Greetings from Val

State of the Company Brief

Happy Autumn, Azimuth!

The leaves aren’t the only thing changing around here!

This past month has brought some very new and exciting changes for Azimuth.

Azimuth has made the leap to a new PEO (formerly Insperity) and acquired a new accounting system. Our switch to ADP and Deltek has been a major undertaking but we expect to see dramatic improvements to our accounting, corporate financials, human resources, project management, timekeeping, reporting, and compliance, resulting in improved efficiency and profitability for the company. Once we all figure it out, the timekeeping and leave process will be much easier for us to navigate!

Another exciting change for Azimuth is the addition to our executive management staff. Mr. Dan McCusker has joined our team as a Vice President. He comes to us with many years of relevant experience in leadership and program management. Dan is a retired USAF Colonel with ample experience as a senior leader in combat operations. Dan is an excellent complement to the team and will play a key role in Azimuth Business Development (and more!) out of our Crystal City, VA offices. Please stop in and say hello!

The continuing growth in Azimuth’s size and reputation reflects the high caliber of our staff and the company’s continuing emphasis on providing the best products to meet our customer’s needs. Our skilled professionals are performing complex support services to numerous customers in the area of basic Research and Development of novel materials, support in Weapon System level logistics, Insider Threat HUB support, Installation Management, and in the development of national-level policy. As the new fiscal year begins, we look forward to further developing our support to YOU, our employees, and our customers with innovative solutions to increase our efficiency and support products.

Thank you to everyone for being so patient and understanding as we make these transitions. We are very excited for these new developments at Azimuth and can’t wait to see what the rest of 2018 will bring!

Thank you,
Val
To All 401K Eligible Participants:

As part of our transition to ADP, we are happy to announce that we will be transitioning to their 401K Plan effective 1/1/2019. ADP’s 401K is administered through Voya Financial, who is the leading provider of defined contribution plans. There will be more communication sent about this transition as we move closer to the end of the year.

The Azimuth-sponsored 401K Plan through Vanguard will be closed as of 12/31/18 and all participant balances will be moved over to ADP’s plan with Voya. Azimuth will continue to match 100% of the first 3% of your contribution and 50% of the next 2%, so no loss of benefit.

Please keep an eye on your email for important information about setting up your account with Voya and making investment elections that will be effective 1/1/2019.
Welcome, Azimuth’s New VP!

Azimuth is proud to introduce Dan McCusker, our new Vice President. Dan will focus on our National Capital Region’s programs and will be responsible for all aspects of Azimuth’s NCR activities, including operational, financial, and growth activities. Dan will also be part of the senior leadership team and will participate in strategic planning and help standardize processes and procedures across all Azimuth’s contracts. Dan is no stranger to Azimuth as he supported the standup of the Washington Office several years ago.

Dan has extensive experience in leadership and program management. His background is in Command and Control, Intelligence, Surveillance, and Reconnaissance (C2ISR). He is a retired USAF Colonel with 26 years of service including being a senior leader in combat operations. He also has over 15 years’ experience managing defense contracts. Dan is originally from Connecticut. He did his undergraduate work at St Michael’s College in Vermont and also has a Master of Business from Central Michigan University and a Master of Military Science from the Army Command and General Staff College at Ft Leavenworth.

Dan will be working out of Azimuth’s Crystal City office and can be reached at dmccusker@azimuth-corp.com, 703-682-7032 or (c) 703-434-1814.

SEEKING EMPLOYEE REFERRALS

From time to time, on an as-needed basis, Azimuth will offer referral awards for difficult-to-fill positions. We have several right now. In order to receive an award, your referred resume must be hired and stay with Azimuth for at least one year. Fifty percent of the referral award is provided to the referring employee at the time of hire and the other fifty percent is provided to the referring employee after the new-hire completes their first year of service. The following positions are eligible for bonuses:

- Personnel Security Specialist (VA)
- Insider Threat Analyst (VA)
- ISR AI Project Manager (VA)
- Executive Assistant III (VA)
- Thin Film Research Scientist (OH)
- Engineer/Physicist in Computational Electromagnetics (OH)
- System Architect (AWS or Microsoft Azure Cloud Computing) (VA)

For a complete list of positions, and instructions on how to apply, please visit azimuth-corp.com.

As always, thank you for your support to our recruitment efforts.
Robert McGrath and his family welcomed into the world their new baby girl, **Annie McGrath**, on August 6\(^{th}\), 2018 at 7 lbs. 15oz. and 21 inches!

**Congratulations, McGrath Family!**

We are so happy for you!!

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**In Memoriam**

Pat McCullough
1949 – 2018

It is with a sad heart that Azimuth announces the passing of one of its own employees. Over Labor Day weekend, we lost Patrick McCullough. Pat joined Azimuth in March of this year and worked on our Base Realignment and Closing contract in the DC offices. Pat was a brilliant employee with unrivaled knowledge in his field.

After graduating from the Air Force Academy (1971), Pat had a long career in the Air Force. He was a Command Pilot with 633 hours of combat flying time in the OV-10, Awarded 2 Distinguished Flying Crosses and 11 Air Medals. Since 1989, Mr. McCullough earned national recognition for his work with implementing innovative infrastructure management actions for the Air Force. He filled key leadership positions in developing the Air Force BRAC 91 recommendations. Pat joined the civilian government service and because of his success with Air Force BRAC, relocated to San Antonio, Texas to lead the transition of Kelly Air Force Base from its military use to its civilian redevelopment. He and his staff provided the property and environmental support for privatization actions that saved billions of taxpayer dollars. Mr. McCullough was handpicked to lead the Brooks City Base Project.

It was an honor to work with Pat. He is survived by his wife and two sons. He will be missed.
Azimuth Employee Spotlight

In September, two of our own Azimuth employees were certified in their fields.

Congratulations to Nana Enuson and Tony Levine!

Azimuth is proud and excited to have such dedicated, hard-workers on the team!

Mr. Nana Enuson has been with Azimuth since March of this year, serving as a Security Specialist III.

Mr. Enuson began his career in security as an Army officer and has completed over 100 course hours in security training.

This September, Mr. Enuson passed his exam and earned his Security Fundamentals Professional Certification (SFPC). This certification is one of eight and demonstrates Mr. Enuson’s understanding of foundational concepts, principles, and practices needed to successfully perform functions, implement programs, and pursue missions to protect DoD assets.

Earning his SFPC also demonstrates Mr. Enuson’s dedication to hard work, as he had to obtain 100 course hours to be approved to sit for the exam and must maintain 100 course hours every year.

Mr. Enuson is extremely driven and is always looking to improve himself. His motivation and hard-working attitude are what make him such an invaluable part of the Azimuth Team! Congrats, Nana!

Mr. Tony Levine has worked for Azimuth as an ISR SME in the Capabilities Division for three years, but he has over 30 years of experience in the Intelligence Community.

In September, Mr. Levine obtained his Intelligence Fundamentals Professional Certification (IFPC), a conferred and recognized certificate program sponsored by the USD(I). Mr. Levine studied hard for his exam for about a month prior to his test. He hopes to lead by example and encourage others in the Under Secretary of Defense – Intelligence (USD(I)) to obtain the certificate.

He is currently working towards an Applied Doctorate of Strategic Intelligence from American Military University (AMU). He hopes to obtain his Certified Defense All-Source Analysis Levels 1 and 2 certifications in the near future.

Mr. Levine is a dedicated leader with a commitment to continuous learning and Azimuth is lucky to have him on the team! Congrats, Tony!
We have all been there before: a business relationship seems to be going smoothly and then, all of a sudden, you become blindsided when it abruptly falls apart. It may be that an employee quits seemingly out of nowhere or a major customer unexpectedly walks away. You just can’t seem to figure out why the relationship has unraveled.

These scenarios play out every day within organizations across all industries/sectors. Some of the most damaging business problems occur when people mistakenly believe that their work relationships or teams are healthy—but in reality, they’re actually headed toward disaster.

How can you be sure that your team at work is truly getting along well? Or that your relationship with your top clients are as strong as you think?

Luckily, there are surefire ways to know the true signs of a healthy team. Here are the 3 must-know signs of a healthy team or business relationship, and how to encourage them at your organization:

1. Positive Debate

In most organizations, team meetings are as exciting as watching paint dry. There’s far too much debriefing and far too little interaction. Debate is scarce. But the healthiest team relationships develop when these meetings are used as an opportunity to stir up “positive debate” within the team. Why? Because conflict is healthy for a team and organization to thrive and grow. The key is to avoid negative debate which occurs when people focus on what’s wrong with a situation, but never offer any ideas or solutions to improve or resolve the issues raised. With positive debate, criticism is followed by an idea about how to make things better or resolve the often unspoken. Thus, creating a constructive form of debate which fosters collaborative thinking will eventually lead to a positive solution or outcome.

The number one way to encourage positive debate in your organization is to make it clear that debate is good, healthy behavior to engage in. Here are 3 steps to make that happen:

1. Create opportunities for discussion wherever and whenever possible.
2. When conflict arises, remind people that debate is a sign of good health.
3. Lead by example and reward people for engaging in positive debate.

Even if someone says something that you don’t like, never get defensive. Instead, let that person know that you appreciate hearing different opinions. Do this and you’ll make people feel safe enough to share their views.

BY: STEVEN GAFFNEY

Steven Gaffney is a leading expert on honest, interpersonal communication, team performance, leadership, and change management. He has worked with numerous fortune 500 organizations to increase revenue and drive profits, as well as with many governmental agencies to better allocate resources and taxpayer dollars. Thousands credit Gaffney’s seminars, media appearance, books, and products with making immediate and lasting changes in both their organizations and personal lives. He is also the author of two groundbreaking books, Just Be Honest and Honesty Works, and the coauthor of Honesty Sells. For more information on Steven Gaffney, please visit www.stevengaffney.com.
2. **Forwarding Resolutions**

In the healthiest business relationships, positive debate is always followed by forwarding resolutions which move situations forward to resolve the problems or challenges raised. While unhealthy debates might result in a useless “let’s agree to disagree” conclusion, positive debates should end with real solutions that use a collaborative approach to address the problem. Things can get resolved in a single meeting rather than dragging on with never-ending discussions.

When your team comes up with forwarding resolutions after positive debate, they’re demonstrating a commitment to work together, move forward, and improve their work environment. While forwarding resolutions may not fix everything instantaneously, they still move the needle closer toward the ultimate goal of reaching a solution.

If your organization enjoys positive debate, but no forwarding resolutions, people will eventually stop debating altogether. When debates never result in actual change, people quickly become disillusioned and they’re far less likely to continue to share their ideas. To avoid this pitfall, managers and executives must actively encourage teams to come up with forwarding resolutions whenever a debate occurs—and then follow through with implementation.

3. **Borderless & Spontaneous Ideas**

The third sign of a healthy business relationship is the presence of borderless and spontaneous ideas. Spontaneous ideas are ideas which people share voluntarily with those around them—without being prompted. Borderless ideas are ideas shared freely between and among different departments and teams.

When both borderless and spontaneous ideas are being shared within an organization, it means that everyone feels safe and comfortable enough to share thoughts and ideas. This is a critical factor in healthy relationships because it helps to eliminate the “blind spots” that most organizations suffer from. Blind spots occur when employees, managers, and executives don’t freely share their thoughts, ideas, and concerns with those around them. Oftentimes, executives and leaders don’t challenge one another because they think “I don’t have their expertise,” or “I don’t know enough about their area of the business.” But in reality, we all have blind spots because of our expertise and we need people from the outside to help us see more clearly.

With the right combination of positive debate, forwarding resolutions, and borderless and spontaneous ideas, blind spots are few and far between, thus resulting in a healthier team and organization. There’s a strong sense of openness and trust throughout the organization. Teams share their knowledge with other teams. And there’s an exchange of ideas between departments and leaders which helps everyone understand the vast experiences of their colleagues in different areas of the business.

Foster the exchange of borderless and spontaneous ideas by eliminating rigid separation between departments, bringing different teams together to talk, and giving positive reinforcement to any employees who share their ideas. One of the most powerful ways to encourage people to share ideas is to show that you’ll actually use the ideas they share—and give them credit along the way.

Does your organization encourage these 3 must-know signs of a healthy team and business relationship? Take the time to assess how your teams are measuring up—and then take the appropriate action so that you won’t be blindsided by a business relationship problem or an unexpected team disaster.
HAPPY BIRTHDAY

OCTOBER
Meg Gujer Oct 4
Roger Shreeve Oct 7
Valerie Rossi Oct 15
Tom Harris Oct 22
Robert McGrath Oct 25
Britany Neer Oct 30

NOVEMBER
Urice Tohgha Nov 10
Michael Wolf Nov 14
Andrew March Nov 15

DECEMBER
Cindy Schneider Dec 5
Oliver Schmoker Dec 6
Isabella Aviles Dec 10
Tony Levine Dec 13
Rob Cook Dec 14
Mike Ericksen Dec 18
Nana Enuson Dec 24
Tyrone Crawford Dec 26
Gil Barrie Dec 31

HAPPY ANNIVERSARY!
Thank you all for being part of the Azimuth Team!

OCTOBER
Scott Ruberl Oct 2016
Claudia Westover Oct 2016
Derek Whitehurst Oct 2016
Rob Cook Oct 2017
Mike Ericksen Oct 2017

NOVEMBER
Vera Bunning Nov 2016
Patrick Fahey Nov 2016
Crystal McCallum Nov 2016
Lirong Sun Nov 2017

DECEMBER
Bonnie Dobbs Dec 2015
Tony Levine Dec 2015
Scott Pearce Dec 2016
Oliver Schmoker Dec 2016
Gregory Hamilton Dec 2017
Jonathan Meyer Dec 2017
Azimuth is proud to report that four of our employees received praise from our customers. Receiving feedback like this means a great deal and Azimuth is both fortunate and thankful to have such outstanding employees on its staff.

Special “Thank You” to Senai Andikiel, Amanda “Mandy” Sullivan, Rachelle Credle, and Angel Nicholson! Your hard work and dedication to our customers are what make Azimuth a great company!

**KUDOS**

Meg Gujer would like to recognize Rachelle Credle who acted as the voice of Azimuth’s HR, when HR personnel were unavailable due to the oncoming storm. During the initial stages of orientation and ADP open enrollment, while everyone was displaced and remote due to Hurricane Florence, Rachelle went the extra mile to keep in contact with all Azimuth Chesapeake employees. She kept everyone informed on ADP requirements while answering any and all questions. Thank you, Rachelle, for your understanding and dedication to the needs of your people and the company!

Angel Nicholson received high compliments from our SES customers at the Pentagon. The customer relayed to Josh Solove, in person, that they are very happy with Angel and all her efforts and want to make sure we don’t move her anywhere.

Thank you, Angel! We’re so impressed by the positive impact you’ve made so early in your time at Azimuth!

Senai Andikiel impressed our Legacy customer, who relayed to Charles Rossi what a fantastic job he’s been doing.

Our customer said Senai has “picked up a lot of balls in the air as we’re executing through the last couple weeks of the FY and really has been outstanding. He’s been very responsive, resourceful, proactive and inquisitive. Really has jumped in feet first.”

Thank you, Senai, for your commitment to our customer and for your positive, hands-on attitude!

Amanda “Mandy” Sullivan, supporting the PFPA Protocol Office, has been recognized for her support during unexpected, high-level visits. The customer conveyed to Crystal McCallum that with little-to-no notice, Mandy has ensured the many components of the visit were properly taken care of, resulting in a successful event. And on top of it all, she maintained her cheerful attitude—even at 5:30am!

Mandy was also recognized for her support during the 9/11 events and her ability to keep up with the fast pace of receiving and processing incoming guests/Building Survivors.

Thank you, Mandy, for all of your continued support to the customer and the company!
Save the Date
Azimuth Corporation Holiday Party!

**Dayton**
- **Date:** Friday, December 7th
- **Place:** Dayton Country Club
  555 Kramer Rd
  Dayton, OH 45419
- **Time:** 7:00pm

**D. C.**
- **Date:** Friday, December 14th
- **Place:** Irish Whisper
  177 Fleet St
  Oxon Hill, MD 20745
- **Time:** 7:00pm

**Chesapeake**
- **Date:** Wednesday, December 5th
- **Place:** Outback Steakhouse
  1255 Fordham Dr
  Virginia Beach, VA 23464
- **Time:** 11:00am

Mark your calendars to come celebrate the holidays with food, drink, and festive fun!

We hope to see you all there!