

Meeting with an SDO

Contractors meet with an SDO to:

- Present matters in opposition to an exclusionary action
- Provide information requested
- Disclose misconduct or violation(s)

Contractors should never engage in re-litigating a case before an SDO



Preparing for an Effective Meeting with an SDO

- Use the right tone with the SDO— candor and transparency are critical
- Submit written materials that address the misconduct and FAR 9.4’s present responsibility factors at least three days in advance of the meeting
- Anticipate the Government’s perspective and the SDO’s specific concerns
- Senior leaders and managers with first-hand knowledge and the power to effectuate change should lead the discussion instead of legal counsel
- Acknowledge and accept responsibility for any misconduct and then focus on present and future responsibility
- Discuss changes that have occurred as a result of the misconduct and measures that have been implemented to mitigate the risk of future misconduct
- Be prepared to have a detailed discussion of the contractor’s ethics and compliance program
- Conduct a preparation session

For more information, please visit gsa.gov/debarment