

LOUISE OTIS

louise@louiseotis.com

louiseotis52@gmail.com

www.louiseotis.com

Telephone: (514) 887-0778

Louise Otis is an active judge, arbitrator and mediator in administrative and commercial matters. She is also Adjunct Professor at McGill University, Faculty of Law ([McGill](#)) and a Distinguished Fellow at the International Academy of Mediators ([IAM](#)), which sets the standards and qualifications of professional mediators in commercial disputes.

She is the President of the Administrative Tribunal of the Organisation for Economic Co-operation and Development ([OECD](#)), President of the Administrative Tribunal of the Organisation Internationale de la Francophonie ([OIF](#)), and Deputy Judge of the European Organisation for the Exploitation of Meteorological Satellites Administrative Tribunal ([EUMETSAT](#)).

Louise Otis regularly participates in international governance and justice reform missions.

DISTINCTIONS

In 2016, Louise Otis was named Grand Officer of the Ordre National du Québec.

In 2016, she received the Prix de la Justice award.

In 2015, Louise Otis was named *Officer* of the Order of Canada for her “contributions to expanding the administration of justice in Canada as a judge at the Quebec Court of Appeal, and for having created and established judicial mediation systems.”

In October 2015, International Academy of Mediators awarded her the David Plant Award for Excellence in International Dispute Resolution ” Recognizing world visionaries who teach the lessons of peace and understanding to create a better world ”

In 2012, Louise Otis and her co-authors received the *Walter Owen Prize* for the publication of *Recours et Procédures en Appel*.

In 2012, Louise Otis received the *YMCA Peace Medal* and a prize from the Brian

Bronfman Family Foundation.

In 2011, she was awarded the *Médaille du Barreau du Québec*, the highest distinction given by the Quebec Bar.

In 2011, she was awarded *Advocatus emeritus* by the Quebec Bar.

In 2008, the CNMAC (Canadian National Mediation Advocacy Competition) created the *Louise Otis Award for Excellence in ADR*, to recognize excellence in academic methods of extra-judicial conflict resolution at law schools.

In 2003, Louise Otis was named *Officer* of the Ordre National du Québec in recognition for her work in designing and implementing one of the first appellate level judicial mediation programs in the world.

In 2002, she received the *Distinguished Service Award* from The Strauss Institute for Dispute Resolution (Pepperdine University School of Law) for her contribution to the development and advancement of judicial methods of conflict resolution.

In 2000, Louise Otis received a *Doctorate honoris causa* from the University of Sherbrooke in recognition for her work in implementing the first appellate level judicial mediation program in North America.

PROFESSIONAL EXPERIENCE IN CANADA

Louise Otis graduated from Laval University, Faculty of Law and was called to the Quebec Bar in 1975. Between 1975 and 1990, Ms Otis worked as a lawyer, specializing in labour law and administrative law.

From 1983 onwards, she specialized in public, labour and constitutional law, pleading important cases before first instance courts, the Quebec Court of Appeal, and the Supreme Court of Canada.

In the course of her career, Ms. Otis taught Civil Procedure at the Laval University Faculty of Law, in Quebec City (1984-1987). She also lectured in Civil Procedure, Criminal Law, Administrative Law and Labour Law at the Quebec Bar School (1978-1988).

She was a member of the Professional Training Committee of the Quebec Bar where she initiated and participated actively in developing a course entitled *The Drafting of Legal Texts* at the Quebec Bar School (1984-1987).

She was also involved in several professional activities directly related to the practice of law. From 1981 to 1985, she was a member of the Quebec Justice Advisory Council, advising the Quebec Minister of Justice on all matters relating to the administration of justice, particularly with regard to legislative reforms. She was also a member of the Board of Directors of SOQUEM (*Société québécoise d'exploitation minière*) between

1985 1987.

In 1990, she was appointed a Judge to the Quebec Superior Court. Between 1993 and 2009, she was appointed a Judge at the Quebec Court of Appeal. The Quebec Court of Appeal has general appellate jurisdiction over all courts in Quebec and also performs judicial review in relation to all administrative tribunals. It is one of the two largest appellate courts in Canada, and hears matters governed both by civil and common law principles. Ms. Otis participated in over 3000 judgments in civil, commercial, administrative and criminal law.

In 1997, Ms. Otis instituted one of the world's first programs of integrated judicial mediation. In Quebec, all the courts and tribunals have since developed a judicial mediation program, integrated into the traditional justice system. Since 2004, at her instigation, a program of facilitation in criminal matters has also been launched in Quebec.

In March 2009, Ms. Otis founded the Canadian Conference for Judicial Mediation ([CCMJ](#)) intended to encourage the emergence, establishment and advancement of judicial mediation in Canada.

In 2010, she co-founded the International Conference on Mediation for Justice ([ICMJ](#)), with Justice Beatrice Brenneur, from France. ICMJ is an international institution committed to advancing mediation in the judiciary around the world.

Since 1997, Ms. Louise Otis has conducted over 700 mediation sessions in civil and commercial matters and since 2009, she has presided over 50 arbitrations also in civil and commercial matters.

In 2016, Louise Otis has been tasked by the Global Fund to fight HIV/AIDS, tuberculosis, and malaria to review the system of Administrative justice.

Throughout her career, Ms. Otis has acted as a member of the jury in several moot court competitions. Since 2005, she has been a member of the National selection committee for the *Bora Laskin Award*, established to recognize outstanding contributions in labour law.

Louise Otis was also a member of the Board of directors of the International Center for Human Rights Education ([EQUITAS](#)). She was also part of the Advisory Committee of the University of Sherbrooke *Chaire de droit et de gouvernance de la Santé*, and part of the Board of directors of *Place des Arts* and part of the Acquisition of Art Committee of the Montreal Museum of Fine Arts.

INTERNATIONAL CAREER

In 2015, the International Finance Corporation ([IFC](#)) gave Louise Otis the mandate to prepare an analysis and training programs to implement mediation systems in businesses in Egypt.

In 2014, Ms. Otis was part of three-member expert team with the mandate to revise the administrative justice system of the World Bank ([BM](#)).

In 2013, Louise Otis was appointed by the United Nations' Executive Office of the Secretary-General ([UN](#)) as an expert, in charge of the review of the UN Whistleblowing and Protection against Retaliation Policy.

In 2013, Louise Otis acted as a consultant for the International Finance Corporation ([IFC](#)) of the World Bank group ([BM](#)), in order to assist Egypt in drafting and implementing legislation in commercial mediation.

In 2012-2013, Ms. Otis was appointed by the International Monetary Fund ([IMF](#)) as an expert to review the Administration of justice system.

In 2011, she conducted an investigation on the application of the UN Protection against Retaliation Policy by the UN Ethics Office.

In March 2010, as a legal expert, Louise Otis accompanied Her Excellency, The High Honourable Michaëlle Jean during a State visit to Senegal, Congo, Rwanda and Cape Verde. During these visits, the Governor General has built on existing international relationships and strengthened ties across a broad range of sectors of Canadian life.

In October 2010 and May 2009, she was invited by The Honourable Rob Hulls, Attorney General of the State of Victoria in Australia, to deliver a series of twelve Conferences and training courses to members of the Judiciary and the Bar.

In September 2009, Louise Otis participated in an assessment mission on the detention of prisoners in Haiti. The goal of the mission was to conduct a pilot project on the release from custody according to the Haitian law. The mission was monitored by the Department of Foreign Affairs, Trade and Development Canada ([DFATD](#)) and Lawyers without Borders, Canada.

In June 2009, she was invited by DFATD to join a 25-person panel of experts on International Conflict Resolution, and to participate in a Mediation Policy Forum on the Canadian contribution to the resolution of international conflicts through mediation.

In May 2009, she lectured on conflict resolution at the University of *New Zealand's* Faculty of Law and at the High Court of Auckland.

In February 2009, at the request of Justices from Appellate Courts of Brazil, Louise Otis created a joint project between Canada and Brazil for judicial mediation training at McGill University in Montreal. The training was organized and directed by Louise Otis and Professor Roberge from University of Sherbrooke.

In February 2008, Louise Otis carried out an information and training mission at the request of the Consulate in Sao Paulo and in Rio de Janeiro to present the Quebec model of judicial mediation. The mission resulted in an agreement to offer a training

course in judicial mediation to justices from Federal and Appellate Courts of Brazil.

In 2007, Louise Otis was appointed by the United Nations ([UN](#)) Secretary-General Kofi Annan, to a 5-member panel of independent international experts, in charge of redesigning the United Nations system of administration of justice. In 2008, the recommendations of the experts were approved by Secretary-General Ban Ki-moon and by the General Assembly of the United Nations.

In 2007, Louise Otis was given the mandate by the Organisation de la Francophonie ([OIF](#)) to implement a frontline justice plan in Haiti, a transitional justice programme designed to meet the immediate legal needs of the people of Haiti.

In November 2006, Louise Otis, in collaboration with a representative from the Netherlands, prepared a report intended to establish the scope of intervention of Canada and the Netherlands as part of the Canadian Support Project to implement the *Ten-Year Justice Development Program in Mali* (PACMO-PRODEJ).

At the request of the Canadian Government, Louise Otis served as an expert consultant in the development of an interim cooperation framework for the reform of justice in Haiti (2004-2005). She also participated in the drafting of the judicial reform plan currently implemented by Organisation de la Francophonie ([OIF](#)) on behalf of Canada and the European Union.

In 2005, Louise Otis was invited to Australia to present the Quebec criminal justice system to the Ministers of Justice of the Australian States, as well as the Federal Minister of Justice. In September 2008, Rob Hulls, Deputy Premier of the State of Victoria, came to Montreal for a training program with Louise Otis to implement the first judicial mediation program in civil matters in Australia.

In October 2005, Louise Otis served as an expert consultant on a case management in the *Canada-China Judicial Linkages Project* (National Judicial Institute and CIDA).

In May 2005, at the request of the Council of Europe, Louise Otis prepared and facilitated a 5-day seminar on negotiation and mediation to representatives of 19 European countries.

In March 2004, at the request of the Commissioner for Federal Judicial Affairs, Louise Otis gave lectures on commercial mediation at the Supreme Court of Arbitration of the Russian Federation, in Russia.

In 2000, at the request of the Canadian Ambassador to Mali and of the Canadian International Development Agency (CIDA), Louise Otis and Jacques Frémont, Dean of the Faculty of Law at the University of Montreal, co-chaired a Canadian Mission to set priorities for the development of justice in Mali and produced a report and recommendations aimed at guiding judicial reform (July-December 2000).

PAPERS PRESENTED

Louise Otis has participated in many professional workshops and international conferences, notably on international administrative law, labour law, dispute resolution and public law.

The Development challenges of civil Justice in the OHADA zone, Master Class to judges, lawyers and government officials from the African members States of the OHADA zone, Montreal, UQUAM, 27 June 2016.

TaxCOOP 2016 Debate: Tax Competition or Tax cooperation? Consequences for developing countries”, Conference on “Winning the Tax Wars: Global solutions for developing countries”, The World Bank, Washington, 23 May 2016.

La médiation comme mode de solution des litiges civil, Conference at the Law faculty, Université de Montréal, Montreal, 15 March 2016.

Moderator/Speaker, Scientific Panel on Climate Changes.
Climate Change Post-Paris COP21, International Women Forum (IWF),
Continuum Conference, Montreal, 10 February 2016.

Mediation of Natural Resources Conflicts, Canadian launch of the United Nations' new publication, 'Natural Resources and Conflict: A Guide to Mediation Practitioners', McGill's Institute for the Study of International Development (ISID) and United Nations Environment Programme (UNEP), Montreal, 26 November 2015.

Mediation with First Nations communities, Annual Conference of the International Academy of mediators (IAM), Baltimore, USA, 23 O

The future of international commercial mediation The Cairo Regional Centre for International Commercial Arbitration (CRCICA), Cairo, Egypt, June 11, 2015.

Conception de systèmes de médiation judiciaire et extra-judiciaire,
Les Entretiens Jacques-Cartier,
Montreal, October 7th, 2014.

Les systèmes de médiation,
Conférence de Clôture du Colloque de formation des juges de Chine,
Université de Montréal,
Montreal, October 30th, 2014.

Inside and out: Probing the Boundaries of Law McGill's Annual Graduate Conference in Law, Montreal, May, 30 2014.

La Protection contre les représailles dans le contexte des divulgations internationales (Whistleblowing),

Congrès annuel du Conseil canadien de droit international (CCDI), Ottawa, November, 30 2013.

Conflict resolution: An investment for the future
4th International Conference on Mediation
Moscow, October 27, 2011.

Reform of the Administrative Justice System at the United Nations.
Grand Duché du Luxembourg, April 2, 2011.

CERIUM, Réseau francophone des opérations de paix (ROP) International Mediation and Negotiation of Peace Treaties, Montreal, June 29, 2011.

Dispute Resolution Skills for Judges from around the Globe,
Pepperdine University, California,
July 26-31, 2010.

Commercial and Civil Justice Nova Scotia Court of Appeal Halifax, December 15, 2009.

The Place of Commercial Mediation, Vietnamese Mission to Canada Montreal,
University McGill, November 30, 2009.

Ethical dilemmas in Mediation: Judging Skills Program (NJI)
Supreme Court of British Columbia,
Vancouver, November 11-12, 2009.

The United Nations' Administrative System of Justice École Nationale d'Administration Publique (ENAP) Montreal, October 7, 2009.

Administrative Justice Reform at the United Nations,
McGill International Law Society
McGill University, Montreal, March 4, 2009.

Explore the Benefits of Commercial Arbitration and Mediation,
ADR Institute of Canada, Inc.
Montreal, October 17, 2008.

Dispute Resolution: Ethical Principles
Training Program in Judicial Ethics under the direction of Madam Justice Georgina Jackson, Saskatchewan Court of Appeal,
National Judicial Institute.
Montreal, September 11, 2008.

Mediation and Ethical Principles in Brazilian Law,

Creating Integrated Systems of Judicial Mediation in Brazil,
Conference Series at State and Federal Appellate Courts of Sao Paulo and of Rio de Janeiro and State Universities
Department of Foreign Affairs, Trade and Development Canada
Sao Paulo, Brazil, February 17-20, 2008,
Rio de Janeiro, Brazil, February 20-25, 2008.

The Protection of Individual Rights in the Context of International Justice
American Society of International Law, World Bank Administrative Tribunal, ASIL
Colloquium on International Administrative Tribunals and the Rule of Law
Washington, U.S.A., March 27, 2008.

Justice in the 21st Century
Inaugural Conference at the Annual General Assembly of the Court of Quebec,
Quebec City, November 9, 2006.

Building Justice in Fragile States
Roundtable hosted by the Department of Foreign Affairs, Trade and Development
Canada and the Department of Justice Canada
Ottawa, June 28-29, 2006.

Front-Line Justice
Harvard University, Harvard Fellows Foreign Visitors Program (BCP),
Minister of International Relations
Quebec City, September 1, 2005.

Mediation and Negotiation
International Academy of Mediators
Montreal, May 12, 2005.

Judicial Mediation in Canada
Supreme Court of Sydney (Appeal Court and Trial Division) State of New South Wales,
Sydney, Australia, April 7, 2005.

Front Line Justice: A New Model for International Justice
International conference on "*Peace, Justice and Reconciliation in the Asia Pacific Region*",
The Australian Centre for Peace and Conflict Studies, University of
Queensland State of Queensland, Brisbane, Australia, April 2, 2005.

Judges and Mediation
Supreme Court of Brisbane (Appeal and Trial Division) State of
Queensland Brisbane, Australia, March 28–April 3, 2005.

Teaching Legal Ethics
Law Asia Conference 2005 ,
The Law Association for Asia and the Pacific State of

Queensland Gold Coast, Australia, March 22, 2005.

Administrative mediation

Court of Appeal and Supreme Court of Perth State of Western Australia
Perth, Australia, March 18, 2005.

Access to Justice

District Court of Perth,
State of Western Australia Perth, Australia, March 17, 2005.

Case Management in Criminal Law

Supreme Court of Melbourne (Appeal and Trial Division),
State of Victoria
Melbourne, Australia, March 10-16, 2005.

The Transformation of How We Relate to the Law by Judicial Mediation

Albert-Mayrand Conference,
Faculty of Law, University of Montreal,
Montreal, November 11, 2004.

*Judicial Mediation at the Quebec Court of Appeal – To State or Not to State the Law:
That is the Question – Judicial Mediation and its Rules*

Seminar entitled “Stating the Law”,
Faculty of Law and Political Science, University of Quebec at Montreal
Montreal, November 4, 2004.

*The New Way to Render Civil, Commercial and Criminal Justice in the Province of
Quebec*

Harvard Fellows Foreign Visitors Program
(BCP), Harvard University,
Minister of International Relations
Quebec City, QC, September 2, 2004.

New Trends in Commercial Mediation: Worldwide Overview

Conference on Recent Developments in International Commercial Dispute Resolution
Canadian Bar Association ADR Section/United Nations Commission on International
Law and the Continuing Legal Education Committee
Ottawa, June 11, 2004

*Judicial Mediation in Canada: When Judges Act as Mediators for the Benefit of Citizens
and Lawyers,*

American Bar Association,
Dispute Resolution Section Sixth Annual Conference,
New York, U.S.A., April 17, 2004.

Making Justice Accessible and Increasing the Efficiency of the Judicial System

Lecture and Workshop on Commercial Mediation,
Supreme Arbitration Court of the Russian Federation,

Moscow, Russia, March 19, 2004.

Early Settlement of Disputes and the Role of Judges
Council of Europe, Palais de l'Europe,
Strasbourg, France, November 25, 2003.

How to Establish a System of Mediation,
2003 Masters Forum The Strauss Institute for Dispute Resolution
Pepperdine University School of Law,
Malibu, California, October 17-18, 2003.

Implementation and Administration of a Judicial Mediation Program
Court of Appeal of British Columbia
Vancouver, B.C., October 10, 2003.

Judicial Mediation in Canada
Dispute Resolution Section Fifth Annual Spring Conference
American Bar Association,
San Antonio, Texas, March 20-22, 2003.

Judicial Mediation Service of the Quebec Court of Appeal
Conference of the Institut international de droit d'expression et d'inspiration françaises
(IDEF)
Luxembourg Palace
Paris, France, March 6-8, 2003.

Judicial Mediation in Belgium
Egmont Palace, Brussels, Belgium, October 9, 2002.

Commercial Mediation Quebec
Franchise Council, Montreal,
September 5, 2002.

Philosophy of Conciliation: Daring to Render Justice in a Different Manner
Commencement Speech
University of Montreal, Faculty of Law
Montreal, August 27, 2002.

Beyond Accommodation to Equality in the Courtroom – Gatekeepers, Advocates or Referees?
New Brunswick Education Program.

Chair of the Roundtable “Access to the Courts for Peoples With Disabilities” (Case Studies and Law) St-Andrews-by-the-Sea,
New Brunswick, June 26-27, 2002.

Comments on the Conditions and Foundations of the Transformation of Modes of Social

Regulation,

International Seminar on Reparatory Justice and Criminal Mediation
L'Estérel, Montreal, May 22, 2002.

Family Mediation,

Montreal Bar Association Week
Montreal, May 3, 2002.

Mediation: Legal Perspectives for Arbitrators and Mediators

Conférence des Arbitres du Québec
Montreal, April 27, 2002.

Special Issues for Sitting Judge Mediators

Masters Forum, Strauss Institute for Dispute Resolution
Pepperdine University School of Law
Malibu, California, March 15-16, 2002.

Mediation in Insurance Law

Risk Management Day , Quebec Risk & Insurance Management Association (QRIMA)
Montreal, February 20, 2002.

Taming the Differences,

12th Annual Conference of the *Institut québécois de la déficience intellectuelle*
Longueuil, QC, November 3, 2001.

Alternative Forms of Dispute Resolution

Lord Reading Law Society,
Montreal, November 1, 2001.

New Tools for Justice in the 21 Century: The Use of Videoconferencing and Electronic Communication Technologies

Court of Appeal of Versailles,
Paris, France, October 26, 2001.

Judicial Conciliation, Tulane University's Lecture,

McGill University, Montreal, July 10, 2001.

Legislative Changes to the Code of Civil Procedure

Seminar - Appellate Courts,
Quebec Bar Association, Montreal, June 14, 2001.

Commentator at the Roundtable on “Social Relationships in Transition Law”

Commission of Canada, Ottawa, May 1, 2001.

Role of the Modern Judiciary

University of Sherbrooke, Convocation address

Longueuil, QC, March 30, 2001.

A Different Way of Rendering Justice in a Diverse Society
University of Sherbrooke, Faculty of Law
Sherbrooke, QC, November 10, 2000.

Role of Judges in Managing the Court and Case Management Conference of "Croatian Judges on Judicial Independence" International Commission of Jurists Seminar
Montreal, November 7, 2000.

Setting up an Extrajudicial Conflict Resolution Program Conference for Judges of the Court of Quebec Montreal, November 2, 2000.

The Quebec Charter is Twenty-Five Years Old
Seminar organized by the Quebec Bar Association Montreal, October 27, 2000.

Access to justice: Getting Closer to the Litigants
Training Advisory Committee: Court of Quebec, Montreal, June 16, 2000.

The Conciliation Service Program of the Court of Appeal of Quebec
Appellate Courts Seminar/National Judicial Institute on "How Will We Do Our Work in the Millennium - Conciliation, Mediation, Management"
Ottawa, April 11, 2000.

The Duty to Act in a Reserved Manner and the Freedom of Expression of the Magistrate,
Workshop entitled *Democracy – Media* Bamako, Mali, February 11, 2000.

The Conciliation Service Program of the Court of Appeal of Quebec Faculty of Law,
University of Sherbrooke
Sherbrooke, QC, January 27, 2000.

The Conciliation Service Program of the Court of Appeal of Quebec, Court of Appeal of Ontario Toronto, January 21, 2000.

Methods of Conflict Resolution and Judicial Conciliation Quebec Association of Insurers, Montreal, December 8, 1999.

An Alternative to the Trial System
Quebec Rental Board Annual Conference Montreal, October 1999.

Sentencing and The Fair Treatment of Minorities
National Judicial Institute Conference entitled "Rendering Justice in a Diverse Society"
Montreal, October 1999.

Judicial Conciliation at the Quebec Court of Appeal, Canadian Bar Association

Montreal, October 15, 1999.

The Conciliation Service Program of the Court of Appeal of Quebec

International Symposium on Alternative Dispute Resolution sponsored by the Advisory Committee on Private Commercial Disputes of the North American Free Trade Agreement (NAFTA)

Mexico City, Mexico, June 3-4, 1999.

Judicial Conciliation and the Trial System

Conference on Judicial and Extrajudicial Modes of Conflict Resolution Bar Association of Laval

Laval, QC, April 16, 1999.

Conciliation Methods at the Quebec Court of Appeal

Colloquium for a New Civil Justice: The Crisis of Efficiency for European Justice - European Judges and Public Prosecutors for Democracy and Fundamental Rights (MEDEL) Paris, France, January 1999.

Labour Relations and Public Order

Conference of the Association Henri Capitant on Public Order

Beirut, Lebanon, May 1998.

Portrait of the Civil Justice System Laval University, Faculty of Law, Quebec City, September 1997.

Conciliation at the Court of Appeal

Court of Appeal Committee: Quebec Bar Association, Quebec City, April 1997.

Sexual Equality in the Legal Profession Quebec Junior Bar Association Quebec City, QC, 1993.

The Future of the Legal Profession

Laval University, Faculty of Law, Quebec City, 1993.

Does Sexual Prejudice Have Free Reign in the World of Law?

Conference of Superior Courts of Quebec

Quebec City and Montreal, 1991.

PUBLICATIONS

“Le médiateur et les dilemmes éthiques: proposition d’un cadre de réflexion”, Louise Otis & Catherine Rousseau-Saine, Festschrift Ahmed Sadek El-Kosheri, Ziadé(Ed), (2015), Kluwer Arbitration, p.121.

“The Mediator and Ethical Dilemmas : A Proposed Framework for Reflection”, Otis & Rousseau-Saine, (2013), to be presented at *International Biennale on Negotiation*,

Paris, publication in 2014.

“Confidentiality in Judicial Mediation”, Otis, Rousseau-Saine & Reiter, *The Multi-Tasking Judge: Comparative Judicial Dispute Resolution*, (Australia: Thompson Reuter, 2013), ch .10.

“The Reform of the United Nations Administration of Justice System: The United Nations Appeals Tribunal after One Year”, Otis & Reiter, (2011) 10 *Law & Practice Int'l Cts & Tribs*, 405.

“Mediation as the Freudian Transfer of Judicial Authority”, (2011) *Russian Journal of mediation*.

“Judicial Mediation in Appeal ”, in *Recours et Procédures en Appel*, (Montreal: LexisNexis, 2011) p.153.

“A conciliação judicial no Tribunal de Segunda instância do Québec” in Fernanda Maria Dias de Araújo Lima, Rosane Maria Silva Vaz Fagundes & Vânia Maria Vaz Leite Pinto, eds., *Manual de Mediação: Teoria e Prática* (Belo Horizonte: New Hampton Press, 2007) 137.

“Judicial Mediation in Quebec” in Nadja Alexander, ed., *Global Trends in Mediation*, (2ed) (Alphen aan den Rijn: Kluwer Law International BV, 2006) 107 (with Eric H. Reiter).

“Mediation by Judges: A New Phenomenon in the Transformation of Justice” (2006) 6 *Pepperdine Dispute Resolution Law Journal* 351 (with Eric H. Reiter).

“Front-Line Justice” (2006) 46 *Va. J. Int'l. L.* 677 (with Eric H. Reiter).

“La médiation judiciaire à la Cour d'appel du Québec” in André Riendeau, ed., *Dire le droit: pour qui et à quel prix?* (Montréal: Wilson & Lafleur, 2005) 57.

“La transformation de notre rapport au droit par la médiation judiciaire.” 8 *Albert Mayrand Conference 2004* (Montréal: Éditions Thémis, 2005).

“Alternative Dispute Resolution: Judicial Mediation” in *The Early Settlement of Disputes and the Role of Judges. Proceedings of the 1 European Conference of Judges, Strasbourg, 2003* (Strasbourg: Council of Europe Publishing, 2005) 67.

“Judicial Mediation in Canada: When Judges Act as Mediators for the Benefit of Citizens and Lawyers”, (Address delivered at the 6 Annual Conference of the American Bar

Association Section of Dispute Resolution: Resolution and Resilience, New York City, 17 April 2004) [unpublished].

“Judicial Conciliation at the Quebec Court of Appeal” (2003) 1:2 R.P.R.D. 1.

“La justice conciliationnelle: l'envers du lent droit” (2001) 3:2 *Éthique publique* 63.

“The Conciliation Service Program of the Court of Appeal of Quebec” (2000) 11 *World Arb. & Mediation Rep.* 80.

“L'ordre public dans les relations de travail” (1999) 40 *C. de D.* 379.

“Éthique au travail: Un défi vers l'égalité” in *L'éthique au quotidien* (Montréal: Les Éditions Québec/Amérique, 1990) 51.

MEDIATION TRAININGS AND PROGRAMS

Drawing on her extensive experience as a mediator, Louise Otis designed training programs in mediation for judges, jurists and non-jurists. These programs pursued many objectives, namely:

- to understand the nature and the development of conflicts;
- to understand the role of the judge-mediator, the mediator, and the negotiator;
- to acquire the knowledge and skills of a negotiator;
- to develop an understanding of the dynamics of negotiations and intervention strategies;
- to acquire the skills to overcome an impasse in negotiations;
- to understand the ethical rules that govern the judge-mediator, the mediator and the negotiator (ethics and immunity);
- to master the process of negotiation;
- to design a system of mediation adapted to the realities and different cultures of States;
- to develop systems of first responses for the resolutions of armed conflicts;
- to develop transitional justice systems to assist States in post-conflict situations.

Louise Otis has directed intensive training sessions for jurists and non-jurists in Canada, France, Belgium, Morocco, Mali, Rwanda, Uganda, Switzerland, Australia, Russia, China, Serbia, Norway, Denmark, Finland, Ukraine, Haiti, Romania, Brazil, Argentina and to some member states of the Caribbean Community and Common Market ([CARICOM](#)).

In March 2004, at the initiative of Justices Louise Otis and Michel Proulx, the Court of Appeal of Quebec, the Superior Court of Quebec and the Court of Quebec adopted a common judicial policy establishing a pilot program in criminal mediation for “Pre-trial management conferences and facilitation conferences in criminal matters”. This was the first program of its kind in the world.

Louise Otis has also designed the first training program in mediation for judges in collaboration with the University of Sherbrooke. A training program on mediation for

judges has since then been regularly offered by the National Judicial Institute.