 - 5											(b)(3)	
More than 5											(b)(3)	
Unsure											(b)(3)	
Total											(b)(3)	

**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											(b)(3)	
Frequently											(b)(3)	
Sometimes											(b)(3)	
Rarely											(b)(3)	
Never											(b)(3)	
Not applicable to my work role											(b)(3)	
Total											(b)(3)	

**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											(b)(3)	
Difficulty building or maintaining a network with all pertinent subject matter											(b)(3)	
Overlapping roles or "lanes in the road"											(b)(3)	
Efforts to distort or suppress the analysis											(b)(3)	
Adjudicating differing perspectives											(b)(3)	
Pressure to reach consensus											(b)(3)	
Information sharing constraints											(b)(3)	
Time constraints											(b)(3)	
Pressure to incorporate input from non-analytic elements											(b)(3)	
No challenges											(b)(3)	
Not applicable to my work role											(b)(3)	
Other											(b)(3)	
Total											(b)(3)	

**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											(b)(3)	
Difficulty building or maintaining a network with all pertinent subject matter											(b)(3)	
Overlapping roles or "lanes in the road"											(b)(3)	
Efforts to distort or suppress the analysis											(b)(3)	
Pressure to reach consensus											(b)(3)	
Information sharing constraints											(b)(3)	
Time constraints											(b)(3)	

Pressure to incorporate input from non-analytic elements  
 Other  
 Total

(b)(3)

**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										(b)(3)		
No										(b)(3)		
Not applicable to my work role										(b)(3)		
Total										(b)(3)		

**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										(b)(3)		
Yes										(b)(3)		
Total										(b)(3)		

NA after FY18

**Question responses changed in 2019**

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

%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022
Always										(b)(3)		
Frequently										(b)(3)		
Sometimes										(b)(3)		
Rarely										(b)(3)		
Never										(b)(3)		
Total										(b)(3)		

**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										(b)(3)		
Usually										(b)(3)		
Sometimes										(b)(3)		
Rarely										(b)(3)		
Never										(b)(3)		
Total										(b)(3)		

NA after FY18

**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										(b)(3)		
Product template constraints										(b)(3)		
Perceived to undermine confidence in the analytic judgments										(b)(3)		
Perceived as not relevant or did not add value to the product										(b)(3)		
Perceived that the consumer would be averse to alternatives										(b)(3)		
Other										(b)(3)		
Total										(b)(3)		

**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										(b)(3)		
Product template constraints										(b)(3)		
It was perceived as not relevant or did not add value to the product										(b)(3)		
It was discouraged or removed by reviewer										(b)(3)		
It was perceived the customer would be averse to inclusion of alternatives										(b)(3)		
Total										(b)(3)		

(b)(3)

NA after F

**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										(b)(3)		
Perception that the consumer is averse to products conveying differing view										(b)(3)		
Perception that differing views undermine the main analytic judgement										(b)(3)		
Pressure to reach consensus										(b)(3)		
Difficulty adjudicating conflicting input										(b)(3)		
Policies delineating lead, collaboration, and coordination roles										(b)(3)		
Information sharing constraints, including compartmentalization										(b)(3)		
No challenges										(b)(3)		
Not applicable to my work role										(b)(3)		
Other										(b)(3)		
Total										(b)(3)		

(b)(3)

**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										(b)(3)		

(b)(3)

NA after F

No												(b)(3)	A after F
Total												(b)(3)	
<b>Question not asked in 2022</b>													
<b>New question added in 2021</b>													
<b>In the past year, were you involved in domestic extremism-related intelligence analysis?</b>													
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022	
Yes												(b)(3)	A after F
No												(b)(3)	
Total												(b)(3)	
<b>Question not asked in 2022</b>													
<b>New question added in 2021</b>													
<b>In the past year, were you involved in border security-related intelligence analysis?</b>													
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022	
Yes												(b)(3)	A after F
No												(b)(3)	
Total												(b)(3)	
<b>Question not asked in 2022</b>													
<b>New question added in 2021</b>													
<b>When considering your most significant experience of distortion and/or suppression of analysis, which of the following was the primary Analytic Standard Violated?</b>													
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022	
Objective												(b)(3)	
Independent of political considerations												(b)(3)	
Timely												(b)(3)	A after F
Based on all available sources of intelligence information												(b)(3)	
Implements and exhibits Analytic Tradecraft Standards												(b)(3)	
Other												(b)(3)	
Total												(b)(3)	
<b>Question not asked in 2022</b>													
<b>Question wording changed in 2021</b>													
<b>Was the assistance effective in resolving the issue?</b>													
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022	
No												(b)(3)	A after F
Yes/Partially												(b)(3)	
Total												(b)(3)	
<b>Question not asked in 2022</b>													
<b>Did you receive assistance that was effective in resolving the problem?</b>													
%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022	
No												(b)(3)	
Yes/Partially												(b)(3)	NA after FY19
Total												(b)(3)	