(U) The PDB Handbook (A Guide)

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(U) Welcome to the President's Daily Briefing Handbook.

(U//~~FOUO~~) This resource is intended to provide analysts and managers a comprehensive overview of the PDB and guidance on how to successfully navigate the PDB process. The Handbook includes sections discussing PDB customers and products as well as process and tradecraft issues, such as sourcing and stylistic conventions. If you have comments or suggestions to improve the PDB Handbook, please contact the PDB Staff.

(U) A Note on the PDB Handbook

(U) This Handbook is intended to answer many of the questions that analysts will ask as they set out to draft PDB items and to navigate the rigors of the review process. It covers topics ranging from deadlines to formats, from background notes to sourcing, and from graphics to stylistic conventions. In addition, it is linked to a highly readable quick reference guide drafted by the head of the DNI PDB staff that provides additional insights on key issues.

(U) If a guide like this is needed, it is because writing for the President is not and never has been easy. The bar is set high because not all issues are Presidential, our readers are knowledgeable, and the expectation of all is that our products will be of the highest possible quality. If we are to fulfill our mission, our judgments must be clear and our evidence must be compelling. Our work must build on previous pieces, be well sourced, and be fully coordinated.

(U) This version of the Handbook reflects a number of format and procedural changes made to the PDB in the past several months. There now is greater (b)(3)
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(U) This Handbook, like the PDB and the PDB briefing, will continue to evolve. What will not, however, is the PDB's role as the Intelligence Community's premier daily intelligence product.

Contents

(U) DEADLINES

(U//~~FOUO~~) We ask that you observe PDB deadlines to help us plan the content of the book and ensure adequate time for drafting, coordination, and review. In addition, please let the PDB staff know if you will not be able to deliver a piece on time. (b)(3)
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- Pieces (b)(3)
  (b)(3)
  (b)(3)

- Pieces that are (b)(3) are due by COB (b)(3)
  A piece (b)(3) scheduled for (b)(3)
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- Memos and senior executive products, that is, (b)(3)
  (b)(3)
  (b)(3) that are not time-sensitive will be
  edited and reviewed as the demands of the PDB staff permit.

- Pieces (b)(3) normally will appear as (b)(3) The deadline for
  submitting (b)(3)

(U) Our deadlines should not stand in the way of your writing on a breaking development. Most (b)(3)
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(U//~~FOUO~~) When the President travels overseas, production deadlines are adjusted to ensure he sees pieces in a timely manner. In such cases, the PDB staff will send a note to production offices informing them of the altered deadlines and any specific requirements, (b)(3)
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(U//~~FOUO~~) PDB (b)(3) The PDB

(b)(3) ████████████████████████████████ If additional time is required, please contact the briefer and the PDB staff.

(U) CUSTOMERS

(U) PDB Briefings

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(U//~~FOUO~~) Briefers welcome analyst prebriefs, which generally occur at (b)(3) on the day a piece is running. In advance of appearing at (b)(3) analysts should call the (b)(3)
(b)(3) to ensure their pieces are still in the lineup for that day's book. To avoid confusion among articles on similar topics provide the (b)(3) ██████████████████ (b)(3) ████
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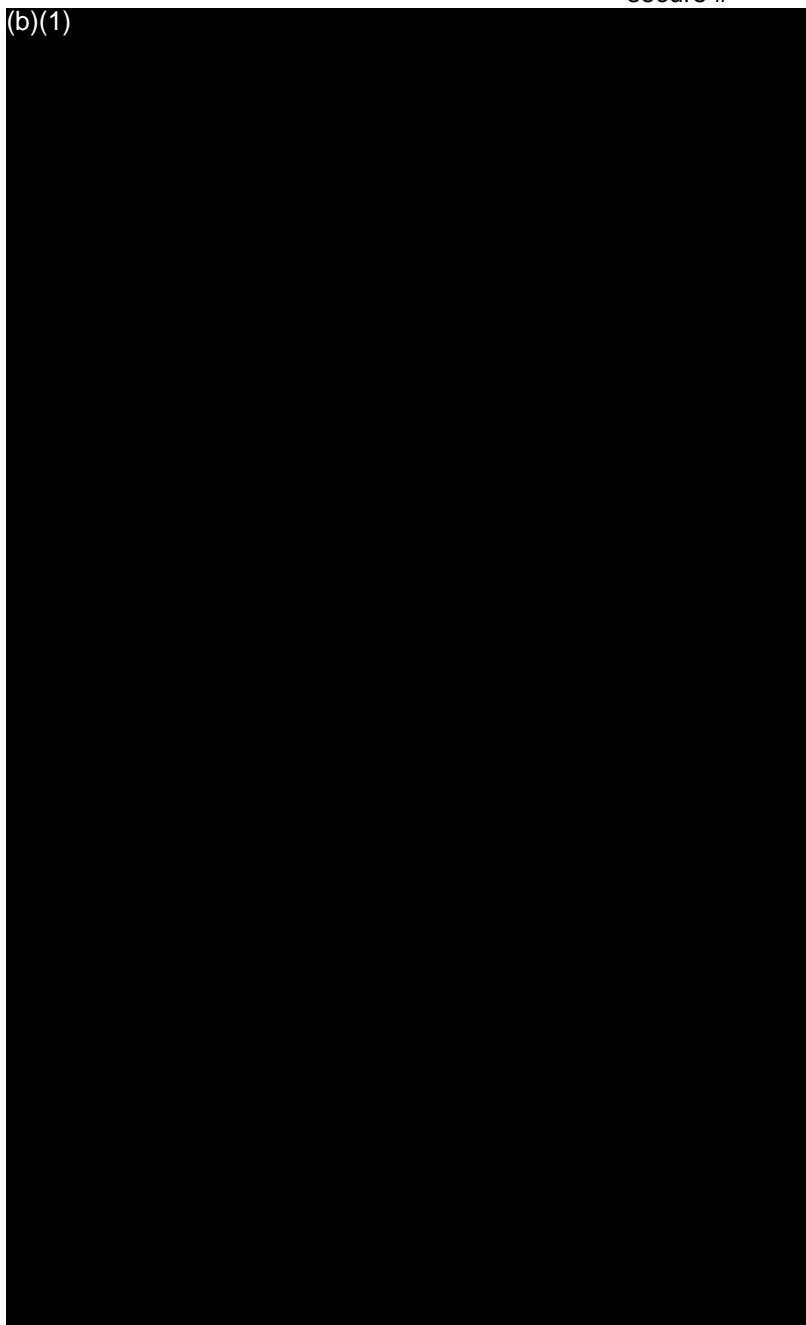
- In addition to the written products, (b)(3) ██████████████████ to the (b)(3) ██████
(b)(3) ██████████████ focusing on key issues.

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Last updated: **8 October 2015**

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(U) PDB Threshold

(U//~~FOUO~~) Even though the PDB is (b)(3)

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(U) Consider the following:

(U) Presidential agenda or interest

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(U) New and important developments

(U//~~FOUO~~) (b)(3)

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(U) Warning or threat

(U//~~FOUO~~) (b)(3)

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(U) Secrets

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(U) Opportunities

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(U) PRODUCTS

(U) PDBs

(U//~~FOUO~~) The content determines the length of a piece. An item should be as long as it needs to be but as short as it can be.

- Each PDB item appears separately using a common, single-column format.

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- All PDB products, regardless of their length, as part of the attribution also note in alphabetical order the agencies or other entities whose material was used. (b)(3) ████████
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- In drafting PDB pieces, use the appropriate templates, which include the (b)(3) ████████
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  (b)(3) █████████████████ templates. (b)(3) ███████████████
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(U) Pieces have no fixed length. Most articles should be about a page in length. (b)(3) ██████████
(b)(3) ██ can be up to two and one-half pages in length. All pieces must be as concise as possible.

- Subheadings can enhance readability, particularly in the case of longer pieces. If a draft exceeds two pages, it may benefit from a subhead.

(U) The building blocks of PDB pieces are paragraphs and bullets. In drafting paragraphs, we take into consideration logic as well as appearance. Paragraphs usually are no more than two or three sentences in length, which promotes readability.

- Paragraphs need not have bullets but usually do. We generally limit the number of bullets under a paragraph to three or four to avoid the appearance of talking points, but this is not a hard and fast rule. Bullets must relate to the paragraph they follow, whether explaining a judgment or, more likely, presenting evidence. Factual bullets are sourced. The text introducing bullets normally ends with a period, not a colon.

- We usually do not use bold face or italics to highlight sentences or to distinguish analysis from fact.

- (b)(3) ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ you must include them in your drafts, together with sourcing endnotes. (b)(3) ▮▮▮▮
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- You may include (b)(3) ▮▮▮ on a related issue or that expands on a point in your piece.

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- All drafts should be submitted with portion markings, sourcing endnotes, and sources.

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- (b)(3) The deadline for submission of an (b)(3) is (b)(3) This deadline provides the minimum amount of time needed to format your piece and to give a briefer time to review it.

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(U) PDB Graphics

(U) Charts, images, maps, photos, and other graphics are an integral part of every PDB briefing.

(U) Most accompany PDB texts or memos, but some are (b)(3)
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(b)(3) Quality graphics take time, so it is important to start work on them early. (b)(3)
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- Use graphics to reinforce, but not repeat, your main message.

- Keep graphics simple. (b)(3)
  (b)(3) Cut unneeded detail. Consult the PDB staff if you are considering a graphic with multiple pages.

- Avoid text-laden graphics. Most verbiage belongs in the main text or the background note, not in the graphic. (b)(3)

- Ensure that data used in graphics are current, accurate, and consistent with material presented in the text.

- Do not assume the reader will view the main text before the graphic. Expand acronyms if they are obscure and use titles of officials on first use unless the titles are known. Avoid technical jargon.

- Identify copyrighted photos and other material. Most private photo suppliers are entitled to royalties. Consult specialists to find appropriate imagery.

- Include a short methodological statement if helpful. (b)(3) (b)(3)

- Ensure all graphics have an overall title and an overall classification and that paragraphs of text are portion marked. Each cell of a matrix need not be portion marked. In addition, provide any sources.

- Reviewers may find some graphics too detailed or otherwise (b)(3) (b)(3)

(U) Indicate your cartographic, design, and other graphic needs when you first propose your piece in (b)(3)

(U) You can consult with graphics specialists by calling the (b)(3)
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- Supply the graphics designers and cartographers with the raw material they will need to do their job. Send textual graphics in a (b)(3) file and charts in an (b)(3) avoiding stacked bar charts. (b)(3)
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  (b)(3) Work with your agency representatives on the DNI/PDB Staff to obtain graphics support.

- Get back to your designer or cartographer as soon as possible after you have received the final graphic for approval. Until you have approved the graphic, your piece cannot go to the senior reviewer.

(U) PDB Background Notes

(U) Background notes provide useful supplemental information on PDB issues.

(U) They are required for all items to be used with the President. At the author's discretion, background notes also may be prepared for use with (b)(3)

- Background notes must be concise. They should not exceed three or four pages.

- The background note template provides a roadmap and guidance for what is required. Because these requirements change over time, please use the template anew each time. Do not just cut and paste previous background notes.

- Short answers to more questions are more useful than long answers to fewer questions.

- Do not attach longer papers written on a topic in lieu of background information. Attaching a (b)(3) on occasion may be appropriate.

(U) Background notes should be fully coordinated and reviewed prior to submission. (b)(3)
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(b)(3) The PDB staff does not formally edit background notes, but reviewers may request changes to them to clarify or amplify points. They also may move material from them into the main text or vice versa.

- Most senior reviewers will not begin work on a piece until the background note is in hand, so you will want, at a minimum, to send a preliminary draft to your editor concurrently with or shortly after you submit your main text.

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Approved for release by ODNI on 10-06-2021, FOIA Case # DF-2021-00227

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(U) Sample PDB Memo

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(U) NAVIGATING THE PDB PROCESS

(U) Highlighted below are the basic steps to follow in planning and writing a PDB and in seeing it through the review process to publication. Among the most important steps are completing a (b)(3) ███████████████████████ proposal as soon as you and your managers agree on a PDB topic; submitting the draft, background note, and sources; and reading off on any changes made during the review process.

(U) Select a Step

| Step 1: | Plan your line of march and propose your piece to your management, focusing on why it meets (b)(3) █████ for the President. Once your PDB gets a formal go-ahead |

	within your office, ask your DNI/PDB representative to submit a proposal using the (b)(3) database.
Step 2:	Draft your **PDB** and any graphics, incorporating any material from coauthors and contributors. Rigorously adhere to all **deadlines**.
Step 3:	Give the draft and at least a mockup of any graphics to your first-line manager for review; make any revision needed. Begin drafting a **background note**.
Step 4:	When your first-line manager gives the go-ahead, (b)(3) your article and any graphics with all relevant internal and IC counterparts, including appropriate (b)(3) (b)(3)
Step 5:	Send any data, text, and other information required for your (b)(3) directly to the (b)(3) or ask your DNI/PDB representative to do so.
Step 6:	Post your fully coordinated draft, background note, sources, and graphic data in (b)(3) for editing by the PDB staff or ask your DNI/PDB representative to post them.
Step 7:	(b)(3) (b)(3) Authors must also wait for comments/questions from DNI-level review.
Step 8:	Confirm with your primary editor or the (b)(3) on the PDB staff that you will come in to (b)(3) . Before arriving, please call ahead to ensure your piece has not been held (b)(3) . In the case of (b)(3) note if you would like a version of your piece to run in the (b)(3)
Step 9:	After publication, please go to (b)(3) to pick up a copy of your published piece or, (b)(3)
Step 10:	(b)(3)

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(U) Guidance on PDB Authorship and Attribution

(U//FOUO) Co-authorship is encouraged in the President's Daily Brief (PDB) to ensure PDB material provides robust, thoroughly researched, well-sourced, and integrated intelligence and analysis to the President and senior consumers. There are five categories of authorship for material in the PDB—*Primary Author, Joint Author, Contributing Author, Facing Page Author, and Graphics Author*. The linked guidance below is intended to enhance transparency related to authorship and agency attribution in the PDB. The guidance provides basic descriptions of the various categories of authorship, clarifies responsibility for identifying co-authors and attribution, and differentiates authorship from coordination. Except where noted this guidance applies to PDB (b)(3)
(b)(3)

(U//FOUO) More details about the categories of PDB authorship can be found (b)(3)

(U) PDB Review

(U) All PDBs, (b)(3) **and graphics receive a thorough substantive and stylistic review before publication.**

(U//FOUO) An editor will contact you when work on your item has begun. The editor will package and forward your piece to a senior reviewer. Using the **Quality Framework** as a guide, the senior reviewer looks for clearly articulated analytic judgments, sound and logical argumentation, and effective structure.

- When looking over a piece, a senior reviewer normally will have in hand the final edited and fully coordinated text and any graphics, the background note, the original text submitted and all intermediate drafts, relevant previous pieces (b)(3) and the sources.

- The senior reviewer generally conveys comments through the PDB editor but at times works directly with the analyst to clarify points or discuss proposed language.

- When it appears that major changes are needed to a piece or that it does not meet PDB threshold, the senior reviewer may also contact a second- or third-level reviewer from the

authoring agency, generally after getting a second opinion from another senior PDB manager.

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(U//~~FOUO~~) The final review is that of the DNI or one of his deputies, (b)(3)
(b)(3) Authors should remain available to discuss changes and answer questions through all levels of review. Once your piece has cleared DNI-level review, you are free to go.

(U//~~FOUO~~) After DNI-level review, a senior editor on the PDB staff will proof your piece one final time, largely for editorial purposes. If the senior editor has any substantive questions, you will be called. (b)(3)
(b)(3)

(U//~~FOUO~~) Tips for Navigating Review:

- **Be available and easy to reach.** If you cannot be available at any point during the process, designate an alternate point of contact.

- **Remain flexible.** If you believe a reviewer's change does not work, suggest a third way rather than simply insisting on your original language.

- **Remain agile.** You may be asked to explore a new angle or introduce new information, even at the last stage of the process.

- **Be responsible.** If at any stage of the review process you are concerned that substantive errors have been introduced or evidence distorted, speak up. Consult a senior PDB manager or someone in your chain of command to help resolve the matter.

(U) Guidelines on Collaboration and Alternative Views

(U) Guidelines on Collaboration

(U) All products reviewed and disseminated by the PDB staff—including PDBs, (b)(3) (b)(3) must be coordinated across the US Intelligence Community, including with (b)(3)

(U//~~FOUO~~) Interagency collaboration is essential in the interest of having the most substantively accurate and richest final product and of fostering greater IC collaboration and ownership of the PDB.

- Analysts should consult with their counterparts in other agencies as early as possible to explore the possibility of joint production, solicit contributions, or discuss how best to share the draft. Engaging early tends to lead to the highest-quality insights for the President, avoids eleventh-hour misery across multiple components, and cultivates IC collaboration.

- Drafts of pieces that are not time-sensitive should be shared by close of business (b)(3) (b)(3) that are time-sensitive by (b)(3) the day before publication. Agencies ideally should have (b)(3) during which to offer input or alternative views on drafts. Exceptions to this timeline guidance include (b)(3) (b)(3) (b)(3)

- Coordination involves hearing back from recipients of drafts; nonresponses do not count as coordination.

- Coordination must be completed before drafts are submitted to the PDB staff for its review.

- As drafts move from coordination through PDB review, drafters are responsible for keeping coordinators informed of changes, including sending them updated drafts. All drafters, contributors, coordinators, and dissenters should be prepared to stay late to see a piece through.

- All IC components with an equity in a PDB must coordinate. (b)(3) (b)(3)

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(U//~~FOUO~~) Coordination is not rewriting major blocks of prose, which tends to result from failure to talk through disagreements in predraft conversations or (b)(3)
(b)(3) Differences in views over threshold are not grounds to interrupt coordination. Supervisor-to-supervisor engagement early in the face of significant coordination challenges is the rule. If first-level management fails to resolve a coordination logjam, please engage second-level managers. If that also fails, contact the C/DNI/PDB, and the Chief or a deputy will schedule and facilitate a coordination discussion including analysts and managers from participating components.

(U//~~FOUO~~) Occasions will arise when it may be difficult to seek interagency input, particularly when pieces are (b)(3)
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(b)(3) Nonetheless, these occasions should be rare. Such pieces should still reflect in the text or background note the existence of any known substantive differences with other agencies.

- Any decision to refuse a request to see or provide input on a piece should be made at an appropriately high level of management with the reasoning being explained to the ADDNI/PDB.

(U) PDB Coordination Rules

1(U//~~FOUO~~) *Coordination*: Coordination is a process designed to ensure that all IC agencies are 2in substantive agreement with the analytic assessments that PDB products put before (b)(3)
(b)(3) or if they are not in agreement, that any dissenting views are 4adequately captured and conveyed. The PDB is an IC product, and Community coordination 5ensures that subject matter experts throughout the IC have an opportunity to review these critical 6analytic products and provide their perspective. (b)(3)
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9(U//~~FOUO~~) *Coordinator Responsibilities:*

10(U//~~FOUO~~) The coordinator—serving as the receiving entity's focal point for consolidating 11comments and suggested changes from within his/her entity—functions as a peer reviewer of a 12PDB product and should address substantive analytic issues in a PDB in a professional and 13courteous manner. He/she should focus on the core factors: Are the facts presented in the draft 14accurate? Is the intelligence reporting presented accurately? Is the analysis sound? Are all 15available sources considered in the assessment? Any comments should focus on the analytic line 16rather than on editorial or stylistic issues.

17• Coordination feedback or comments should be specific--*we object to X because of Y...and*
18*suggest Z as alternative language.* Provide line-in/line-out coordination changes with the
19justification for the change rather than lengthy nonspecific comments. If a coordinator
20objects to the tone of the piece, please provide specific suggestions to adjust the tone.

21• Clearly differentiate between suggested and required changes. If an entity has specific
22redlines on key analytic issues that would necessitate a dissent, the coordinator should
23specify if he/she needs to see the product again once changes have been incorporated
24to avoid a dissent.

25• If the analytic differences are stark enough to warrant a dissent, let the author, (b)(3)
26the relevant PDB Staff IC representative, and any internal PDB staff know that your
27entity is planning to dissent. Draft and submit the dissent to the author– (b)(3) —in
28a timely fashion. The dissent should be only two to three sentences and follow the
29principles specified in the (b)(3) published on 16 September 2014. A
30dissent should be accompanied by a question and answer (Q & A) for the background
31note further explaining the dissent. Dissenters must remain in the office and available
32until the piece and the dissent both finish going through final DNI review. Dissenters
33also are encouraged to prebrief their dissent to the PDB briefers along with the
34primary author(s).

35• Provide sourcing citations to support suggested changes as appropriate.

36• A coordinator should reach out to the author when he/she receives a product for
37coordination to let the author know that someone has received the product. If the
38individual receiving the product is not the appropriate POC for coordination for the topic,
39he/she should help the author connect with the appropriate office or element.

40• Never rewrite a product or tell the requesting agency that it cannot or should not write a
41given product, or that the product does not meet threshold.

42• The coordinator should be a subject matter expert. If an entity does not have resident
43expertise or equities on a topic, the coordinating entity may opt out of coordination. The
44coordinator should obtain approval from his senior management to opt out of
45coordination for his/her entity.

46• The response from a coordinator should be on behalf of his/her entity and represent a
47consolidated response. Please provide a signature block in any e-mails so the author
48knows whom to contact with questions or concerns. The coordinator also is required to
49provide his/her afterhours contact information in the response and be available for
50recontact, if necessary. If absolutely unable to meet the deadline for coordination, let the
51author know as soon as possible and request a reasonable extension.

52• Do not take analytic disagreements during coordination personally. Professionals will
53disagree. Focus on moving to closure—identifying the areas of disagreement and either
54developing compromise language or facilitating a dissent.

55(U) **Author Responsibilities:**

56(U//~~FOUO~~) A PDB author should send his/her product to (b)(3) mandatory coordination
57entities, any relevant special topic coordination agencies, and any other IC agencies that have
58equities or expertise in the subject. The (b)(3) mandatory coordination entities are (b)(3)
(b)(3) It is not at the author's discretion to alter the mandatory
60coordination list, although he or she may request a coordination waiver from DDNI/II,

61ADDNI/II, or D/PDB (see coordination waivers section.) The author must consider *all*
62coordination comments and arbitrate them in a professional and courteous manner. Try to
63address the spirit of the coordination comments even if one cannot accommodate the precise
64wording. Authors should cultivate their peer network; knowing IC counterparts will facilitate the
65coordination process. The IC representatives on the PDB staff are available to assist authors in
66resolving logistic and other issues related to coordination but cannot coordinate products for
67authors. (b)(3) authors should keep their IC representative informed of any
68problems in coordination.

69• Alert IC counterparts about coordination for a pending piece as soon as possible. Provide
70some context or the bottom line of the product when notifying entities of upcoming
71coordination so reviewing entities can select the right POC in advance. Enter a proposal
72in (b)(3) before sending for coordination. Reach out to the IC representatives on the DNI
73PDB staff before sending the product out if you need assistance in determining who
74needs to coordinate on the draft from a particular entity.

75• If possible, send out a single coordination package with the article, any facing pages,
76graphics, and the background note. Even if they must be provided separately, all
77elements of a piece—to include facing pages, graphics, and background notes—must be
78coordinated. Please provide text or expanded endnotes for sources referenced that have
79not been disseminated.

80• An author must provide a signature block identifying his/her phone number and office.
81This will ensure that coordinators know who to contact with questions or concerns and
82will facilitate future collaboration.

83• Remember that a PDB is an IC product. Try to incorporate any known differences in the
84IC into the article from the outset by working with analytic counterparts during the
85drafting phase. Addressing disagreements from the beginning makes the coordination
86process smoother than trying to integrate them at the end.

87• Silence from a mandatory coordinating entity—to include any special topic mandatory
88coordinators—does not imply consent. Please make positive contact and receive a name
89and contact information from the coordination POC. Contact the PDB staff's IC
90representatives if one needs assistance in receiving coordination from specific entities.
91Authors should not assume that an entity has opted out of coordination. The author must
92receive positive communication of that option from the coordination entity.

93• If an author receives multiple, conflicting comments from an entity, he/she should notify
94the respondents that their entity must provide a consolidated position as soon as possible.
95If still unable to get a consensus view from an entity, an author needs to consult his/her
96management for guidance or contact the IC representatives on the PDB staff.

97• List all entities that coordinated on the product in (b)(3) even if they are not mandatory
98coordination entities. This helps the PDB staff know if an article has been coordinated
99already with a non-mandatory entity that has equities in the subject.

100• Seek to resolve analytic differences at the lowest possible level. However, if differences
101cannot be resolved in a timely fashion, inform your managers. Offer non-concurring
102entities a chance to draft a dissent statement for inclusion in your product.

103• Do not take analytic disagreements during coordination personally. Professionals will
104disagree. Focus on moving to closure—identifying the areas of disagreement and either
105developing compromise language or facilitating a dissent.

(b)(3)

162(U//FOUO) (b)(3)

(b)(3)

170(U//FOUO) (b)(3)

(b)(3)

176(U//) (b)(3)

(b)(3)

183(U) **Which Entities Coordinate**

184(U//FOUO) The coordination rules below are meant to codify coordination—both mandatory
185and recommended—that largely already occurs in practice. Special topic coordinators—entities that
186coordinate only on selected topics—are encouraged to monitor the (b)(3)
187(b)(3) and reach out to authors to ensure they are included in the coordination process for
188applicable items. The PDB Staff's IC representatives will monitor the PDB calendar for articles
189that merit coordination with special topic coordinators.

190(U//FOUO) **All Topic Mandatory Coordinators:** (b)(3) entities (b)(3)
(b)(3)   have agreed to provide a substantive expert to coordinate on any PDB
192product (b)(3)   These entities must have a process in place for the
193PDB staff to easily contact someone after hours and on weekends, if necessary, who has the
194authority to call in an analyst in the required regional or functional area(s) to coordinate on PDB
195products. The authoring entity must receive a coordination statement from these mandatory
196entities unless the entity opts out of coordination for a specific product or the DNI PDB Director
197waives coordination from the entity (b)(3)
(b)(3)

199(U//FOUO) **Special Topic Mandatory Coordinators:** Certain entities have agreed to provide
200coordination on PDB products (b)(3)   on specific topics in which
201they have equities and/or deep analytic expertise (see attached matrix). These entities must have

202 a process in place for the PDB staff to easily contact someone who has the authority to call in an
203 analyst after hours and on weekends, if necessary, to coordinate on PDB products on that
204 topic. Authoring entities must solicit and receive a coordination statement from these entities on
205 PDB products addressing their designated special topic unless the special topic mandatory
206 coordinator opts out of coordination for a specific product or the DNI PDB Director waives
207 coordination from the entity because of classification restrictions or critical time constraints. The
208 coordination matrix lists each entity's mandatory special topics.

(b)(3)

(U) Sharing Drafts With The Field

209 (U//FOUO) (b)(3)
(b)(3)

217 (U//FOUO) (b)(3)
(b)(3)

220 • (b)(3)

221 • (b)(3)
(b)(3)

223 • (b)(3)
(b)(3)

226 • (b)(3) do coordinators— (b)(3)
(b)(3)

(U) Guidelines for Incorporation of Alternative Views into PDBs

(U//FOUO) Alternative views are included in a PDB when incomplete or ambiguous information
can be interpreted differently (b)(3) Dissenting views on relatively
minor issues are not included in the PDB text; the DNI/PDB staff is responsible for making a
final decision on whether differences are significant. With regard to analytic differences, the goal
is not to dilute them but rather to present the alternative views in the text where the differences
arise with minimal disruption to the reader.

- The logic or evidence behind the dissent must be clearly and concisely articulated; merely stating "we disagree . . . " does not constitute an acceptable dissent. In addition, the dissenting authors must gain approval from their senior management for the alternative view and provide it to the author and the appropriate DNI/PDB staff representative.

(U//~~FOUO~~) (b)(3)

(b)(3)

(b)(3) When a draft and a dissent arrive separately, the PDB staff will send both back and ask for a single, coordinated draft to which the dissent has been added.

- Dissents, in general, should be limited to two or three sentences, featuring a statement of the opposing view and supporting evidence for that view. Dissenting authors must add language to the background note for briefers so they can better understand the IC differences.

(U//~~FOUO~~) When an alternative view is to be included, the author is responsible for sending the draft to the other agency for readoff at all stages of PDB review. Both the author and the POC at the dissenting agency must remain available to answer questions or address editorial changes until the piece has been completed.

(U) (b)(3)

(U//~~FOUO~~) (b)(3)

(b)(3)

- (b)(3)

- (b)(3)

- (b)(3)

(U//~~FOUO~~) (b)(3)

(b)(3)

(b)(3)

- (b)(3)

(b)(3)

(b)(3)

Single points of failure

Should be present in all analysis

Required where appropriate

(b)(3)

(b)(3)

This table is UNCLASSIFIED//~~FOUO~~

(U) PDB Sourcing

(U//~~FOUO~~) Strong PDBs make good use of source material to introduce facts and support judgments, and they make clear what material you have drawn on and your confidence in it.

- ~~(C//NF)~~ (b)(1)
  (b)(1)

- (U//~~FOUO~~) (b)(3)
  (b)(3)

- ~~(C//NF)~~ (b)(1)
  (b)(1)

- (U//~~FOUO~~) (b)(3) ███████████████████████████████
(b)(3) ██████████████

(U) Among sources frequently cited in the PDB are these:

(U) (b)(3) █████████

    (U//~~FOUO~~) (b)(3) ███████████████████████
    (b)(3) ██

- (b)(3)
  ███████████████████████████████████

- (b)(3)
  ████████████████████████████████████
  ████████████████████████████████████

- (b)(3)
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(U//~~FOUO~~) (b)(3) ████████████████

    ~~(C//NF)~~ (b)(1) ████████████████████████

- (b)(1)
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- (b)(1)
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(U//~~FOUO~~) (b)(3) ███████████

      (U//~~FOUO~~) (b)(3) ███████████████████████
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- (b)(3) ████████████████████████████████████
- (b)(3) ████████████████████████

(~~C//NF~~) (b)(1) ██████████

      (~~C//NF~~) (b)(1) ███████████████████████

- (b)(1) ████████████████████████████████████

(U) (b)(3) ██████████

      (~~C//NF~~) (b)(1) ████████████████████
(b)(1) ███

(U) (b)(3) ██████████

      (U//~~FOUO~~) (b)(3) ██████████████████████████
(b)(3) ██

- (b)(3) █████████████████████████████████
- (b)(3) █████████████████████████████████

(~~C//NF~~) (b)(1) ██████████

      (~~C//NF~~) (b)(1) ███████████████████████
(b)(3) ████████████████████████████████████

(U) (b)(3) ████████████

      (U//~~FOUO~~) (b)(3) ████████████████████████
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(U) (b)(3) ██████

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(b)(1) ███
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(U//~~FOUO~~) (b)(3) ████

(U//~~FOUO~~) (b)(3) ████████████████████████████
(b)(3) ███
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(U) PDB Usage

(U) The PDB generally follows the (b)(3) ██████████████████████
(b)(3) ██
(b)(3) ████████████ The subjects highlighted below are ones worth special emphasis or, more rarely, ones where the PDB departs from the *Guide*.

(U) The following list of terms is UNCLASSIFIED.

Abbreviations

- **"US"** always appears in the short form in the PDB, whether as a noun or adjective, and without periods.

- Do not abbreviate **"Ministry of Foreign Affairs"** as **"MFA,"** even if **"MFA"** appears in intelligence reports. Write **"Foreign Ministry"** the first time and **"Ministry"** thereafter if it is clear from the context. Likewise, write (b)(3) ██████
(b)(3) ████████████████████████████████████ and do not abbreviate it.

Acronyms

- Frequently used acronyms such as (b)(3) ████████████████ are known to the President and need not be spelled out, even when they first appear in a piece. (b)(3) ████
(b)(3) ████████████████████████████

- Avoid use of acronyms, particularly in the case of two-word formulations such as (b)(3)

- Look for ways to spare the reader acronyms. When writing about the (b)(3) (b)(3) you can substitute (b)(3) for (b)(3) The result is more readable.

- Try not to use the same acronym twice in one sentence. Example: (b)(3) (b)(3) (b)(3) (Omit the first acronym.)

- When writing out acronyms, avoid having the expanded version in the possessive. Write (b)(3) rather than (b)(3)

Active Voice

- Use the active voice when possible. Write **"The legislature approved the bill,"** not **"The bill was approved by the legislature."**

Adjectives, Adverbs

- Avoid piling up adjectives and adverbs before nouns. (b)(3) (b)(3) (b)(3)

Articles

- Write The Hague and The Gambia but Ukraine, Sudan, Congo, Western Sahara, and Seychelles.

Capitalization

- Uppercase **"President"** if referring to a sitting or past one; lowercase if a prospective one or the reference is to the office in general. (b)(3) (b)(3)

Commas

- Use commas when nonessential information is conveyed. (b)(3) (b)(3)

- List countries or persons appearing in a series with commas, including before the **"and,"** showing them in alphabetical order unless there is a reason not to use alphabetical order. (b)(3)(b)(6) (b)(3)(b)(6)

Conditionality

- When we use **"whether,"** we do not use **"or not."**

- Do not use **"should"** if you mean **"if." "If war erupts,"** not **"Should war erupt."**

Contractions

- Contractions are never appropriate in the PDB. Don't even try to use **"'em."**

Conversational Tone

- Formulations such as **"you," "your,"** and **"your Administration"** are appropriate if not overused.

Dependent Clauses

- We normally begin sentences with independent clauses and follow with dependent ones. (b)(3)(b)(6) ████████████████
(b)(3)(b)(6) █████████████████████████████████

Diacritical Marks

- Write (b)(3) ██████ with the correct mark; drop the mark when writing (b)(3) █████ (b)(3) █████ and **"vis-a-vis."**

Extra Words

- Cut superfluous words.

Examples:
- In response to your question regarding (question on)
- We do not rule out the possibility he may get the nomination (he may get)
(b)(3) ████████████████████████████
- They conceivably could proceed (they could)
- They both agree (they agree)
- He is a close confidant (he is a confidant)

Foreign Words

- We follow the US Board of Geographic Names, as reflected in the (b)(3) ██████ (b)(3) █████ in rendering place names.

Examples:
Jiddah, Samarra', An Najaf, Kandahar, Al Basrah

- Some foreign words are used so often that we drop italics.

(b)(3)

- When in doubt about how to spell a foreign name, consult the *Chiefs of State and Cabinet Members of Foreign Governments*.

Hackneyed Expressions

- We can avoid cliches and trite expressions by being explicit about what we mean.

Examples of overly used locutions include these:
- The leader is coming to burnish his credentials.
- He is leveraging his influence.
- He is facing daunting challenges.
- (b)(3)
-
- The economy is in dire straits.
- The military is plagued with problems, and morale is suffering.

Hyphenation, Dashes

- Hyphenate compound words and unit modifiers but do not hyphenate a two-word modifier in which the first word ends in **"ly."**

Example:
He has a first-rate mind. She is an extraordinarily gifted writer.

- Use dashes—generally to set off parenthetical information—sparingly, and only in cases where commas will not suffice.

Infinitives

- We occasionally split infinitives in the PDB. In some cases, the intervening word can be placed elsewhere, obviating any problem.

Example:
(b)(3)

Intensifiers

- We tend to avoid words such as **"increasingly"** unless the baseline is clear.

Example:
A coup appears increasingly likely. (How likely was it before?)

Leaders' Titles

- We normally do not use first names in the PDB when the last name is preceded by a title.

Example:

(b)(3)

- Use **"former"** rather than **"ex-"** for those no longer holding a position.

Example:

(b)(3)

Money

- Convert foreign currencies to US dollars.

Example:

(b)(3)

Numbers

- Use numerals with all millions and billions.

Example:

Some 1 million people protested in the capital. Protests elsewhere involved 300,000 people.

Possessives

- Formal English still requires an apostrophe in many cases.

Example:

(b)(3)

- A noun or pronoun immediately before a gerund usually takes the possessive, although alternative wording often can be found.

Examples:

- Everyone was pleased about Swifty's becoming an editor.
- Everyone was pleased about his (not him) becoming an editor.
- Everyone was pleased that Swifty became an editor.

Precision

- Include specifics when possible. **"The economy grew by 3 percent last year"** is better than **"The economy performed well last year."**

Prefixes

- Omit most hyphens after prefixes.

Examples:
postelection, preelection, reelection.

- Retain them when they are needed for clarity.

Examples:
pro-democracy, pre-position, pro-reform.

Singular, Plural

- By convention, we use certain words in their singular form.

"Examples:
tension, concern, and election (if the balloting only occurs once).

Spelling

- **"Adviser**," not **"advisor**," (b)(3) ███████████████████████
  (b)(3) ██████████████

- **"Brinkmanship**," not **"brinksmanship**."

Subject-Verb Agreement

- Say **"police are**," not **"police is"** Also say **"data are"** and **"politics is**."

Example:
(b)(3) ████████████████████████

Subjective Words

- Avoid using words such as **"feels**," **"hopes**," **"desires**," **"wishes**," and **"fears**," since we cannot know a person's convictions or state of mind. Such sentiments can, however, be attributed to a source or inferred from behavior.

Examples:
- The leader's statements suggest he fears a terrorist attack.
- The leader fears a terrorist attack, (b)(3) ████████████████

Subjunctive

- Use the correct mood and corresponding tense, particularly in hypothetical statements.

Examples:
- If Jones is elected, he will cut the budget.
- If Jones were elected, he would cut the budget.
- If Jones had been elected, he would have cut the budget.

Technical Terms

- We avoid arcane terms and jargon. Rather than refer to a **"kinetic attack,"** say what you mean.

That, Which

- We use **"that"** with phrases that are essential and do not set off such phrases with commas.

Examples:
- The election, which will take place in July, is critical. (The fact it is in July is nonessential.)
- The election that will take place in July is critical. (The fact it is in July is essential).

Time References

- Use **"yesterday,"** **"today,"** and **"tomorrow"** rather than specific days of the week. Use **"last week,"** **"this week,"** and **"next week,"** if appropriate. Do the same for months and years.

- In many cases, the specific date when something happened does not matter and you can substitute **"in mid-May"** or simply **"in May."** In other cases, the date does matter and should be cited.

- Saying something happened **"earlier this month"** tells the reader nothing more than saying **"this month."** Omit the **"earlier."**

- Cite dates as **"14 June 2009,"** not **"June 14th, 2009."**

- Avoid using **"ahead of"** and **"up to"** with time references.

Examples:
- The acrimony arose before the election. (Not "ahead of")
- The government can serve for as long as five years ("Not up to")

- Avoid **"prior to"** except in the sense that something must happen before something else.

Word Use (some examples)

- **"Coming,"** not **"upcoming."**

- **"Depart"** must be followed by **"from."** In most cases, **"left"** is preferable.

- **"Impact"** is a noun, not a verb, except in a narrow sense. A missile can **"impact"** a target, but budget cuts cannot **"impact"** programs.

- **"Is likely to"** and **"most likely will"** are grammatical, but **"will likely"** is not. She **"is likely to"** run for office. Not, she **"will likely"** run for office.

- **"Over"** and **"under"** describe location, not **"more"** or **"less."** China has deployed more than (not over) 1,000 missiles.

- **"Parliamentarian"** is reserved for the person who keeps the rules. Substitute **"legislators,"** **"deputies,"** **"senators,"** etc.

- **"Past"** is used rather than **"last"** when the reference is to something that happened within a period of time. I have gone to Paris in the past year, but I went to Paris last year.

- **"Percent"** is always written out, rather than denoted with a symbol.

- **"Possible"** and **"probable."** It is preferable to say, "The defense attache saw what probably (or possibly) was a missile," as opposed to, "The defense attache saw a probable (or possible) missile."

- **"Say"** or **"said"** generally is preferable to substitutes such as **"remarked,"** **"pointed out,"** **"commented,"** and **"opined."** **"Indicates"** is appropriate if the conclusion was not directly stated. Example: He indicated he would run for reelection. (He did not announce it.) **"Suggests"** is somewhat weaker. Example: His authorization of an exploratory committee suggests he plans to run for office.

- **"Ties to,"** **"links to,"** and **"relations with"** are our standard formulations.

(U) (b)(3) ██████████████

(U) (b)(3) █████████████████████████████
(b)(3) ████████████

Acronym	Expansion
(b)(3) ██	

(b)(3)

(b)(3)

(b)(3)

(U) FREQUENTLY ASKED QUESTIONS

(U) General Issues

(U) Who can write for the PDB?

(U) Members of any Intelligence Community agency can write for the PDB.

(U) When should I submit my draft?

(U//~~FOUO~~) (b)(3)

(b)(3)

- (b)(3)

(U) Who decides what meets threshold?

(U//~~FOUO~~) The DNI, senior reviewers, PDB managers, and (b)(3) share this responsibility. (b)(3)

(U) Who can I consult on my piece?

(U) You can consult your agency PDB staff or the DNI PDB staff on threshold, content, and stylistic issues.

(U) Who needs to know I am working on a draft?

(U//FOUO) Tell your agency focal point, who will (b)(3)   Please submit a "proposal" using the (b)(3)   database or ask your agency representative to do so on your behalf. (b)(3)

(U) Who edits and reviews pieces?

(U//FOUO) (b)(3)
(b)(3)

(U) What pieces require a background note?

(U) All PDB items (b)(3)   In other cases, they are optional. (b)(3)

(U) Who is responsible for coordination?

(U//FOUO) Authors are responsible for coordinating their pieces inside and outside their agencies. Agencies and entities consulted should be noted in the background note or elsewhere, including the names of specific individuals and their phone numbers. (b)(3)

(U) What if there are analytic differences within the Community?

(U//FOUO) All significant differences should be noted in the text, whether with regard to fact or analysis. Additional detail on analytic differences can be included in the background note. (b)(3)
(b)(3)

(U) Process Issues

(U) How long will it take to process my piece?

(U//FOUO) It will vary, depending on its timeliness, complexity, and competing demands on editors' and reviewers' time. Editors and reviewers will make every effort to process pieces

submitted early in a timely fashion. Remember that edit and review cannot begin until a complete package has been submitted, including the text, background note, sources, and graphics. It is also essential that coordination be complete.

(U) How will I read off on my draft once it has been edited?

(U) Authors read off (b)(3) ████████████████████████████ In all cases, state how you can be reached. Designate an alternative point of contact if you will be away.

(U) (b)(3) ████████████████████

(b)(3) ██

(U) Will someone assist me with my graphic?

(U) (b)(3) ████████████████████████ will do so if you provide them relevant data and design information. Ask your DNI/PDB representative to submit your graphic request through (b)(3) ████████████████████████ database. (b)(3) ████████

(U) How much feedback can I expect after my piece has run?

(U//~~FOUO~~) (b)(3) ████████████████████████████████████
(b)(3) ██

(U) What number should I call to pass on information about my draft or to check on its status?

(U) You can contact the PDB staff throughout (b)(3) ████████████████████
on (b)(3) ████████████████

(U) What should I do if I think the review process has changed my analysis?

(U//~~FOUO~~) Discuss it with the editors or senior reviewer. If need be, propose alternative language that addresses your concerns as well as those of the reviewers.

(U) (b)(3) ████████████████████

(U//~~FOUO~~) (b)(3)
(b)(3) ███████████████████████████████████████

(U) Can I get a copy of my piece after it runs?

(U//~~FOUO~~) Either you or your agency focal point can pick up a copy. PDB pieces, once published, normally are not sent electronically unless sanitized and in a different format.

(U) (b)(3) ███████████████████████████████

(U//~~FOUO~~) (b)(3)
(b)(3) ███████████████████████████████████████

(U) Editorial Issues

(U) How long can my piece be?

(U) Your piece should be as long as it needs to be and as short as it can be. Most pieces are a page and one-quarter or less. Some approximate two pages. On occasion, when there is a compelling reason pieces may exceed two pages. (**PDBs**)

(U) How are bold-face type and italics used in the PDB?

(U) They are no longer used in PDBs to highlight what is important, whether fact or analysis. The same is true of PDB memos, SEAs, and SEMs.

(U) Are PDB items published with portion markings?

(U//~~FOUO~~) PDBs and PDB memos do not carry portion markings or "header and footer" classifications. Portion markings will be needed, however, if a variant of your piece appears in another publication, so you should include them on all drafts.

(U) How many spaces are there between sentences in PDBs?

(U) There is only one space between sentences.

(U) What type and font should I use?

(U) Use the type and font associated with the PDB, ███████ [(b)(3)] in Word or provided by your agency representative.

(U) Do I need to send sources with my PDB and to include endnotes?

(U) Yes, they are essential in all cases. In addition, source any graphics.

(U) ███████ [(b)(3)]

(U//~~FOUO~~) ███████ [(b)(3)]
███████ [(b)(3)]

(U) Do all pieces carry an attribution line in italics at the end?

(U) Yes, all pieces carry an attribution line as well as an indication of the principal sources used.

- Example: ███████ [(b)(3)]

(U) CONTACTS

(U) DNI PDB Staff

CIA, ███ [(b)(3)]	Non-Secure #	Secure #
[(b)(3)] [(b)(3)(b)(6)] ███████		

(b)(3)(b)(6)

This table is UNCLASSIFIED/~~FOUO~~

(U) President's Analytic Support Staff

CIA, (b)(3)   **Non-Secure #**   **Secure #**
(b)(3)
(b)(3)(b)(6)

This table is UNCLASSIFIED/~~FOUO~~

Retrieved from (b)(3)
(b)(3)

Classified By: (b)(3)(b)(6)
Derived From: _____
Declassify On: November 2, 2040

- (b)(3)
- (b)(3)
- (b)(3)   by (b)(3)(b)(6)
(b)(3)(b)(6)   Most recent editors: (b)(3)(b)(6)
    and (b)(3)(b)(6)

linipedweb13j

(b)(3)

(b)(3)
(b)(3)

(U) Guidance on PDB Authorship and Attribution

(U//~~FOUO~~) Co-authorship is encouraged in the President's Daily Brief (PDB) to ensure PDB material provides robust, thoroughly researched, well-sourced, and integrated intelligence and analysis to the President and senior consumers. There are five categories of authorship for material in the PDB— *Primary Author, Joint Author, Contributing Author, Facing Page Author, and Graphics Author.* The below guidance is intended to enhance transparency related to authorship and agency attribution in the PDB.[1] The guidance provides basic descriptions of the various categories of authorship, clarifies responsibility for identifying co-authors and attribution, and differentiates authorship from coordination. Except where noted this guidance applies to PDB articles, (b)(3) ████████████████ (b)(3) ████████████████

Levels of Authorship

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