



ENFAM

ESCOLA NACIONAL DE FORMAÇÃO  
E APERFEIÇOAMENTO DE MAGISTRADOS

MINISTRO SÁLVIO DE FIGUEIREDO TEIXEIRA

BRAZILIAN NATIONAL JUDICIAL SCHOOL FOR FORMATION AND DEVELOPMENT



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The Brazilian National Judicial School for Formation and Development – Justice Sálvio de Figueiredo Teixeira (Enfam) is the official institution, with a national scope, in charge of training judges. The School has the authority to regulate, authorize and oversee courses pertaining to entrance, tenure acquisition and promotion in the judicial career.

## Mission and vision

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### Mission

Promoting, regulating, and supervising the formation and development of Brazilian judges, in order to align the provision of Justice with societal demands.

### Vision

Being the national reference for other judicial schools in teaching and researching matters related to judges' activities.

### History

The history of judicial education in Brazil can be confounded with the trajectory of a magistrate that was, above all, a great professor. In over than forty years of work for the Brazilian judicial branch, Justice Sálvio de Figueiredo Teixeira made judge qualification one of his stated goals. His great dream came true when Enfam was set up. The institution holds his name in honor to that devotion.

### Constitutional Mission

Created by Constitutional Amendment n. 45/2004 and established by Administrative Resolution n. 3/2006 of the Superior Court of Justice – STJ (the highest jurisdiction on federal law in Brazil), Enfam builds its actions on the following pillars:

- a. Training of trainers, which allows for standardized contents to be passed on to judges attending the courses;
- b. Coordination and Supervision, to follow up the fulfilment of pedagogical guidelines laid down by Enfam, as determined by Administrative Resolution n. 159 of the National Council of Justice (CNJ); and
- c. Provision of other courses of initial and continuous training.

The Superior Court of Justice also approved Enfam's Rules of Procedure, according to which the Director-General has the authority to draft and enforce ordinances referred to course accreditation and the establishment of working groups.

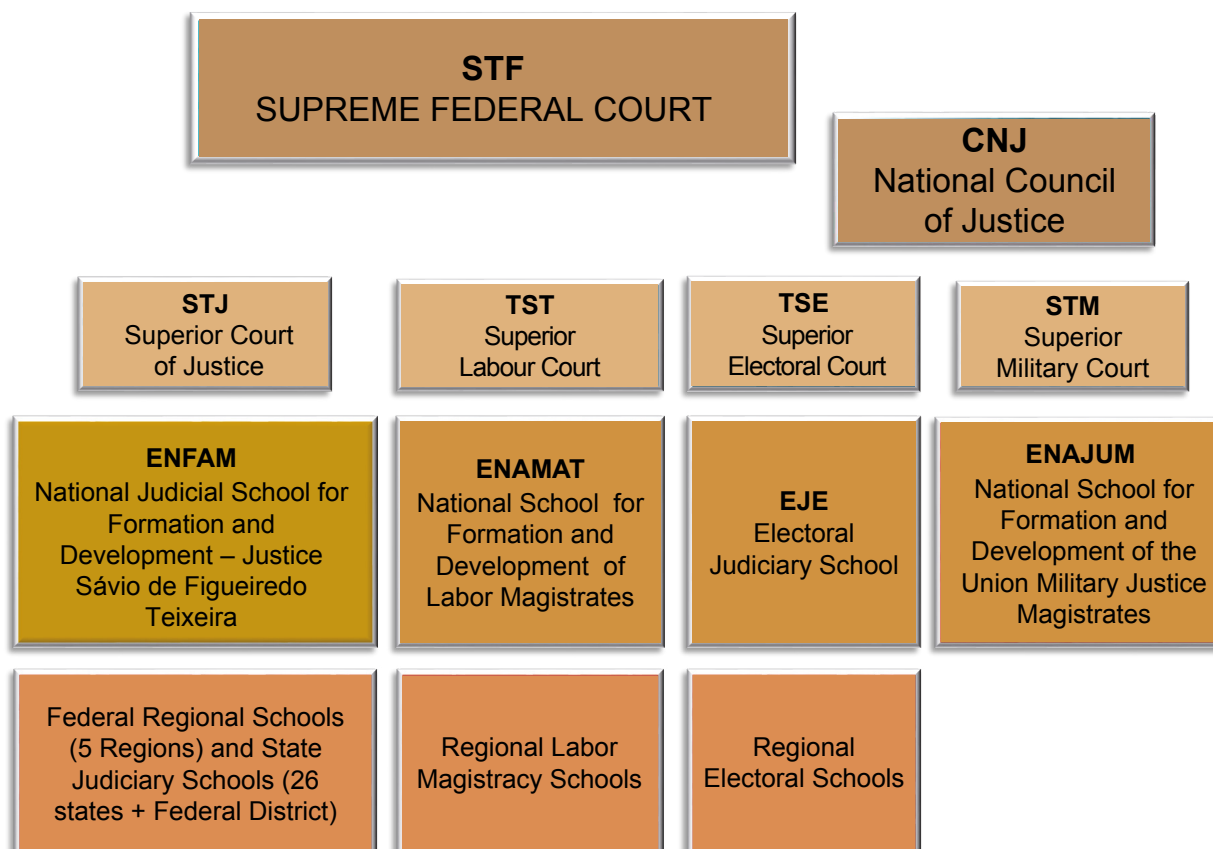
By means of accreditation, Enfam analyzes to what extent the pedagogical planning by other judicial or

magistracy institutions – at federal or state levels – is compatible with the appropriate general rules and criteria set out by Enfam.

In 2016, Enfam enacted Resolution n. 6/2016, thus entrusting its accreditation unit with the function of reviewing whether interested schools or institutions have the required capacity to offer courses on judicial mediation, in light of the general guidelines issued by the National Council of Justice, Enfam itself or other judicial schools attached to other high Courts.

According to Enfam’s Rules of Procedures, the Superior Council of the School is also responsible to set out norms and resolutions regarding the institution’s functioning.

## Enfam and the Structure of the Judiciary Branch



## Functions

Among its functions and duties, Enfam is responsible for:

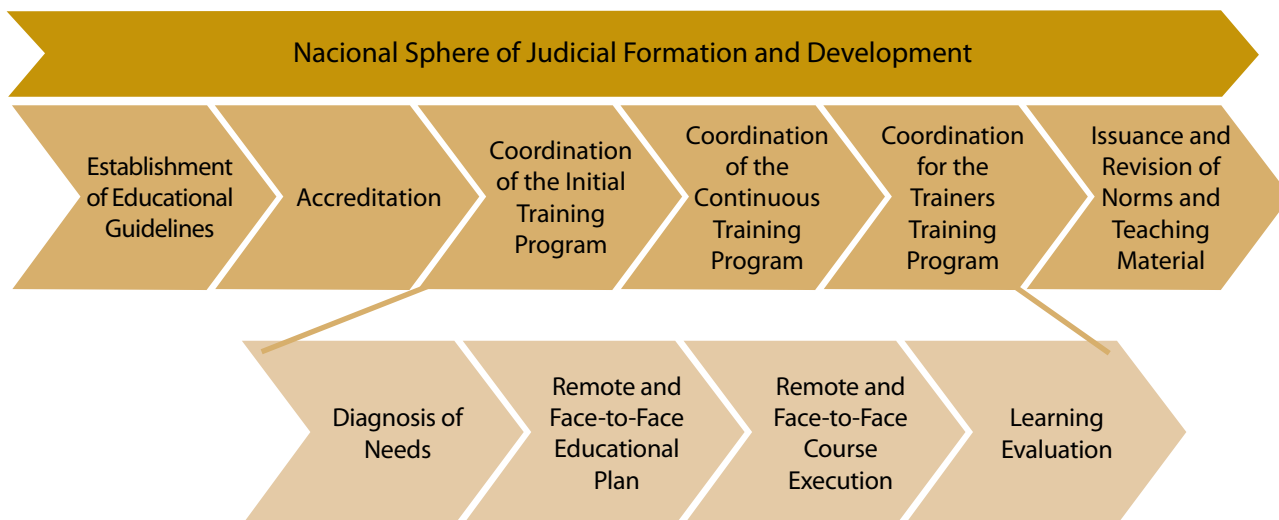
- a. planning, executing and coordinating educational actions;
- b. elaborating norms and guidelines regarding the judicial training and development;
- c. accrediting and monitoring official courses offered by other judicial schools.

Beyond those, Enfam is also charged with:

- setting the guidelines for judicial training and development;
- encouraging studies, researches and debates for the enhancement of adjudication;
- accrediting and monitoring the official courses for different stages of the judicial career (entrance, tenure acquisition, promotion);
- establishing the basis for a humanistic and professional vision for judicial education.

- coordinating the judicial educational system of 5 Federal Schools, 27 State Schools and 8 Associative Schools reaching around 14,000 judges in Brazil.

Those main functions and duties are defined and incorporated in the macro-process of judicial education, as illustrated below.



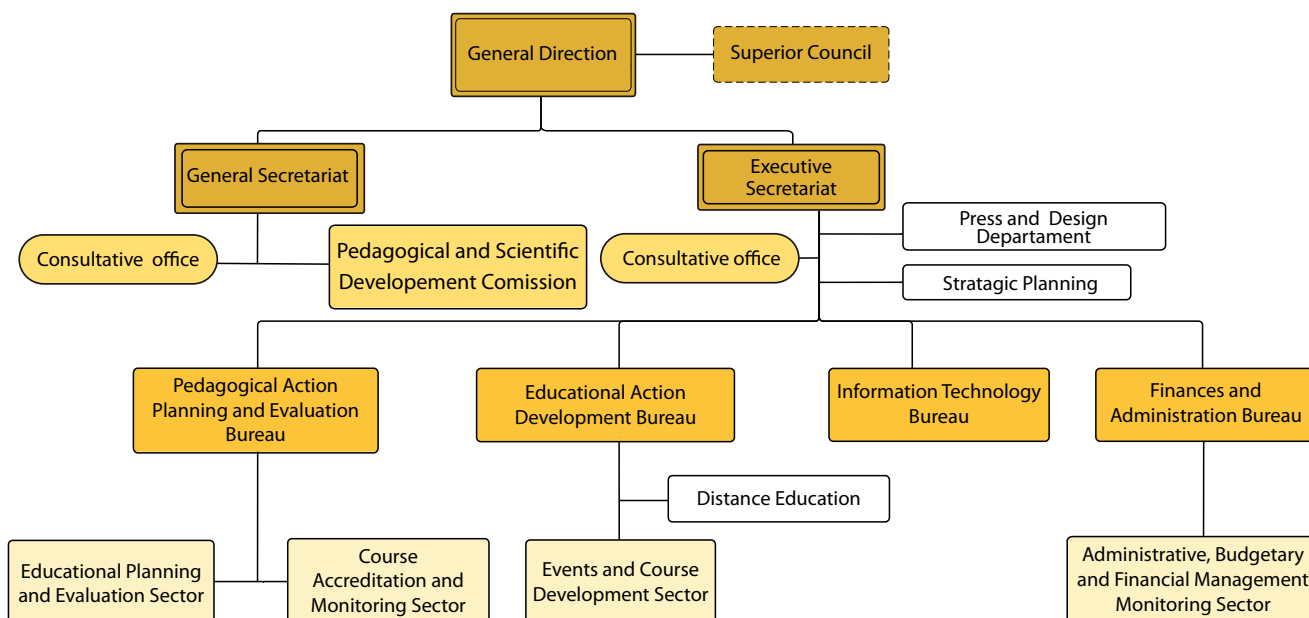
## Structure

### Leadership









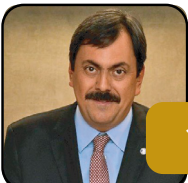
The bodies responsible for the school managing are the following:

- Director-General's Office, which is headed by a Justice of STJ.
- Superior Council - composed of nine member as follows:
  - Director-General;
  - Deputy Director-General, who is also a Justice of STJ;
  - Director of the Center for Judicial Studies of the Council of Federal Justice (CEJ/CJF), also a Justice of STJ; and
  - seven counselors, who are also judges (2 Justices of STJ, 2 judges working at the Federal Justice and 2 at the State-level Justice).

### Administrative Structure



# Current composition of Enfam's Superior Council

Name	Place of birth	Origin	Position	Term of office
 Herman Benjamin	Catolé do Rocha (PB)	STJ	Director-General	5/9/2018 a 5/9/2020
 Og Fernandes	Recife (PE)	STJ	STJ Justice	8/11/2017 a 8/11/2019
 Maria Thereza de Assis Moura	São Paulo (SP)	STJ	STJ Justice (and Director of CEJ/CJF)	26/9/2018 a 26/9/2020
 Mauro Campbell	Manaus (AM)	STJ	STJ Justice	19/3/2018 a 19/3/2020
 Luis Felipe Salomão	Salvador (BA)	STJ	STJ Justice	19/3/2018 a 19/3/2020
 Marga Tessler	Porto Alegre (RS)	TRF 4	TRF4*	18/10/2018 a 18/10/2020
 Katia Maria Amaral Jangutta	Rio de Janeiro (RJ)	TJRJ	TJRJ**	18/10/2018 a 18/10/2020
 Antônio César Bochenek	Ponta Grossa (PR)	TRF 4	AJUFE***	12/3/2018 a 12/3/2020
 Jayme Martins de Oliveira Neto	Monte Aprazível (SP)	TJSP	AMB****	6/8/2018 a 6/8/2020

\*Regional Federal Court of Appeal for the 4th Region (states of Rio Grande do Sul, Santa Catarina, and Paraná) / \*\*Court of Appeal of the State of Rio de Janeiro. / \*\*\*Federal Judges Association. / \*\*\*\*Association of Brazilian Magistrates.

# Judicial Formation and Development

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In seeking social conciliation and placing its expectations on the Judiciary Branch, society hopes to find judges who are properly integrated into reality and capable of performing an adequate set of professional skills. People expect them not only to master legal theory in their playing field but also to be able to ally work performance and ethical praxis.

Therefore, in an ever changing scenario, Enfam exercises its constitutional role of encouraging magistracy to develop professionally through a humanistic and interdisciplinary approach.

It is Enfam's understanding that judges must develop themselves as a whole, by acquiring proper knowledge with a view to enhancing their professional competencies. At the same time, they are required to go beyond a merely theoretical or intellectual understanding of Law. Judicial education involves the awakening of a creative and critical thinking in the working praxis.

The educational action of Enfam must be in line with the Judiciary Branch commitment to the Democratic Rule of Law, as determined by the Brazilian Constitution and, consequently, to society in its evolution.

## Guidelines

Enfam educational guidelines aim at setting the tone for the design, implementation and evaluation of solutions in the learning process. Instructions have as its main reference the daily life of magistracy through a humanistic perception. As a methodology, the School emphasizes the enlargement of knowledge and its application in an active and shared praxis.

## Axes of action

Enfam educational actions are based on the concept of a magistrate in her/his integrity. To achieve the proposed objectives, they are organized on three main axes: Initial Formation, Continuous Formation and Training of Trainers.

### Initial Formation

The Initial Formation Course deals with the role of judges in society, the relationship of people with the Judiciary Branch, and other issues of social content.

Initial formation is offered in the context of the following courses:

- Official course for entrance/admission at the end of the respective public examination process.
- Initial formation course - addressed to the newly admitted judges and conducted by the official judiciary schools.

Upon admission in the career, judges who will work either in a federal district or a state district have to attend a national module (promoted by Enfam) and a local module (promoted by the correspondent judiciary schools at local level). As a whole, they have to pass through a 480 hour-long learning process. The first 40 hours are conducted by Enfam.

The National Module intends to offer elements that contribute to a better integration, awareness and unity of the national magistracy. In training the new judges Educators are oriented to facilitate capacity building through humanistic and ethical approaches, based on active methodologies. Both Trainers and judges in training are stimulated to combine, as much as possible, theory and practice in the learning process.

In the module provided by Enfam, the current content has a clear concern about sensitive issues of the judicial practice. In that perspective, Enfam's syllabus contains a variety of themes, some of which of a mandatory nature and others at the discretion of the judge in training.

- Ethics and humanism;
- Repetitive Cases and the country major litigants;

- Mediation and Conciliation;
- People management .
- Judicial decision in a digital world;
- The judge and the conventionality control;
- Restorative Justice;
- Social, economic and environmental impacts of the judicial decision, and the protection of vulnerable people;
- Social security rights;
- Racial policies;
- Gender issues;
- Childhood and youth (special testimony and adoption);
- The judge and the extrajudicial services;
- Prison system.

### Continuous Formation

Enfam also encourages improvement of the judicial education by designing and implementing courses that take into account the complexity of judicial activities in their social dynamism. Educators use, as methodology, an active process based on theoretical and practical aspects, considering strategies such as mock trials and case study.

The Continuous Formation actions aim at providing judges with the opportunity to develop key competences in their playing field. According to the Brazilian Constitution, judges have to undertake improvement courses in order to advance in their career. The courses can be provided by Enfam or other accredited institutions.

In that process, Enfam makes the utmost efforts to offer training with the appropriate characteristics in light of the current experience and duties of judges attending continuous formation courses.

In all activities, educators should act as facilitators all along the learning process, in order to create a trustworthy environment to solve problems, exchange experiences and share good practices.

The Continuous Formation is planned to serve both judges who are in the tenure process and those who have achieved the term.

Consequently, there are two types of Development Courses:

- Development Courses for the term of tenure; and
- Development Courses prior to promotion in the career.

### Training of Trainers

Enfam prepares its own educators – judges who cooperate in the learning process by sharing their experience with others.

The training of trainers is intended to develop competencies that those involved in the educational process will need in order to plan or execute actions in other magistracy schools. As understood by Enfam, that pillar of its activity multiplies and spreads knowledge all over the educational system so that pedagogical skills resorted to can be useful in the professional maturation of the peers.



Execution: by Enfam, directly, or in cooperation with other judicial or magistracy schools.

Public: judges and public servants who work in planning and executive actions of formation.

Pedagogical proposal: developing special competences to the teaching practice and to the planning and execution of activities related to the judicial context.

### Programs and educational actions

The following chart presents an overview of the educational actions promoted by Enfam.

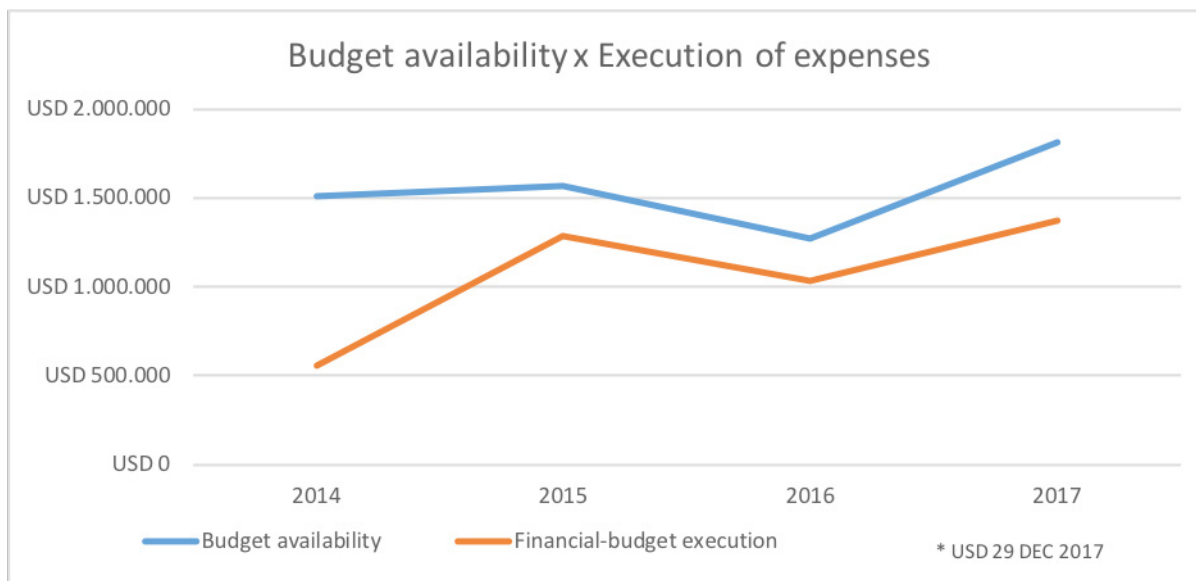
#### Course activities and events in 2017

<b>MODALITY</b>	<b>CATEGORY</b>	<b>TRAINED JUDGES</b>
<b>Face-to-face</b>	Initial Formation	327
	Continuous Formation	196
	Training of Trainers	716
	Meetings, workshops, seminars, and conferences	469
<b>Combined</b>	Remote and Face-to-Face	0
<b>On line Education</b>	Continuous Formation	568
	Training of Trainers	549
<b>TOTAL</b>		<b>2.825</b>

## Budget

Enfam has administrative and budgetary autonomy within the correspondent appropriation under the budget allocated to the Superior Court of Justice in the Annual Budgetary Law (LOA).

The chart below shows the budgetary availability evolution and action execution expenses under Enfam management:



## Statistics

### Operational Performance

#### Results reached according to the annual goals established for the Judicial Branch

The National Council of Justice (CNJ) has been stimulating Courts to reach goals established nationwide. With a view to strengthening an efficient and more effective system of justice, the Council sets out:

- Quantitative goals – to measure productivity and focus on the number of judgments delivered each year and on the stock reduction and contingency.
- Qualitative goals – to search for a better judicial management based on the concept of workflow. It involves defining satisfactory methods for screening and classifying the proceedings, encouraging specialization of the study of law, setting priority targets for issues related to administrative misconduct, crimes against public administration, tax enforcement, class actions, major litigants and repetitive appeals. It involves an improvement in the case-law application as well.
- Goals for changing societal culture – related to conciliation and restorative justice.

Aware of the guidelines set by CNJ, Enfam tailor the content of the courses by updating the themes and the methods of learning, as well as by promoting debates and research on relevant issues. All the educational actions are intended to be in line with societal demands.

## Cooperation

In a world of continuous changes and in the light of the potential of Brazil and other Ibero-American countries, Enfam considers that the need of cooperative actions to reduce the asymmetries in the region is an idea with an increasing appeal.

At the same time, cooperation is critical among judicial schools or other related entities in Brazil as well, if challenges resulting from the interaction between government and citizens are to be overcome through a democratic rules-based dispute settlement system.

Thus, strengthening an articulated judicial network is essential for the consolidation of good practices. It promotes equality, citizenship and democracy, in last instance.

## National Agreements

Enfam seeks cooperation with national entities in order to stimulate adjustments and mutual help, as well as information exchange regarding programs, methodologies, and judicial training systems.

### Agreements in force:

- Superior Electoral Court – TSE
- Institute of Magistrates of the State of São Paulo – IPAM
- Justice & Citizenship Institute
- Getúlio Vargas Foundation – FGV
- Superior Magistracy School of the State of Alagoas – ESMAL
- Innovare Institute
- Ombudsman of the Superior Court of Justice– STJ
- WCF Brazil Institute and UNICEF Brazil
- Judiciary Study Center of the Union Military Justice – CEJUM
- National School of Formation and Development of Labor Magistrates - ENAMAT
- Superior School of Public Prosecutor of Union – ESMPU
- Federal Justice Council – CJF
- National Council of Justice – CNJ
- Brazilian Association of Anthropology - ABA

## International Agreements

The international cooperation agreements are means of exchanging experience between Enfam and other judicial training study centers. Their main objectives are planning, organizing and executing educational proposals, thus allowing knowledge sharing.

In the same manner, bilateral agreements aim at sharing methodological strategies that can be useful for the judicial schools. Likewise, it facilitates transfer of technology and contributes to the elaboration, organization and execution of common projects. Not to mention that international cooperation is an important tool for promoting dialogue and mutual benefits with partners in the regional and international context.

### Cooperation agreements in force:

- National Judicial College of China – NJC
- Judicial Academy of the Superior Judicial Studies School of the Bologna University Law School – CEJUR
- National Magistracy School of France – ENM
- Judicial School of the General Council of the Judiciary Branch of the Kingdom of Spain
- Judicial School Lic. Édgar Cervantes Villalta – Costa Rica

## Relations with society

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Enfam's website – [www.enfam.jus.br](http://www.enfam.jus.br) – is understood as an important tool for interacting with society. People interested in knowing more about the School and its activities may also contact Enfam through the channel "Fale conosco" (available at <http://www.enfam.jus.br/fale-conosco>). Useful information is permanently updated and news regularly posted.

Data on budgetary management, public functions and remuneration, among other subjects are publicly available on the Transparency Portal of the Superior Court of Justice at the following address [www.stj.jus.br](http://www.stj.jus.br).

Enfam also publishes the newsletter "Knowing for sure - Enfam", which is distributed to over 14,000 magistrates from all over the country. Interaction with society may also take place by the means of Flickr and YouTube.

*ENFAM, formation and information for those who have the responsibility of judging.*



# ENFAM

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