

**STRATEGIC INTEGRATION OF CIVIL SERVANTS IN STATE PUBLIC
ADMINISTRATION: THE EXPERIENCE OF THE ONBOARDING PROGRAM OF
SEPLAN/PI**

**INTEGRAÇÃO ESTRATÉGICA DE SERVIDORES NA ADMINISTRAÇÃO
PÚBLICA ESTADUAL: A EXPERIÊNCIA DO PROGRAMA DE EMBARQUE DA
SEPLAN/PI**

**INTEGRACIÓN ESTRATÉGICA DE SERVIDORES PÚBLICOS EN LA
ADMINISTRACIÓN PÚBLICA ESTATAL: LA EXPERIENCIA DEL PROGRAMA
DE INCORPORACIÓN DE LA SEPLAN/PI**

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ABSTRACT

This chapter analyzes the experience of the Onboarding Program of the State Secretariat for Planning of Piauí (SEPLAN/PI) as an innovative initiative for the institutional integration of public servants. Developed in 2025, the program was designed to welcome the first Government Analysts of the Government Management Career, structuring an intentional onboarding journey aligned with the institution's strategic planning. Using an analytical-descriptive approach, the text discusses the conceptual foundations of state professionalization and strategic people management, contextualizes the methodological design of the program, and examines its main components, highlighting institutional training, competency-oriented placement, and mentoring support during the first months of service. The results indicate positive impacts on adaptation, engagement, and the sense of belonging among civil servants, as well as the strengthening of organizational integration and institutional culture. The chapter concludes that qualified integration of new public servants constitutes a relevant strategy for strengthening state capacity, presenting the Onboarding Program as an experience with potential for institutionalization and replication in other public administration contexts.

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Keywords: Public Innovation. Strategic People Management. Institutional Integration. Onboarding in the Public Sector. State Capacity.

RESUMO

Este capítulo analisa a experiência do Programa de Embarque da Secretaria de Estado do Planejamento do Piauí (SEPLAN/PI) como iniciativa inovadora de integração institucional de servidores públicos. Desenvolvido em 2025, o programa foi concebido para acolher os primeiros Analistas Governamentais da Carreira de Gestão Governamental, estruturando uma jornada intencional de onboarding alinhada ao planejamento estratégico institucional. A partir de uma abordagem analítico-descritiva, o texto discute os fundamentos conceituais da profissionalização do Estado e da gestão estratégica de pessoas, contextualiza o desenho metodológico do programa e examina seus principais componentes, com destaque para a formação institucional, a lotação orientada por competências e o acompanhamento por meio de mentoria nos primeiros meses de exercício. Os resultados indicam impactos positivos na adaptação, no engajamento e no sentimento de pertencimento dos servidores, além do fortalecimento da integração organizacional e da cultura institucional. O capítulo conclui que a integração qualificada de novos servidores constitui estratégia relevante para o fortalecimento da capacidade estatal, apresentando o Programa de Embarque como experiência passível de institucionalização e replicação em outros contextos da administração pública.

Palavras-chave: Inovação Pública. Gestão Estratégica de Pessoas. Integração Institucional. Onboarding no Setor Público. Capacidade Estatal.

RESUMEN

Este capítulo analiza la experiencia del Programa de Embarque de la Secretaría de Estado de Planificación de Piauí (SEPLAN/PI) como una iniciativa innovadora de integración institucional de servidores públicos. Desarrollado en 2025, el programa fue concebido para acoger a los primeros Analistas Gubernamentales de la Carrera de Gestión Gubernamental, estructurando una trayectoria intencional de incorporación (onboarding) alineada con la planificación estratégica institucional. A partir de un enfoque analítico-descriptivo, el texto discute los fundamentos conceptuales de la profesionalización del Estado y de la gestión estratégica de personas, contextualiza el diseño metodológico del programa y examina sus principales componentes, con énfasis en la formación institucional, la asignación orientada por competencias y el acompañamiento mediante mentoría durante los primeros meses de ejercicio. Los resultados indican impactos positivos en la adaptación, el compromiso y el sentido de pertenencia de los servidores, además del fortalecimiento de la integración organizacional y de la cultura institucional. El capítulo concluye que la integración cualificada de nuevos servidores constituye una estrategia relevante para el fortalecimiento de la capacidad estatal, presentando el Programa de Embarque como una experiencia susceptible de institucionalización y replicación en otros contextos de la administración pública.

Palabras clave: Innovación Pública. Gestión Estratégica de Personas. Integración Institucional. Onboarding en el Sector Público. Capacidad Estatal.



1 INTRODUCTION

The State's ability to plan, coordinate and implement public policies consistently is directly related to the quality of its technical staff. In a scenario marked by greater administrative complexity, digital transformation, and growing social demand for results, it is becoming increasingly evident that entry into the public service is not limited to approval in a competitive examination or formal tenure. The way in which the civil servant is received, oriented, and integrated into the organization decisively influences his performance, engagement, and permanence over time.

In this context, the experience of the Boarding Program of the State Secretariat of Planning of Piauí (SEPLAN/PI) offers a relevant example of innovation in people management in the public sector. Developed in 2025, the program was designed to welcome the first Government Analysts of the newly instituted Government Management Career, created by Law No. 8,202/2023. By opting for a structured integration journey, SEPLAN broke with traditional and fragmented welcoming practices, betting on an intentional, formative model aligned with institutional planning.

This chapter presents and analyzes this experience from an institutional perspective, focusing on the conceptual foundations that guided the program, its methodological design, and the main lessons generated. The text assumes an analytical-descriptive character, typical of book chapters, seeking to contribute to the debate on the professionalization of the State and innovation in public management.

2 PROFESSIONALIZATION OF THE STATE AND STRATEGIC MANAGEMENT OF PEOPLE

The literature on contemporary public administration has highlighted the professionalization of bureaucracy as a central element for strengthening state capacity. Abrucio and Loureiro (2018) point out that structured careers, associated with permanent training and development processes, are essential to ensure administrative continuity, decision-making coherence and quality in the formulation of public policies.

In this scenario, people management ceases to occupy a merely operational position and becomes part of the strategic core of public organizations. Chiavenato (2014) observes that competency-oriented management allows aligning institutional objectives with professional development, promoting greater efficiency and meaning to work. In the public



sector, this alignment gains specific contours, as it must be associated with the observance of legal principles, republican values and commitment to the collective interest.

Fischer (2019) reinforces that, in bodies responsible for transversal and strategic functions — such as planning, budgeting, and government monitoring — people management needs to dialogue directly with institutional planning. Well-structured initial integration programs reduce the adaptation time of civil servants, strengthen organizational identity, and expand the agency's delivery capacity.

3 INSTITUTIONAL INTEGRATION AND ONBOARDING PROCESSES IN THE PUBLIC SECTOR

The concept of onboarding refers to the set of practices aimed at the planned socialization of new members in an organization. Bauer and Erdogan (2012) demonstrate that structured integration experiences have a positive impact on engagement, learning and professional performance, in addition to reducing uncertainties common to the first months of exercise.

In the public sector, institutional integration plays an even more relevant role, as it involves not only the learning of routines and procedures, but also the internalization of legal norms, ethical values and responsibilities proper to the public service. Denhardt and Denhardt (2015) highlight that organizational socialization should be understood as part of the training of the civil servant as an agent of the public interest, guiding his performance beyond immediate results.

The literature points out four central dimensions for effective onboarding processes: role clarity, transmission of organizational culture, building relationships of trust and strengthening interpersonal connections (BAUER; ERDOGAN, 2012). These elements were present, in an articulated way, in the design of SEPLAN's Boarding Program.

4 INSTITUTIONAL CONTEXT AND DESIGN OF THE BOARDING PROGRAM

The creation of the Government Management Career in the State of Piauí represented an important advance in the process of administrative modernization. With the inauguration of the first Government Analysts assigned to SEPLAN, in 2025, the challenge of integrating professionals with diverse backgrounds to a secretariat with a strategic and transversal profile emerged.



The Boarding Program was conceived as a response to this challenge. More than an initial reception, it was structured as an intentional journey of integration and development, combining institutional training, behavioral profile analysis, competency-oriented staffing and systematic monitoring through mentoring.

The initial training, with a workload of 90 hours, addressed topics such as mission, vision and institutional values, strategic planning, organizational structure, ethics and integrity, diversity and operation of the main units of SEPLAN. This stage aimed to offer a systemic view of the organization, reduce information asymmetries and favor the construction of the institutional identity of the new employees.

5 MENTORING AND FOLLOW-UP IN THE FIRST MONTHS

One of the differentials of the Onboarding Program was the adoption of mentoring as a central monitoring strategy. Organized in cycles of 30, 60 and 90 days, the mentoring enabled a continuous process of listening, guidance and adjustment, respecting the different phases of adaptation experienced by the new employees.

According to Garvey, Stokes and Megginson (2018), mentoring contributes to situated learning, the sharing of tacit knowledge and the strengthening of organizational bonds. In SEPLAN's experience, systematic monitoring has made it possible to clarify expectations, support professional development and reduce insecurities common to the beginning of the public career.

In addition to the positive effects on incoming employees, mentoring also produced relevant institutional impacts, by stimulating the engagement of leaders and reinforcing an organizational culture based on cooperation and co-responsibility for people's development.

6 INSTITUTIONAL RESULTS AND LEARNINGS

The experience of the Onboarding Program showed significant results in the process of adaptation and integration of the new Government Analysts. A consistent evolution was observed in the perception of clarity of attributions, security in the performance of activities and institutional belonging over the first months of the year.

The staffing strategy guided by profile and skills analysis proved to be especially relevant. By aligning individual characteristics with the demands of the administrative units, SEPLAN reduced the need for subsequent relocations and favored greater satisfaction and initial engagement of the servers.



From an institutional point of view, the program strengthened the integration between directorates, consolidated people management as a strategic axis and contributed to the maturation of the organizational culture. Experience has shown that investing in the qualified arrival of civil servants generates impacts that go beyond the individual, directly reflecting on organizational capacity and the quality of government action.

7 POSSIBILITIES OF INSTITUTIONALIZATION AND REPLICATION

The lessons generated indicate that the Boarding Program has a high potential for institutionalization as a permanent people management policy. Incorporation into the People Development Plan, formalization through internal regulations and articulation with the State School of Government are ways that can ensure its continuity and sustainability.

The methodology adopted is also replicable in other bodies and careers of the state public administration. The flexibility of the training track, the mentoring model in cycles and the monitoring instruments allow adaptations according to the institutional context, without loss of conceptual consistency.

8 FINAL CONSIDERATIONS

The experience of the SEPLAN/PI Boarding Program shows that the integration of new civil servants can and should be treated as a strategy to strengthen the State. By structuring an intentional journey of welcoming, training and accompaniment, the secretariat has advanced beyond traditional practices, consolidating a model aligned with contemporary references in public management.

More than reporting an experience, this chapter demonstrates that well-designed people management policies produce lasting effects on organizational culture, institutional performance, and the quality of public policies. In this sense, the Boarding Program presents itself as a concrete reference for future initiatives of professionalization and innovation in public administration.

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