



# ARCHIVAL MANAGEMENT AND WELL-BEING IN THE JUDICIARY: A TECHNICAL-TECHNOLOGICAL PRODUCT THROUGH THE LENS OF THE JOB DEMANDS-RESOURCES MODEL

GESTÃO ARQUIVÍSTICA E BEM-ESTAR NO JUDICIÁRIO: UM PRODUTO TÉCNICO-TECNOLÓGICO À LUZ DO MODELO DE DEMANDAS E RECURSOS

GESTIÓN ARCHIVÍSTICA Y BIENESTAR EN EL PODER JUDICIAL: UN PRODUCTO TÉCNICO-TECNOLÓGICO DESDE LA PERSPECTIVA DEL MODELO DE DEMANDAS Y RECURSOS

## ABSTRACT

**Objective:** To develop a Judicial Archives Management and Procedures Manual, conceived as a Technical-Technological Product (TTP), aimed at standardizing, qualifying, and modernizing document management within the archive divisions of judicial courts in Brazilian capitals. This initiative aligns with the regulations established by the CNJ (National Council of Justice), CONARQ (National Archives Council), and the LGPD (General Data Protection Law).

**Context:** Judicial archives are repositories for a substantial volume of physical case files and administrative documents. These collections face challenges concerning organizational efficiency and ongoing compliance with CNJ regulations. The growing demands for administrative efficiency, record preservation, institutional transparency, and employee well-being underscore the need for innovative solutions in archive management.

**Diagnosis:** A lack of standardization and contemporary practices within archive divisions has been identified, leading to operational inefficiencies, excessive workload for staff, and heightened risks to document preservation and institutional transparency.

**Practical Implications:** The manual enhances administrative efficiency, improves public service delivery, promotes employee well-being, and strengthens transparency and public trust in the Judiciary.

**Social Implications:** By improving document organization and accessibility, the TTP contributes to upholding legal rights, ensuring juridical security, and fostering transparency, thereby strengthening the relationship between society and the Judiciary.

**Theoretical Implications:** From the perspective of the Job Demands-Resources theory, the TTP illustrates how organizational interventions can mitigate the adverse effects of excessive demands on public servants, contributing to academic research on document management as a strategy for occupational well-being.

**Originality / Value:** This product is innovative in its integration of archival best practices with legal and institutional guidelines. It addresses not only documentary efficiency but also employee well-being and societal trust, positioning judicial archives as strategic instruments for transparency and juridical security.

**Keywords:** Educational Material; Job Demands; Job Resources; Human Resources Management; Public Administration.

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## RESUMO

**Objetivo:** Elaborar um Manual de Gestão e Procedimentos para Arquivos Judiciais, concebido como Produto Técnico-Tecnológico (PPT) para padronizar, qualificar e modernizar a gestão documental nas divisões de arquivo dos fóruns das capitais brasileiras, alinhado às normas do Conselho Nacional de Justiça, (CNJ), Conselho Nacional de Arquivos (CONARQ) e Lei Geral de Proteção de Dados (LGPD)

**Contexto:** Os arquivos judiciais concentram grande volume de processos físicos e documentos administrativos, enfrentando desafios na organização e na adaptação contínua às normativas do CNJ. A necessidade de eficiência administrativa, preservação documental, transparência e bem-estar dos servidores evidenciam a importância de soluções inovadoras para a gestão desses acervos.

**Diagnóstico:** Identificou-se falta de padronização e práticas contemporâneas nas divisões de arquivo, gerando ineficiência, sobrecarga aos profissionais e riscos à preservação documental e à transparência institucional.

**Implicações práticas:** O manual contribui para a eficiência administrativa, melhora o atendimento ao público, promove o bem-estar dos servidores e fortalece a transparência e a confiança no Poder Judiciário.

**Implicações sociais:** Ao melhorar a organização e a acessibilidade dos documentos, o PTT reforça a garantia de direitos, a segurança jurídica e a transparência, impactando positivamente a relação entre a sociedade e o Judiciário.

**Implicações teóricas:** Sob a perspectiva da teoria de demandas e recursos para o trabalho, o PTT demonstra como intervenções organizacionais podem mitigar impactos negativos das exigências excessivas sobre os servidores, contribuindo para estudos sobre gestão documental como estratégia de bem-estar ocupacional.

**Originalidade / valor:** O produto inova ao integrar boas práticas arquivísticas às diretrizes legais e institucionais, abordando não só a eficiência documental, mas também o bem-estar dos servidores e a confiança social, consolidando os arquivos judiciais como instrumentos estratégicos para a transparência e a segurança

jurídica.

**Palavras-chave:** Material didático; Demandas de trabalho; Recursos do trabalho, Gestão de Pessoas; Administração Pública.

## RESUMEN

**Objetivo:** Elaborar un Manual de Gestión y Procedimientos para Archivos Judiciales, concebido como un Producto Técnico-Tecnológico (PTT), con el propósito de estandarizar, cualificar y modernizar la gestión documental en las divisiones de archivo de los juzgados de las capitales brasileñas, en alineación con las normativas del CNJ (Consejo Nacional de Justicia), CONARQ (Consejo Nacional de Archivos) y la LGPD (Ley General de Protección de Datos).

**Contexto:** Los archivos judiciales albergan un elevado volumen de expedientes físicos y documentos administrativos, enfrentando desafíos relacionados con la organización y la adaptación continua a las regulaciones del CNJ. La necesidad de eficiencia administrativa, preservación documental, transparencia institucional y bienestar de los servidores evidencia la relevancia de implementar soluciones innovadoras en la gestión de estos acervos.

**Diagnóstico:** Se identificó la ausencia de estandarización y de prácticas contemporáneas en las divisiones de archivo, lo que genera ineficiencia operativa, sobrecarga de trabajo para los profesionales y riesgos para la preservación documental y la transparencia institucional.

**Implicaciones prácticas:** El manual contribuye a la eficiencia administrativa, mejora el servicio al público, promueve el bienestar de los servidores y fortalece la transparencia y la confianza en el Poder Judicial.

**Implicaciones sociales:** Al mejorar la organización y el acceso a los documentos, el PTT refuerza la garantía de los derechos, la seguridad jurídica y la transparencia, impactando positivamente en la relación entre la sociedad y el Poder Judicial.

**Implicaciones teóricas:** Desde la perspectiva de la teoría de demandas y recursos laborales, el PTT demuestra cómo las intervenciones organizacionales pueden mitigar los efectos negativos de demandas excesivas sobre los



servidores públicos, aportando al estudio de la gestión documental como estrategia para el bienestar ocupacional.

**Originalidad / Valor:** El producto innova al integrar buenas prácticas archivísticas con directrices legales e institucionales, abordando no solo la eficiencia documental, sino también el bienestar de los servidores y la confianza social, consolidando los archivos judiciales como instrumentos estratégicos para la transparencia y la seguridad jurídica.

**Palabras clave:** Material didáctico; Demandas laborales; Recursos laborales; Gestión de personas; Administración pública.

## INTRODUCTION

Judicial archives compile a substantial volume of diverse physical case files and administrative documents originating from both the judicial and administrative units of the courts. The management of these collections necessitates rigorous organization, control, and the adoption of well-defined routines and procedures. The objective of intermediate and permanent custody, carried out through archiving, is to preserve institutional memory and ensure juridical security (Sliwka, 2011).

Effective management of personnel and judicial procedures is essential for the functioning of the judicial system. Case management plays a vital role in the organization and tracking of judicial files, ensuring timely resolutions and efficient workflows while preventing conflicts (Crowhurst & Kirkham, 2012; Myers, 2002; Taggart et al., 1985). Furthermore, judicial administration is essential for supervising court operations, including resource allocation and task prioritization, thereby helping reduce delays and improve case outcomes. In this regard, Gomes and Moura (2018) assert that judicial administration must, therefore, align with the principles of administrative efficiency, necessitating the adoption of measures that promote a more participative and responsive management approach.

Document management ensures the integrity and confidentiality of information, which is fundamental for maintaining accurate records

(Kambayashi, 1986; Schmidt, 2009). Furthermore, workflow automation enhances productivity by streamlining repetitive tasks, thereby optimizing overall efficiency in judicial file management (Soares & Calejo, 2010; Wan Mohd Saman & Haider, 2013). Collectively, these elements create a comprehensive framework for effective judicial file management, leading to improved court outcomes and greater public trust in the legal system. It is recognized that the lack of standardization in the management of judicial archives can compromise institutional efficiency and the occupational health of personnel working in this area.

Araujo and Aganette (2021) highlight how archival science concepts can guide the development of document management methodologies by promoting access to archival information and overcoming challenges related to file preservation and organization. Archival documents, given their organic nature, demonstrate value and importance for both private and public institutions, as they can prove rights, inform new actions, and preserve historical record (Araujo & Aganette, 2021; Bartalo & Moreno, 2008). In addition, by encouraging the sharing of information and experiences among team members, archival science fosters a learning community within the institution, where knowledge is shared and enriched (Fontes & Silva, 2022).

Those responsible for document archiving manage the lifecycle of an organization's documents and records, ensuring their integrity, authenticity, accessibility, and long-term preservation (Oliveira et al., 2025). Furthermore, Oliveira et al. (2025) state that this function is important not only for historical purposes but also for ensuring the organization's fiscal and social management and accountability. A study on the Electoral Court of Minas Gerais reinforces the relevance of institutional archival governance, showing that it is essential for aligning institutions' strategic objectives with the preservation and management practices of archival documents (Silva & Parrela, 2023).

Despite these advantages, challenges exist in the file management process. Although file management is evolving toward digital proces-



ses, this migration remains costly when dealing with thousands of documents and decades of history. The year 2023 concluded with a backlog of 83.8 million pending cases in the Brazilian Courts of Justice (Conselho Nacional de Justiça, 2024). Until Information Technology tools advance, it is necessary to find alternatives to document management that are efficient for institutions and sustainable for workers' health.

Among the environments facing this challenge are the Brazilian Courts of Justice. The constant need to adapt to regulatory changes issued by the National Council of Justice (CNJ) makes the work more complex and increases the workload on public servants in the area. The intense movement of people and boxes, combined with the repetitiveness of tasks and the fear of committing errors, can compromise the sector's organization and affect the well-being of the servants.

Thus, the study's central objective is to present a Management and Procedures Manual for the archive divisions of the courts in the Brazilian capitals, aiming to standardize, qualify, and modernize document management within the Judiciary. This material is both educational and strategic, designed to establish transparent, effective, and replicable routines that guide public servants within the organization in processing, accessing, preserving, and final disposition of archived documents.

A key specific objective is to structure practical, accessible guidelines that promote greater uniformity in the custody and treatment of judicial documents. To this end, the aim is to ensure greater workflow efficiency, reduced rework, improved information retrieval, and increased agility in serving internal and external publics until digitalization strategies are adopted.

Another important specific objective is to promote compliance with the General Data Protection Law (GDPL) by adopting practices aligned with the responsible and secure processing of personal information contained in archived documents. The Manual emphasizes the need for technical and administrative measures to ensure the confidentiality, integrity, and traceability of

data, in line with the principles outlined in Art. 2 of the GDPL (Brasil, 2019).

The proposal also aims to strengthen institutional memory and transparency in public administration by valuing archives as sources of strategic, historical, and juridical information. By systematizing the procedures, the Manual contributes to the preservation of the Judiciary's documentary heritage, ensuring that the information remains accessible, integral, and reliable over time.

Finally, it also seeks to promote the well-being of public servants working in the judicial archives by rationalizing activities and defining clear, stable guidelines for task execution. This approach aims to reduce physical and emotional overload, contributing to a healthier, more motivating, and more productive organizational environment. From the perspective of the Job Demands–Resources (JD-R) model, such measures are fundamental, as they balance job demands with available resources, preventing occupational burnout and promoting engagement (Bakker, Demerouti & Sanz-Vergel, 2023; De Beer & Schaufeli, 2025; Demerouti & Bakker, 2023). Furthermore, by considering the impact of excessive demands on workers' personal lives and well-being, especially in contexts marked by compulsive work, as highlighted by Teston et al. (2024), the need for organizational strategies that prioritize mental health and balance is reinforced.

Against this backdrop, the Management and Procedures Manual for Judicial Archives is presented, a Technical-Technological Product (TTP) that aims to standardize routines, guide safe and sustainable practices, and promote the qualification of document management within the Judiciary. Inspired by national and international best practices, the manual offers accessible, replicable guidelines that improve internal workflows, support compliance with the General Data Protection Law (Brasil, 2019), valorize institutional memory, and strengthen archival governance. It is an innovative and viable proposal with the potential to generate positive impacts on administrative efficiency, public service delivery, and the well-being of the professionals involved.





## CONTEXT AND THE INVESTIGATED REALITY

Judicial archives play an essential role within the structure of the Brazilian Judiciary, serving not only as repositories for case files and administrative documents but also as pillars of institutional continuity, preservation of organizational memory, and the enforcement of rights (Oliveira et al., 2025). They are embedded in a complex mechanism that encompasses technical standards, procedural flows, rigorous legal requirements, and, above all, the continuous, meticulous work of public servants who ensure the functioning and legality of institutional operations.

However, these sectors face significant operational and human challenges: millions of physical documents accumulated over decades, a lack of routine standardization, a shortage of qualified personnel, pressure for procedural celerity, and an organizational environment that is often fragmented and subject to overload. Despite efforts toward digitalization, many courts still operate with predominantly physical collections, requiring constant dedication and significant physical and cognitive effort from public servants.

In this context, judicial archives are strategic instruments for public administration, as they strengthen juridical security, promote institutional transparency, and ensure access to qualified information (Silva & Parrela, 2023). Their effectiveness directly impacts not only procedural progress but also organizational performance and workers' well-being (Silva & Zingler, 2025).

To address this conjuncture, the Management and Procedures Manual for Judicial Archives was developed as a Technical-Technological Product (TTP). Its construction involved a field diagnosis, normative review, and theoretical foundations, based on the guidelines of the National Archives (CONARQ), the National Council of Justice (NCJ), state legislations, and the General Data Protection Law (Brasil, 2019). The manual organizes the archival procedures according to the National Archives' definition: "a set of measures and routines aimed at rationalization and efficiency in the creation, processing, classification, primary use, and evaluation of archives" (Arquivo Nacional, 2005, p. 157). In addition to standardizing routines, the Technical-Technological Pro-

duct serves as an open educational resource, as stipulated in NCJ Resolution No. 192/2014.

The theoretical framework of this study is grounded in the Job Demands–Resources Theory (JD-R), whose genesis dates back to the 1990s, a period when Evangelia Demerouti conducted her doctoral research in Oldenburg, Germany, under the guidance of the renowned organizational psychologist Friedhelm Nachreiner (Bakker & Demerouti, 2013). Demerouti's central goal was to deepen understanding of occupational environment determinants, with an investigative focus on identifying and categorizing multiple job demands and resources across distinct organizational contexts. Based on robust statistical analyses—including cluster analysis and discriminant techniques—Demerouti and Nachreiner identified two conceptually distinct sets: job demands, which were strongly correlated with emotional exhaustion, and job resources, which were mainly linked to professional disengagement (Bakker & Demerouti, 2016).

The initial presentation of these findings took place in 1997 at a scientific conference on Burnout held in Utrecht, Netherlands. It was at this event that Demerouti met Arnold Bakker, then a postdoctoral researcher, which initiated a collaboration that would result in the consolidation of the theoretical framework known as the JD-R Model. The seminal article by Demerouti, Bakker, Nachreiner, and Schaufeli (2001) became an incontestable reference in the literature on occupational stress (Mazzetti et al., 2023).

The empirical validation and expansion of the model occurred through studies conducted in multiple organizations, providing a solid conceptual basis that culminated in its presentation as a structured organizational theory (Bakker & Demerouti, 2013). The first complete version of the JD-R Theory was published in 2013 in the prestigious *Journal of Applied Psychology* (Bakker & Demerouti, 2016), granting it international recognition and consolidating its place among the main explanatory models of health and well-being at work.

According to Demerouti et al. (2001) and Bakker and Demerouti (2007), every work environment can be understood as the resultant of two fundamental macro-factors: job demands,



which impose physical, emotional, and cognitive costs on individuals; and job resources, which function as positive mediators, capable of mitigating the impacts of job demands and fostering personal development, engagement, and occupational well-being. The imbalance between these elements constitutes what the authors call the strain process, which, when chronic, tends to precipitate exhaustion and performance deterioration. On the other hand, the preponderance of resources activates the motivational process, promoting healthy, resilient, and productive work environments (Bakker & Demerouti, 2007).

Bauer et al. (2014) note that the JD-R model is applicable across all productive sectors due to its methodological flexibility. Such applicability is especially relevant in environments such as judicial archives, where there is a high documentary workload, institutional urgency, and a deficit of structured support mechanisms. In the Brazilian context, this reality is reflected in the routines of archiving, document retrieval, disposal, and access to case files, activities that frequently expose public servants to physical overload, emotional demands, and work-related risks.

The adoption of the Manual as a structured organizational resource serves as a concrete measure to mitigate these pressures: it provides legal security, reduces role ambiguity, systematizes procedures, and enhances control over documentary processes. As Bakker (2025) points out, the lack of institutional resources contributes significantly to burnout in high-demand organizational environments. In this way, the TTP can be understood as a tool that strengthens public servants' engagement and performance by transforming archival management into a more rational, predictable, and valued practice.

The most recent developments of the JD-R theory, elaborated by Bakker, Demerouti, and Sanz-Vergel (2023), expand the discussion by incorporating personal resources (resilience, self-efficacy, motivation) and proactive strategies such as job crafting — a concept used by organizational psychology that refers to the proactive redesign of one's own work carried out by the worker. These approaches directly apply to judicial archives, since the presence of a normative instrument like this Technical-Technological

Product not only improves the work structure but also stimulates autonomous and continuous improvement behaviors among public servants, increasing their sense of control and belonging.

Therefore, by adopting the JD-R as a theoretical basis, it is evident that the Manual's mere existence is not limited to standardizing administrative tasks but also represents a strategic action of institutional care and people management. As Schaufeli and Salanova (2007) state, environments that adequately balance demands and resources tend to generate higher levels of satisfaction, occupational health, and organizational performance.

The Management and Procedures Manual for Judicial Archives, in this sense, acts as an organizational and psychosocial transformation tool, promoting work sustainability (Gürbüz et al., 2024) and consolidating judicial archives as living spaces for document governance, institutional strengthening, and public servant valorization.

## THE OPPORTUNITY: THE MANUAL

The Manual details the key processes and responsibilities of the Archive Division, including archiving standards, collection organization, public service, and the final disposition of documents. It also includes guidelines on the use of available technological tools, aligned with the regulations of the National Council of Justice (CNJ) and the Courts of Justice. The TTP creation process was structured in multiple stages and featured the collaboration of a Court of Justice in the Brazilian Northeast. The fact that one of the authors worked at the Court facilitated data collection and helped create the TTP.

Upon assuming the sector in August 2024, the Head of the Archive Division met with each unit's public servants and interviewed them to ascertain the activities they performed, the services they offered, and how they were carried out. A total of twelve interviews were conducted. The interview script is shown below: a) What are the main tasks you perform daily? b) Are there activities you consider specific to your role or position? c) Do you participate in any process involving other areas or sectors? d) How do you organize your work routines? e) What services does the Archive Division currently offer? f) Cou-



Id you describe how each service is performed, end-to-end? g) Is there any service you consider critical or highly demanded? h) Are there any services that have been discontinued or that could be improved? i) What documents or types of files do you usually handle? j) Are there standardized procedures for serving the public or other units? k) How is the sorting, organization, and custody of documents carried out? l) Are digital systems or specific tools used for file control? m) What are the main challenges you face in your activities? n) Do you have any suggestions you would like to give to improve the Division's processes? o) Do you believe the services are aligned with the standards of the CNJ, CONARQ, and LGPD? p) What type of training or support do you consider important to improve your performance?

In addition to the interviews, the management enriched the analysis through participant observation, immersing themselves in the sector's daily activities for a few days. The existence and clarity of daily work routines shaped perception. The observation script included: a) degree of standardization in archiving and service procedures ; b) distribution and prioritization of tasks among public servants ; c) volume of documents handled daily ; d) efficiency in the sorting, classification, and custody of documents ; e) difficulties in locating or retrieving files ; f) use and functionality of digital systems or document control tools ; g) treatment of cases with regulatory deadlines defined by the CNJ ; h) control and monitoring of deadlines required by the regulations ; i) identification of bottlenecks or critical points in the analysis of regulated cases ; j) quality of communication between public servants and with other units ; k) level of collaboration or isolation in team activities ; l) existence of formal or informal spaces for information exchange ; m) technical mastery of public servants regarding file organization and security ; n) perceived need for training or professional development ; o) most demanded types of knowledge for performance improvement.

This immersion revealed opportunities for improvement: the lack of clear routines, the challenge of managing a large volume of documents, and the complexity of analyzing cases with deadlines set by the National Council of Justice. It was also perceived that the sector could benefit

from greater training on the organization, management, and security of archived cases. Thus, new workflows and routines were implemented, bringing organization and efficiency. The redistribution of the team and the creation of procedures facilitated daily operations. However, to ensure the durability of these improvements, the need was identified to share these routines with the entire team in an accessible and standardized manner through a Manual.

Thereafter, the management, with the help of another public servant, drafted the first version of the Manual. In this version, the Manual's topics were defined, and the theoretical and regimental sources were synthesized. In a focus group, these contents were presented to public servants, who contributed to the final version through reviews, suggestions, and approval. The next step was to elaborate the Manual into two versions: the first, a running-text, richly detailed (complete version), and a summarized, illustrated version. Subsequently, the versions of the Manual were presented to the Judge and the General Director of the Court, who not only praised the initiative to elaborate the Manual but also approved its use in the sector. Following this authorization, the Manual was sent via institutional email to all public servants in the sector for use as a consultation book.

Additionally, to motivate all public servants to read the Manual, a TTP presentation was held at the Court in the Northeast. The event's central focus was to present the Manual's main points and stimulate learning about its content. For this purpose, a group dynamic was carried out in which public servants were divided into teams by draw, and, using artificial intelligence, all topics of the Manual were randomly assigned so that everyone had to navigate the TTP to study it. The public servants also drafted four questions and answers that the teams used during the event. The team that answered the most questions in the archives manual won a compensation day voucher as recognition for the effort they put into studying the content. The meeting also featured the lecture "Dissecting the Archive Management and Procedures Manual" and a motivational lecture on the 7 Habits of Highly Effective People. Figure 1 shows excerpts from the summarized and illustrated version.





**Figure 1**  
*Excerpts from the illustrated version of the Manual*



Notes. The image features three main sections.

#### **Panel 1 (Left): Elimination of Case Files and Recycling**

1st - Evaluation: It must be verified whether the case files destined for elimination or recycling do not possess permanent retention value, according to the documentary retention schedules.

2nd - Public Notice: Public notices for the elimination of documents must be published in the Electronic Judicial Gazette to provide wide publicity regarding the cases that will be destroyed, following the procedures defined in the regulations.

3rd - Elimination: After fulfilling legal deadlines and administrative formalities, the case files are destined for recycling or destruction.

4th - Recycling: It is recommended that the courts donate the paper from the cases that are to be eliminated to recycling cooperatives, promoting the circular economy and social benefits, provided that the confidentiality of the information contained in the respective case files is ensured.

#### **Panel 2 (Top Right): Theoretical Foundation of the Manual**

JD-R Model: Based on the Job Demands-Resources theory (Bakker & Demerouti, 2007).

Organizational Resources: Manual as a tool to provide greater efficiency and security in management.

Employee Well-being: Reduction of excessive demands and prevention of errors and rework.

#### **Panel 3 (Bottom Right): Children and Adolescents**

The processing of data of children and adolescents requires special care. Data controllers must ensure that the information is presented in an accessible manner and adequate to the understanding of the child public.

Consent of Guardians: Mandatory for any processing.

Special Protection: Processing must not be excessive.

Clear Information: Adapted to the characteristics of each child.

The Complete Manual is available at <https://doi.org/10.5281/zenodo.17229706>.

## **CONCLUSIONS AND TECHNOLOGICAL CONTRIBUTION**

The Manual was developed based on the archival science perspective and the concept extracted from the Brazilian Dictionary of Archival Terminology, stating that document management "is a set of measures and routines aimed

at the rationalization and efficiency in the creation, processing, classification, primary use, and evaluation of archives" (Arquivo Nacional, 2005, p. 157). In this way, the document structures archival processes systematically, promoting the rational use of available resources and the proper treatment of information.





In addition to serving as a technical and normative instrument, the Manual constitutes an open educational resource, with the potential to be shared with other bodies of the Judiciary, as prescribed by Art. 10 of Resolution No. 192/2014 of the National Council of Justice (CNJ), which authorizes the unrestricted use, copying, distribution, download, and redistribution of content. That broadens the scope of the proposal, enabling the dissemination of good document management practices nationwide.

The proposal also meets the principles and objectives of the General Data Protection Law (LGPD, 2019), especially Art. 2 and its subsections, by reinforcing the importance of personal data protection and the adoption of technical and administrative measures to ensure the adequate treatment of information. Thus, the Manual contributes to legal compliance and the preservation of institutional memory, transparency, and citizens' right to privacy.

Another fundamental aspect of the proposal is its contribution to the well-being of public servants working in the archive divisions. By standardizing procedures, optimizing workflows, and reducing the physical and mental overload caused by disorganized or excessively manual practices, the Manual provides better working conditions, favors organizational balance, and strengthens team motivation. Clarity in routines also reduces operational conflicts, facilitates the training of new employees, and promotes a healthier and more productive environment.

Bakker et al. (2023) argue that resources from different domains can interact, reinforcing or substituting for one another, thereby influencing employees' motivational outcomes. For example, Mazzetti et al. (2023) highlight the importance of resources for work engagement. These resources influence employees' perceptions of their work environment and their well-being (Mazzetti et al., 2023).

In summary, this is a strategic and innovative initiative focused on improving document management, valorizing public service, promo-

ting a data culture, and modernizing the Brazilian Judiciary. Its implementation represents a significant advance toward a more efficient, transparent, and sustainable Judiciary that is attentive to the human and organizational needs that permeate the management of archived physical cases.

## Adherence

The TTP demonstrates adherence to the areas of Administration, Process Management, Archival Science, and Information Technology, fitting within the context of Public Administration and administrative modernization. The proposal aligns with the guidelines for digital governance, technological innovation, and operational efficiency, which are essential to improving public administration, especially in modernizing archival management in the Judiciary (Brasil, 2021; Conselho Nacional de Justiça [CNJ], 2023).

Furthermore, the TTP engages with strategic themes such as organizational sustainability, information security, and digital transformation (Moura & Carrieri, 2020). The product also aligns with the guidelines of the people management and labor relations division by contributing to the improvement of working conditions and the valorization of public servants, through the rational organization of tasks and the reduction of the team's physical and emotional strain (Demerouti et al., 2001; Bakker & Demerouti, 2007; Bakker et al., 2023).

## Impact

The TTP's impact is evident at different levels. At the organizational level, it promotes modernizing archived judicial case management, reducing document retrieval time, and increasing operational efficiency (Silva & Guimarães, 2022). The TTP also allows for a more balanced distribution of activities among public servants, thereby reducing workloads and improving well-being in the work environment. From a sustainability perspective, it encourages the adoption of practices aligned with environmental preservation, such as



reducing paper use and digitalizing documents, in line with the principles of sustainable public administration (Brasil, 2021; CNJ, 2023).

For the legal community and the external public, the TTP facilitates access to archived information, improving service delivery to lawyers, magistrates, and litigants and promoting greater transparency and promptness in service.

In the field of public administration, the product is an innovative document management resource aligned with the Judiciary's strategic guidelines and with potential for replication across other judicial units and public institutions (CNJ, 2021). By promoting structural changes, focusing on process optimization, and prioritizing institutional sustainability, the TTP meets the qualification and differentiation criteria established by the Coordination for the Improvement of Higher Education Personnel (CAPES, 2023), particularly regarding the social relevance, innovation, and applicability of the results.

## Applicability

The Court of Justice of Maranhão has already applied the TTP. Currently, the project managers are discussing evaluation criteria for inclusion in the proposal and, consequently, for use as indicators for results measurement. Furthermore, the TTP demonstrates potential for practical application across all Brazilian Courts of Justice. It is a model that can be developed in print formats and eventually transformed into a digital resource. The model allows for replication and adaptation, and units can implement it in different units of the Judiciary and other public administration bodies.

Its modular structure by topic allows for personalization, with adjustments tailored to the needs and realities of each judicial unit, while respecting their specificities. The TTP also fulfills the principles of efficiency and sustainability by contributing to reducing operational costs and the environmental impact of administrative activities (Brasil, 2021; Moura & Carrieri, 2020). Thus, it presents itself as a concrete and viable solution for

modernizing document management in public service. Furthermore, during the transition from archival to digital management, the Manual will guide the stages that require care and attention.

## Innovation

The TTP stands out for its incremental, innovative nature, introducing new approaches to document management by integrating management, sustainable practices, and information security. The proposal standardizes public service flows, verification, and document management procedures, reducing operational errors and optimizing public servants' productivity.

Furthermore, the TTP creates its own reference model for the management of judicial archival collections. The project meets the criteria of innovation by proposing systematized procedures and routines organized in a single source of information, aimed at transforming judicial file management and consolidating itself as an innovative solution in the field of public administration and justice.

## Complexity

The development of the TTP was highly complex and required a multidisciplinary, collaborative approach. The elaboration of the TTP required the interaction among different areas of knowledge, including Administration, Archival Science, Law, Information Technology, Public Management, and People Management. It also involved various institutional actors, among which stand out the State Courts of Justice, the courts in the capital cities, the public servants of the Archive Divisions, the Information Technology teams of the courts of justice, and eventual external consultants. The project managers structured the implementation process into multiple stages: collection and needs assessment (diagnosis); definition and production of the Manual's content; material review; sharing with public servants; evaluation by public servants; and training for its practical use.



In addition to technical complexity, the project required attention to organizational change management to stimulate public servants' adherence to the Manual and compliance with the routines and procedures it provides. In this way, the TTP demonstrates high complexity in the development and implementation of the

solution, being a project that demands strategic planning, institutional articulation, and commitment to public innovation. For its application in other courts, the analysis indicates that the complexity will be low, since the product is ready and all courts adhere to the same rules.

**Table 1**  
*Archive Demands and TTP Resources*

Dimension	Demands in Judicial Archives	Resources Offered by the TTP
Physical and Operational Requirements	Constant handling of physical case files; overloaded environments; absence of defined workflows	Standardization of routines; functional organizational layout; modular structure; reduction of unnecessary movement
Cognitive Load and Information Complexity	Interpretation of dispersed regulations (CNJ, CONARQ, LGPD); risk of error in unsystematized routines	Unified, updated, and didactic Manual; clear language; process flowcharts and checklists
Pressure for Efficiency and Results	Expectations for promptness, accuracy, and transparency in service to internal and external publics	Reduction of rework; optimization of document retrieval; improvement in productivity and public service
Emotional and Social Demands	Psychological overload; institutional invisibility of archival work	Valorization of work through formal recognition; alignment with people management guidelines; reinforcement of professional identity
Lack of Innovation and Sustainability	Fragmented, unsustainable, and failure-prone document practices	Integration with digital transformation, sustainability, and information governance policies
Role and Norm Ambiguity	Absence of clearly defined assignments; dispersion of guidance by sector and unit	Unique guidelines applicable to all courts; replicability and customization according to local reality
Strategic and Planning Limitations	Lack of managerial instruments for migrating from the physical to the digital model	Manual as a technical guide for secure digital transformation; support for organizational change management
Institutional Uncertainty	Resistance to change and low adherence to new routines	Collaborative participation of public servants; continuous training; structured implementation plan

Document management in judicial archives is a complex challenge that requires attention to multiple dimensions: organizational, technological, and human. The current scenario, characterized by a lack of standardization and automation, significantly impacts work efficiency and the well-being of public servants and compromises the preservation of collections. The high volume of physical cases in judicial archives in Brazilian courts, coupled with the predominance of ma-

nual practices, underscores the urgency of strategies that align technological innovation with the adoption of clear, efficient guidelines. In this context, the implementation of the Management and Procedures Manual for Judicial Archives represents a fundamental contribution to transforming the reality faced by institutions, promoting more efficient, transparent, and sustainable management.



By aligning with the guidelines of the National Archives, the CNJ, the Court of Justice, and the LGPD, the Manual not only strengthens document preservation and juridical security but also plays a significant role in promoting public servants' engagement and well-being. From the perspective of the job demands and resources theory, the Manual emerges as an essential resource for balancing work demands with the support professionals need, thereby building a more productive and inclusive organizational environment.

This version emphasizes that the TTP not only reduces demands but also qualifies organizational and personal resources, promoting a virtuous cycle of well-being, engagement, and performance, exactly as the JD-R model proposes (Bakker & Demerouti, 2007; Bakker et al., 2023; De Beer & Schaufeli, 2025; Teston et al., 2024).

For Courts wishing to implement the Management and Procedures Manual for Judicial Archives, the authors recommend downloading the material from the indicated link and conducting a thorough review. Courts should implement the Manual alongside training actions, focusing on process standardization, information security, and document management. Furthermore, it is essential to ensure team engagement and support from the court administration so that the administration incorporates the Manual as a strategic tool for modernizing and qualifying archival services.

The project team can measure the results analysis using the following indicators: average document retrieval time, reduction in rework, compliance with regulatory deadlines, and public servants' perception of the clarity of procedures. The team is collecting these data from the Court where the Manual was implemented, which allows them to evaluate its effectiveness and provide subsidies for adjustments and future applications. We believe this approach enhances the applicability of the Technical-Technological Product and provides concrete evidence of its transformative potential.

Ultimately, judicial archives are not just document repositories but also strategic instruments that strengthen society's trust in the Judiciary, ensure access to institutional memory, and

promote the enforcement of rights. Therefore, initiatives such as the development of this Manual are indispensable for modernizing and valorizing archival practices, ensuring a robust legacy for the future of Justice in Brazil.

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