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**Letter of Reference: President Richard Martin, Alcera Consulting Inc.**

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[ottawapolice.ca](http://ottawapolice.ca)

Prior to hiring Richard Martin as a consultant, the Ottawa Police Service was conducting and managing a lot of training for our 1,400 sworn police officers, but we could never be sure we had the right person, at the right time, for the right reasons. Our approaches were basically ad hoc. There was a lot of dissatisfaction within the service, both from individual police officers and from senior officers. I don't need to explain that this training can have a critical impact on the overall trust in the ability of our force to perform to the highest expectations and beyond.

Richard helped us to dramatically improve the performance, efficiency, and cost-effectiveness of our training management system. His background in managing large military training programs and in hands on leadership were instrumental in helping us to get a grip on our training demand and our ability to meet the expectations of our personnel and of senior management. He was able to guide and facilitate our training team, and more importantly, to transfer valuable skills so they can continue managing and improving our training into the future.

Thanks to Richard's excellent consulting, coaching, and facilitation skills, we now have an efficient, transparent, high performance system for identifying training requirements and meeting our training objectives, all within budgetary constraints. Moreover, he gave us the tools to continue improving and refining our training in future years.

If you have complex and seemingly intractable systemic issues, or simply want to raise the bar on organizational performance, you can rest assured that Richard will help you achieve outstanding results, and that has extraordinary value for any type of organization.

Sincerely,

Scott J. Nystedt  
Superintendent  
Resourcing and Development

