



**Subject: Additional Guidance for Suspension of Contract Letters**

**Date: March 3, 2009**

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Below are questions that may be asked when contractors call after receiving the Suspension of Contract letters, particularly to prompt responses when little information is available to provide to contractors at this time. Based on the circumstances surrounding the contract suspensions, a very limited response is warranted in every case, and it is important to remain dispassionate at all times.

**Potential questions that should be anticipated:**

- Is the company going to cancel the plant? Yes or no?
- Why was I notified by letter on this and not given the courtesy of a phone call? Is that how you are planning to work going forward?
- Is every contract being cut off?
- We've heard you are really cash-strapped. Is that true? If you won't answer this, why shouldn't I assume it's true?
- How long have you been thinking about this? Who personally made the call on this? Who does the buck stop with?
- What do you need from us to reconsider your decision?
- When can we meet with you and others at the company to get an update on things?
- If you or others at the company are not going to answer my questions, I'll have our attorneys do so. What is the name of the company's attorney so we can contact him?

**In all circumstances, the approach should be to:**

- Take the call and let the caller do as much of the talking as possible.
- Acknowledge that their concerns are appreciated, recap the brief core talking points, and then add that the matter cannot be discussed any further.
- When asked additional questions, the response should be *"I understand why you are asking these questions. However, I have said what I can say at this point. We will get back to you as soon as we can and we appreciate your patience."* This line should be repeated, or something similar to it, consistently so that it makes clear the same response will come with any further questions and the caller realizes they will not be able to extract additional information.

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