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Decision-making quality and consistency in digital public service.

Decision quality and consistency in digital public service

Quality of decision and coherence in the digital public service

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Summary

This study investigates how legal research, document management, and the design of digital workflows can improve the quality of decisions made in public organizations. The issue gains relevance in the face of large case backlogs, pressure for productivity, and the increasing use of automation in document sorting and preparation. Based on normative analysis and interdisciplinary review, a quality model is proposed, composed of legal correctness, coherence, intelligibility, timeliness, traceability, and the possibility of review. Technology is treated as a supporting infrastructure, not as a substitute for institutional responsibility or human evaluation.

Keywords: administrative process; digital government; justification; access to justice; governance.

Abstract

This study investigates how legal research, document management, and digital workflow design can improve the quality of decisions produced by public organizations. The issue is increasingly relevant given large case backlogs, productivity pressures, and the expanding use of automation in triage and document drafting.

Based on normative analysis and interdisciplinary review, the article proposes a quality model comprising legal correctness, consistency, intelligibility, timeliness, traceability, and reviewability.
Technology is treated as supporting infrastructure, not as a replacement for institutional responsibility or human assessment.

Keywords: administrative proceedings; digital government; legal reasoning; access to justice; governance.

Introduction

Public decision-making occurs under constant tension between volume and individual attention.

The problem cannot be solved by choosing one of the poles. The institutional response needs to combine both.

timely treatment, interpretative coherence, and sufficient examination of the elements that make each

unique process.

The Justice in Numbers 2024 report recorded 35.3 million new cases and an approximate backlog of...

83.8 million pending cases at the end of 2023. The magnitude does not allow for comparisons.

Automatic transfers between agencies, but it demonstrates why flows, research, and information have become integrated.

the quality of the decision itself.

This article argues that useful productivity is that which correctly resolves conflict and produces

A comprehensive and reviewable decision. Minutes, precedent databases, and automation can reduce

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Repetitive tasks, provided they are subject to legal criteria, version control, and supervision.
human.

2 Methodology

The research is qualitative, exploratory, and interdisciplinary. It combines legal doctrine, literature on...
public administration and institutional documents on digital transformation, data governance
and artificial intelligence.
The Federal Constitution, the Code of Civil Procedure, Law No. 9,784 of 1999, and Law [number missing] were examined.
Digital Government, the LGPD (Brazilian General Data Protection Law), and acts of the National Council of Justice, with emphasis on Resolution...
No. 332, of 2020.
The literature was selected for its relevance to the categories of motivation, precedents, bureaucracy,
Regulatory quality and automation. Weber, Simon, Di Pietro, Medauar, Wirtz, Weyerer, and Geyer are
mobilized without erasing the differences in object and context.
The CNJ data serves to contextualize the scale. It does not estimate causal effects nor
Individual productivity. The proposed model must be validated locally through auditing.
Historical series and indicators that combine quantity, quality, and user experience.

3. Institutional capacity in the face of volume

Large inventories alter the organization of work. When the unit only reacts to targets.
Numerical factors increase the incentive to abbreviate justifications and reproduce texts. Simon (1997)
It demonstrated that organizational decisions occur under bounded rationality; process design.
You should compensate for attention spans, not hide them.
Specialization distributes knowledge and reduces search time, but it can fragment it.
Understanding the case. Mature workflows preserve the overall view through reporting.
structured, with references to documents and clear review points.
The stock is not homogeneous. Procedural classes, evidentiary complexity, and legal consequences.
They vary. Measuring only the quantity of tasks completed mixes distinct tasks and can reward the...
selection of simple cases to the detriment of those that require more care.
Capacity includes people, knowledge, systems, and coordination. Investing in software without updating it is pointless.
Taxonomies or training teams creates a new layer on top of old problems. The cost becomes apparent in
Subsequent correction and loss of confidence.

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Proper planning combines demand forecasting, competency-based allocation, and mechanisms.
support. Peaks need to be addressed without turning exceptional circumstances into a permanent pattern of
decision simplification.

4. Foundation as a trusted infrastructure

The Constitution requires judicial decisions to be reasoned, and the administrative process also requires this.
submits to the duty of explaining the reasons. The justification allows the recipient to understand the
The result is up to the reviewer to check the facts, standards, and inferences.
A lengthy decision is not necessarily sufficient. Quality depends on addressing arguments.
capable of altering the conclusion. The Code of Civil Procedure, especially article 489, offers
This is an important point to consider when rejecting generic reasons and citations that have no demonstrated connection to the case.
Draft structures can separate the report, the contentious issues, the rationale, and the...
device. This architecture facilitates reading and review. It should function as a roadmap of
reasoning, not as a form that decides in advance.
Clear language reduces the distance between the institution and the citizen. Clarity does not require abandoning
Technical precision. It requires defining terms, ordering reasons, and stating practical consequences, including
deadlines and methods of challenging decisions.
Trust also depends on acknowledging limits. When documents are missing or there is controversy.
If relevant, the decision must acknowledge the uncertainty and justify the allocation of the burden of proof.
evidentiary.

5. Legal research and interpretative coherence

Quality legal research begins with identifying the issue, not searching for a phrase.
favorable. Current legislation, normative hierarchy, the context of precedent, and changes
Subsequent details need to be reviewed before being incorporated into the draft.
The Code of Civil Procedure mandates uniformity, stability, integrity, and consistency in...
jurisprudence. These attributes do not mean blind repetition. Different cases may require different solutions.
distinct, provided the difference is made explicit.
Precedent databases need to contain reliable metadata, such as version, adjudicating body, date,
Current topic and situation. Uncurated repositories accumulate outdated decisions and increase risk.
Error disguised as authority.

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Divergence is informative when documented. It can reveal a social change, a gap.
normative or a conflict between public objectives. Knowledge governance should allow
Record any discrepancies and forward them to the appropriate authorities.
Sample reviews can measure inadequate citation, omission of argument, and inconsistency between
Fundamentals and device. These findings guide systemic formation and correction, without converting
Evaluation through automatic punishment.

6 Digital workflows and document management

The electronic document needs to maintain its authenticity, integrity, and context. Naming files,
Indexing parts and controlling versions are seemingly operational tasks that directly affect the...
proof and justification.
The process should reduce clicks without eliminating essential controls. Required fields make sense.
when they prevent the loss of relevant information. Excessive requirements, on the other hand, transfer costs.
to the user and encourages merely formal completion.
Integration between systems avoids repeated data entry and registration inconsistencies. However, the
Interoperability expands the risk surface. Legal basis, purpose, and access profiles must be...
defined before sharing.
Service continuity requires backups, recovery tests, and procedures for...
Unavailability. The protocol cannot depend on a platform without a documented alternative.
for critical failures.
Complete document management ends with retention and disposal. Storing everything indefinitely.
It increases the cost and risk of exposure. Eliminating it too early destroys the evidence and the memory.
institutional.

7 Automation, artificial intelligence and responsibility

Rule-based automation can assign fields and route tasks. Intelligent systems
Artificial intelligence can support classification, summarization, and searching. None of these functions eliminates the need for artificial intelligence.
The responsibility lies with whoever signs or validates the decision.
CNJ Resolution No. 332 of 2020 establishes parameters for ethics, transparency, governance and
Control over artificial intelligence in the Judiciary. Its merit lies in treating technology as an object.
of institutional responsibility, not as a neutral solution.

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Wirtz, Weyerer, and Geyer (2019) identify the benefits and risks of artificial intelligence in the sector.
public issues include efficiency, opacity, discrimination, and capacity deficits. The balance depends
of the task, the data, and the safeguards adopted.

Human review needs to be effective. Automatically confirming a suggestion is not supervision.
A reviewer must have access to sources, understand the system's limitations, and possess the authority to disagree.
without undue penalty.

Incidents should be recorded and analyzed. Correction rate, types of errors, and most affected groups should be considered.
These should be integrated into governance reports. Learning depends on recognizing failures without
normalize them.

8 Indicators of quality and public value

Indicators shape behavior. Targets restricted by volume and timeframe can lead to closures.
fragile. A balanced panel includes time, inventory, renovation rate, reopening, completeness.
Documentation and user understanding.

Figure 1 shows that pending cases far exceed the annual flow of new and closed cases.
in the Judiciary. The data does not prove individual inefficiency. It highlights a systemic problem that
It requires demand forecasting, inventory management, and quality from the very first decision.

Public value is not limited to financial savings. Moore (1995) associates public action with
socially valuable results, legitimacy, and operational capacity. A quick decision that
Generating new litigation can cost more and deliver less value.

Costs should be calculated throughout the entire cycle. Analysis hours, infrastructure, licenses, etc.
Support, communications, and subsequent corrections should be included in the account. Assign savings without
Using a baseline without a comparable timeframe produces a narrative, not evidence.

The evaluation should combine quantitative data and qualitative analysis of samples. Numbers reveal...
Patterns; decision analysis explains why these patterns emerge. The combination supports
more precise interventions.

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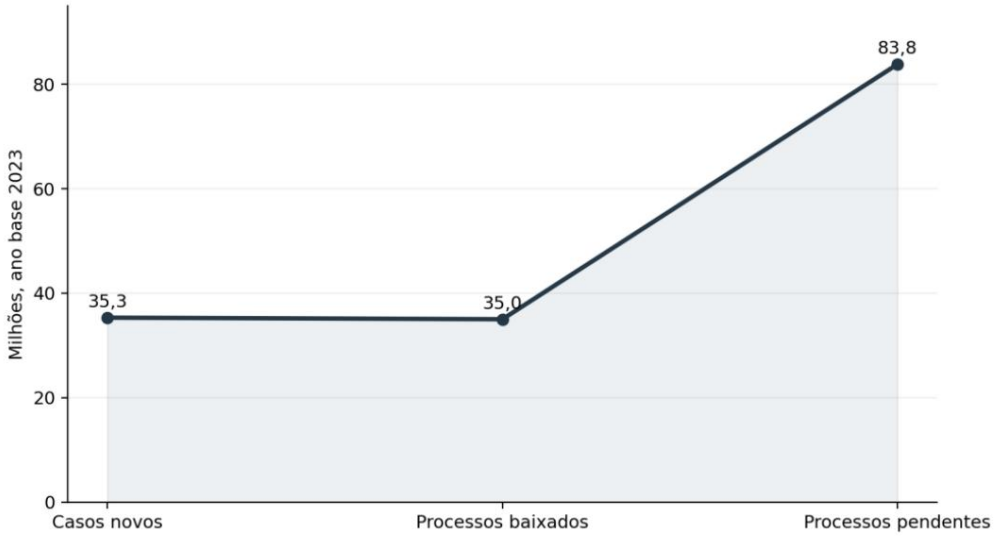

Figure 1: Flow and procedural stock in the Brazilian Judiciary.

Source: own elaboration, with data from the National Council of Justice, Justice in Numbers 2024.
Base year 2023. Values rounded.

Final considerations

Decision-making quality results from a chain of events, not a single isolated act. Registration, organization.
Documentation, research, writing, revision, and communication all influence the final result.
The volume of cases requires productivity, but the metrics need to acknowledge complexity.
Comparisons without adjusting for class, subject matter, and legal consequence create inappropriate incentives.
The justification is a working and control tool. By explaining facts, rules and
Inferences, it reduces ambiguity and allows for responsible review.
Jurisprudential coherence depends on contextualized research. Repositories need...
curation, updating, and metadata that indicate the status of the understanding used.
Digital workflows improve quality when they preserve integrity, context, and continuity.
Useful simplification eliminates redundant steps without compromising guarantees.
Automation can alleviate repetitive tasks, provided its limitations are known. Supervision
Effective human interaction requires competence, time, and the real possibility of disagreement.
Economic efficiency must be demonstrated by the cost of the complete cycle. Rework, refurbishment,
Reopening and providing additional services are expenses that are just as significant as infrastructure and licenses.
The proposed model combines correctness, consistency, intelligibility, timeliness, traceability and
Review. Its responsible use requires local testing, methodological transparency, and institutional willingness.
to correct what the data reveals.

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