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ONBOARDING OF STAFF IN FEDERAL INSTITUTES: A PROPOSAL FOR A STRUCTURED FRAMEWORK

ACOLHIMENTO DE SERVIDORES NOS INSTITUTOS FEDERAIS: UMA PROPOSTA DE UM FRAMEWORK ESTRUTURADO

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ABSTRACT

The absence of a structured onboarding program in Brazilian public institutions hinders employee adaptation, reduces engagement, and increases turnover, impacting both well-being and organizational performance. In the Federal Institutes of Education, Science, and Technology (IFs), this challenge is exacerbated by the diversity of professional profiles and the geographical dispersion of campuses, making the onboarding process even more complex. This study conducted a systematic review of employee onboarding practices, evaluating their effectiveness in promoting organizational cohesion and institutional performance. Publications from 2010 to 2024 were analyzed using databases such as the Portal de Periódicos da CAPES, Scielo, and Scopus, focusing on terms related to integration and socialization. The results indicate that, although there are onboarding initiatives, the lack of uniformity and formalization undermines their effectiveness. Informal practices, such as social events, are common but insufficient to replace the need for formalized policies. Based on this analysis, an onboarding framework was proposed for the IFs, structured around four pillars: 1) Uniformity and Local Adaptation; 2) Formal Integration Tools; 3) Continuous Integration; and 4) Technological Innovation. The adoption of this framework would standardize onboarding practices, ensuring consistency with flexibility for local adjustments, promoting employee integration and engagement, strengthening organizational culture, and improving performance, while fostering a more cohesive and productive work environment.

Keywords: Onboarding; Organizational Socialization; Workplace Well-being; Institutional Performance; Educational Institution.

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RESUMO

A ausência de um programa estruturado de acolhimento em instituições públicas brasileiras dificulta a adaptação dos servidores, prejudica o engajamento e aumenta a rotatividade, impactando o bem-estar e o desempenho organizacional. Nos Institutos Federais de Educação, Ciência e Tecnologia (IFs), esse desafio é agravado pela diversidade de perfis profissionais e pela dispersão geográfica dos campi, tornando o acolhimento ainda mais complexo. Este estudo realizou uma revisão sistemática das práticas de acolhimento de servidores, avaliando sua eficácia na promoção da coesão organizacional e no desempenho institucional. Foram analisadas publicações de 2010 a 2024, utilizando bases de dados como o CAPES Journal Portal, Scielo e Scopus, com foco em termos relacionados à integração e socialização. Os resultados indicam que, embora existam iniciativas de acolhimento, a falta de uniformidade e formalização compromete sua eficácia. Práticas informais, como eventos sociais, são comuns, mas insuficientes para substituir a necessidade de políticas formalizadas. A partir dessa análise, foi proposto um framework de acolhimento para os IFs, baseado em quatro pilares: 1) Uniformidade e Adaptação Local; 2) Ferramentas Formais de Integração; 3) Integração Contínua; e 4) Inovação Tecnológica. A adoção desse framework padronizaria as práticas de acolhimento, garantindo consistência com flexibilidade para ajustes locais, promovendo a integração e o engajamento dos servidores, fortalecendo a cultura organizacional e melhorando o desempenho, além de favorecer um ambiente de trabalho mais coeso e produtivo.

Keywords: Acolhimento; Socialização Organizacional; Bem-Estar no Trabalho; Desempenho Institucional; Instituição de Ensino.

1 INTRODUCTION

The onboarding of employees in public institutions, especially in the Federal Institutes of Education, Science, and Technology (IFs), is an essential practice to ensure the effective integration of new staff members (Salvatino, 2020). By facilitating adaptation to institutional norms and values, this process strengthens the bond between employees and the organization, fostering a more cohesive and productive work environment. In addition to supporting integration, onboarding is crucial for the well-being of employees, directly impacting their engagement, performance, and retention, while also positively influencing the organizational climate (Lima et al., 2024).

In IFs, where the educational, scientific, and technological mission is central, the challenges are even more complex. These institutions deal with diverse professional profiles, geographically dispersed campuses, and a variety of academic and administrative demands (Maciel Correa et al., 2023). Managing this plural scenario requires more than a standard integration process; it demands a planned onboarding approach that is sensitive to the specific realities of each context (Delvas, 2017).

The absence of a structured onboarding program can intensify organizational socialization difficulties, resulting in disoriented, less engaged employees who struggle to adapt (Silva et al., 2020). This compromises not only individual well-being but also internal cohesion and collective

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performance, directly affecting the institution's ability to meet its educational and scientific goals. Therefore, the lack of effective onboarding goes beyond initial integration; it is a factor that can hinder strategic institutional objectives (Salvi et al., 2023).

Although there are studies on the importance of onboarding, few systematically investigate how different practices affect organizational cohesion and institutional performance in varied contexts, such as the Federal Institutes. This gap in the literature highlights the need for a better understanding of how onboarding practices can be optimized to maximize their impact in institutions operating in such diverse settings.

This article aims to conduct a systematic review of employee onboarding practices in IFs, to understand the depth and reach of these actions in promoting employee well-being and integration. Additionally, it seeks to assess how these practices directly impact the workplace dynamics, organizational cohesion, and institutional performance. The review includes studies published between 2014 and 2024, analyzing the different strategies adopted in various institutional contexts, identifying their effectiveness, limitations, and opportunities to improve onboarding processes in future implementations.

2 THEORETICAL FRAMEWORK

2.1 Organizational socialization

Organizational socialization is a structured process aimed at integrating new members into the culture, norms, and institutional values of an organization (Silva & Fossa, 2013). This process is essential to ensure that new employees acquire the knowledge and skills necessary to perform their duties effectively and align with the institution's strategic objectives (Oliveira & Azevedo Loureiro, 2019).

Pereira (2018) highlights that organizational socialization tactics are crucial not only for individuals' adaptation to the new environment but also for their immersion in the organizational culture, fostering a deep understanding of institutional values. In the Federal Institutes (IFs), this socialization becomes even more relevant, given that these institutions have an educational, scientific, and technological mission, which requires employees to quickly adapt to a complex and dynamic work environment (Moreira & Da Silva Júnior, 2024).

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Recent research shows that effective socialization in public institutions, such as the Federal Institutes, goes beyond mere adaptation to routine tasks. Studies indicate that this process is critical for employee well-being, directly affecting their engagement, performance, and retention in the organization (Silva et al., 2014). For example, at the Federal Institute of Mato Grosso do Sul (IFMS), socialization strategies have sought to facilitate the integration of new employees through formal programs, such as mandatory online courses, complemented by informal actions like campus tours and social events (Salvatino, 2020).

These practices are supported by authors such as Bernardino (2022), Costa and Rizzato (2018), Ferreira (2016), Macedo (2018), and Pinho et al. (2022), who demonstrate that a well-conducted socialization process increases new employees' commitment and job satisfaction while reducing turnover. In contexts like the Federal Institutes, where diverse professional profiles and geographically dispersed campuses pose challenges, socialization plays a central role in creating a cohesive and productive work environment. Furthermore, effective socialization fosters a sense of belonging among employees, enhancing their motivation and productivity, which, in turn, positively impacts overall organizational performance (Vieira et al., 2023).

2.2 Onboarding as part of organizational culture

Onboarding is an initial and fundamental stage of the organizational socialization process, essential for integrating new employees into institutions (Mikowaiski & Vieira, 2019). In the Federal Institutes (IFs), onboarding goes beyond the mere physical reception of employees and includes a set of institutional actions aimed at facilitating adaptation to the organization's norms, values, and routines. This process creates an environment that fosters continuous learning, professional adaptation, and overall employee well-being (Correia & Montezano, 2019). Luna's (2020) study suggests that structured onboarding practices reduce the anxiety and stress typically associated with starting a new role, while also easing the transition to the new work environment.

Onboarding manuals play a central role in systematizing and standardizing the integration process for new employees (Souza, 2023; Delvas, 2017). They serve as formal socialization tools, providing clear and detailed guidance on institutional expectations, as well as the organization's mission and values. This support is essential for aligning employees with institutional goals from the outset of their activities. Furthermore, onboarding is enhanced by activities that promote social

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interaction among employees, which helps build support networks crucial for well-being and performance in the workplace (Vianna et al., 2023).

In the IFs, the diversity of professional profiles and the multiplicity of campuses pose additional challenges to onboarding, making it even more important to adopt strategies tailored to local realities (Drumond et al., 2023). As noted by Salvatino (2020), the lack of a structured onboarding program can lead to a disconnect between the employee and the organization, undermining performance and, consequently, the overall quality of the work environment. This gap may result in disoriented and less engaged employees, which negatively impacts organizational cohesion.

Vieira et al. (2023) highlight that formal and informal onboarding methods, such as introductory courses and social activities, are complementary and play decisive roles in creating an effective integration experience. These methods enable new employees to better understand their responsibilities and establish interpersonal relationships that are crucial for their success in their roles and for fostering a collaborative and productive work environment.

3 METHODOLOGY

The systematic literature review (SLR) conducted in this article followed a rigorous and well-defined process, aimed at identifying and analyzing onboarding practices for employees in the Federal Institutes of Education, Science, and Technology. The choice of this methodological approach is justified by the need to synthesize and critically evaluate the accumulated knowledge from the past 10 years, providing a solid evidence base for the analysis of the practices adopted by these institutions.
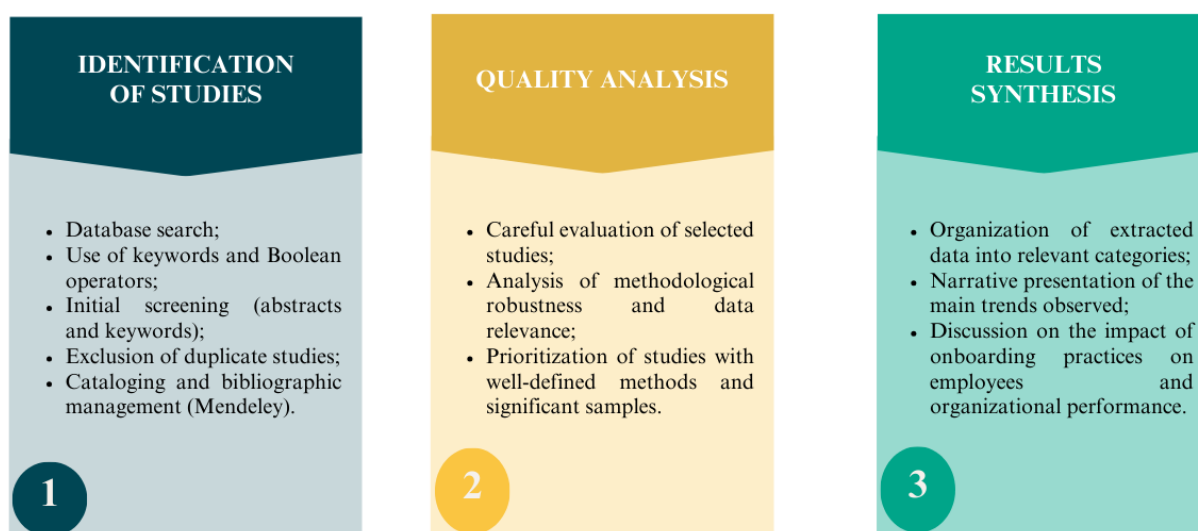
The data sources used included the CAPES Journal Portal, Scielo, and Scopus. These databases were selected for their wide coverage of publications on employee onboarding, with an emphasis on the Brazilian context, and for including relevant studies in related fields. Studies published in Portuguese and English were considered. The period from 2010 to 2024 was chosen to provide a comprehensive view of onboarding practices in Federal Institutes, capturing the changes and innovations that occurred over the past 14 years.

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The inclusion criteria for the studies were rigorously defined to ensure the relevance and consistency of the information. Articles and dissertations published within the established period, addressing onboarding practices in universities and Federal Institutes, and exploring, either directly or indirectly, the impacts of these practices on employee well-being, the improvement of the work environment, and organizational performance were included. Studies that did not meet these criteria or that lacked robust empirical data were excluded from the analysis.

The search process was conducted using specific search terms, such as 'employee onboarding' AND 'integration in Federal Institutes' OR 'organizational socialization' AND 'workplace well-being.' These terms were combined with Boolean operators to maximize the retrieval of relevant studies from the databases. After the initial collection, the studies were screened based on their abstracts and keywords, and those that did not meet the inclusion criteria were excluded. The remaining articles underwent a detailed analysis of the full texts.

The methodology followed three main phases, as illustrated in Figure 1.

Figure 1: Three-phase methodology of the SLR

IDENTIFICATION OF STUDIES	QUALITY ANALYSIS	RESULTS SYNTHESIS
• Database search; • Use of keywords and Boolean operators; • Initial screening (abstracts and keywords); • Exclusion of duplicate studies; • Cataloging and bibliographic management (Mendeley).	• Careful evaluation of selected studies; • Analysis of methodological robustness and data relevance; • Prioritization of studies with well-defined methods and significant samples.	• Organization of extracted data into relevant categories; • Narrative presentation of the main trends observed; • Discussion on the impact of onboarding practices on employees and organizational performance.
1	2	3

Source: Authors (2024)

The first stage, Identification of Studies, involved cataloging all relevant studies with the aid of specialized software, such as Mendeley, to ensure precise bibliographic management. In the

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second stage, Quality Analysis, the studies were evaluated for methodological robustness, prioritizing those with significant samples, clearly defined data collection methods, and appropriate statistical analysis. The third stage, Results Synthesis, involved organizing the extracted data into categories such as types of onboarding actions, impact on employee well-being, and influence on organizational performance. The results were presented narratively, highlighting the main trends observed in the onboarding practices of the Federal Institutes.

4 RESULTS AND DISCUSSION

The analysis of the selected studies reveals that onboarding practices in the Federal Institutes (IFs) are varied and, for the most part, lack a robust formal structure. As observed by Salvatino (2020), the absence of a uniform institutional onboarding program can create gaps in the integration process of new employees. In the analyzed cases, many initiatives involve informal actions such as guided tours and social integration events. However, such practices do not replace the need for formalized and consistent policies.

Figure 2 below presents the categorization of the 27 studies included in the review, grouping them according to the general themes identified.

Figure 2: Categorization of studies selected in the SLR

Tema	Autores
Socialização Organizacional	Araújo e Campelo Filho (2021); Bernardino (2022); Correia e Montezano (2019); Macedo (2018); Mikowaiski e Vieira (2019); Moreira e Da Silva Júnior (2024); Oliveira e Azevedo Loureiro (2019); Pereira (2018); Silva e Fossa (2020); Vieira et al. (2023).
Acolhimento e Integração	Delvas (2017); Luna (2020); Pinho et al. (2022); Salvatino (2020); Silva. et al. (2020); Souza (2023).
Bem-Estar no Trabalho	Lima et al. (2024); Maciel Correa e Pinheiro e Silva (2023); Ribeiro et al. (2023); Vianna et al. (2023).
Desempenho Organizacional	Chiavenato (2014); Costa e Rizzato (2018); Drumond et al. (2023); Ferreira (2016); Salvi et al. (2023); Silva et al. (2014); Winkelmann et al. (2024).

Source: Authors (2024)

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This categorization was developed to organize the studies around central themes such as organizational socialization, employee onboarding and integration, workplace well-being, and organizational performance. This structure facilitates the understanding of different approaches and practices adopted in the IFs, enabling a more focused and detailed analysis of how each theme contributes to the study's objective. Additionally, this categorization serves as the basis for proposing a framework that aims to integrate onboarding practices with the desired institutional outcomes, aligning socialization processes with organizational performance and employee well-being.

The analyzed studies indicate that the most common onboarding practices in the Federal Institutes include orientation courses, usually offered in an online format, along with in-person activities such as department presentations and welcome events. However, some studies that used interviews with managers show that these actions are often carried out in a decentralized manner, with significant variations from one campus to another.

The lack of uniformity identified in the onboarding practices at the IFs highlights an urgent need for standardization and formalization of institutional policies. While the actions taken are positive and contribute to the initial socialization of new employees, they tend to be insufficient to ensure effective and lasting integration. A formal program can define specific stages and criteria, providing clarity for both new employees and management. In this way, institutional objectives are better achieved, and the sense of belonging and motivation among new employees is strengthened.

4.1 Impact on employee well-being and integration

The analyzed data indicate that the lack of a structured onboarding process directly impacts employee well-being and integration. The study by Salvatino (2020), conducted at the IFMS, showed that despite access to introductory courses, the absence of a formal organizational socialization program can cause insecurity and make it difficult for new employees to adapt. This situation is particularly critical in institutions with multiple campuses, where organizational culture can vary significantly.

At the Federal Institute of Rio Grande do Norte (IFRN) - Nova Cruz Campus, as analyzed by Oliveira and Loureiro (2018), the organizational socialization process was successful in integrating employees into institutional values but still showed weaknesses in specific aspects. The study found

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that although the personnel management policy was effective in promoting employee satisfaction, some gaps in the socialization process still compromised organizational cohesion, especially in terms of cultural adaptation and internal communication.

Another example comes from the Federal Institute of Triângulo Mineiro (IFTM), where the study by Delvas (2017) highlighted the importance of onboarding manuals as fundamental tools for socialization. These manuals helped systematize the integration process, providing clear guidance on the institution's mission and values. However, the study also pointed out that without the support of complementary practices, such as continuous follow-up and social activities, formal onboarding may not be sufficient to ensure full employee integration.

The research conducted by Costa and Rizzato (2018) at the University of the State of Amazonas showed that employees who participated in more comprehensive onboarding programs reported greater satisfaction with the work environment and quicker adaptation to their roles. These employees indicated that clarity about their responsibilities and the institutional support they received significantly contributed to their emotional and psychological well-being during their first months at the institution.

These results underscore the importance of investing in structured onboarding programs that go beyond the simple inclusion of new employees. When there is a strategic plan focused on organizational socialization, which includes everything from the presentation of institutional culture to continuous follow-up during the first few months, the benefits extend not only to individuals but also to the institution as a whole. Well-integrated employees tend to show greater motivation, engagement, and, consequently, productivity, which positively impacts the work environment and institutional outcomes.

Therefore, the creation of an onboarding program that integrates socialization strategies and technological innovation presents itself as a pressing need for institutions that aim not only to improve their employees' well-being but also to strengthen their organizational culture and promote a more efficient and harmonious work environment.

4.2 Influence on organizational performance

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The selected studies show that employee onboarding has a direct impact on organizational performance. Employees who undergo an effective integration process tend to demonstrate greater commitment to institutional goals and increased engagement in their roles (Ribeiro et al., 2023). As highlighted by Chiavenato (2014), well-structured onboarding practices positively influence productivity and internal team cohesion, ultimately reflecting in the quality of services provided by the institution.

The study conducted by Araújo and Campelo Filho (2021) at Federal University of Piauí (UFPI) also found a significant positive correlation between the use of social tactics and employee performance, specifically in terms of increased competence and proactive behavior. This reinforces the importance of onboarding tactics that, in addition to formally integrating new employees, encourage continuous and active socialization among staff.

At the Federal University of Santa Maria (UFSM), the research by Silva and Fossa (2013) indicated that the formal socialization process, combined with strategies such as training and integration activities, promoted faster and more effective employee adaptation. This resulted in increased productivity and greater commitment to institutional goals. The study emphasizes that a combination of formal and informal socialization strategies was fundamental for employees to feel welcomed and prepared to perform their duties, directly impacting organizational efficiency.

Delvas (2017) demonstrated at IFTM that incorporating onboarding manuals into the integration process significantly helped align new employees with the institution's mission and values. This alignment not only facilitated employee adaptation but also increased internal cohesion, reducing turnover and improving retention rates. The research suggests that a well-structured onboarding process, including both formal aspects and continuous support, is essential to strengthening organizational performance.

The study by Salvatino (2020) at the Federal Institute of Mato Grosso do Sul IFMS demonstrated that in institutions with multiple campuses, where organizational cultures can vary significantly, the lack of a uniform socialization program can create challenges for organizational performance. Employees who do not receive adequate onboarding tend to struggle to adapt to different institutional cultures and demands, which can negatively affect their productivity and engagement. This study reinforces the importance of an onboarding program that is adaptable to different realities within the same institution.

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In addition to the formal tools described, one way to assess the effectiveness of onboarding tactics is through the use of instruments such as the Organizational Socialization Inventory (ISO). The ISO is used to measure the level of employee adjustment in dimensions such as competence, proactive behavior, and involvement with the organization, providing a detailed analysis of the impact of onboarding practices on the adaptation and performance of new employees (Araújo; Campelo Filho, 2021). This type of tool allows for the continuous adjustment of integration programs, ensuring more effective adaptation and strengthening organizational cohesion.

These studies suggest that institutions that implement formal and well-structured onboarding and socialization programs tend to see significant improvements in performance indicators such as employee retention and productivity. Additionally, integrating onboarding processes with technological strategies, such as online training platforms and internal communication systems, has proven to be an effective approach to accelerating employee adaptation while offering continuous support and learning resources.

4.3 Analysis of challenges and best practices in onboarding

As IFs face challenges in implementing onboarding practices, identifying and consolidating key points and best practices becomes crucial to maximizing the effectiveness of these programs. The following analysis highlights the main challenges and successful strategies based on recent studies, which will serve as the foundation for proposing a more robust and adaptable onboarding framework.

Uniformity in onboarding practices: One of the biggest challenges identified is the lack of uniformity in onboarding practices across different campuses within the same institution. Studies like the one by Silva and Fossa (2013) at the UFSM show that this variation can lead to unequal experiences for employees, compromising institutional cohesion. To ensure consistent and effective integration, it is essential to standardize onboarding practices through uniform programs that also allow for local adaptations when necessary.

Importance of formal onboarding tools: Many institutions still rely on informal or incomplete practices, which can lead to inadequate employee integration. The study by Delvas (2017) at the IFTM reveals that a lack of clarity regarding organizational culture and institutional expectations can be a significant problem. The adoption of formal tools, such as onboarding manuals, is crucial to systematizing the integration process. These manuals should be complemented by actions such as

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social events and feedback sessions, which promote deeper and longer-lasting integration. In addition to formal tools, social and contextual socialization tactics, such as knowledge transfer by more experienced employees, also play a crucial role. According to the study by Araújo and Campelo Filho (2021) conducted at the UFPI, integrating formal and social tactics promotes greater competence, proactive behavior, and engagement among new employees, facilitating their adaptation to the organizational environment and reinforcing the institutional culture.

Adaptation to local realities: The diversity of professional profiles and the specificities of each campus can hinder the implementation of a single onboarding program. The study by Salvatino (2020) at the IFMS emphasizes that onboarding programs that do not consider local particularities can lead to insecurity and disengagement among employees. Therefore, it is essential for onboarding programs to be flexible and adaptable to local realities, allowing for the customization of certain aspects to meet the specific needs of each campus without losing the essence of institutional onboarding.

Continuous integration and ongoing support: Many onboarding programs focus only on the initial period when new employees arrive, which may be insufficient to ensure complete integration. Providing continuous support and regular follow-up after the initial period is crucial. This includes integration activities throughout the first few months and structured feedback, which helps identify and quickly resolve any difficulties, strengthening employee commitment to institutional goals. Studies like the one by Araújo and Campelo Filho (2021) at UFPI show that socialization, especially when combined with social tactics, has a significant influence on employee retention and performance. Utilizing more experienced colleagues to provide continuous support helps reduce uncertainty and increases the sense of belonging among new employees, promoting more effective and lasting integration.

Identifying these challenges and best practices highlights the need to develop an onboarding framework that is both robust and adaptable, capable of meeting the diverse needs of IF campuses. This framework should balance the necessary uniformity to ensure institutional cohesion with the essential flexibility to accommodate local specificities. The next section will propose the structure of this framework, based on the best practices identified, with the goal of optimizing employee integration and strengthening organizational culture within Federal Institutes.

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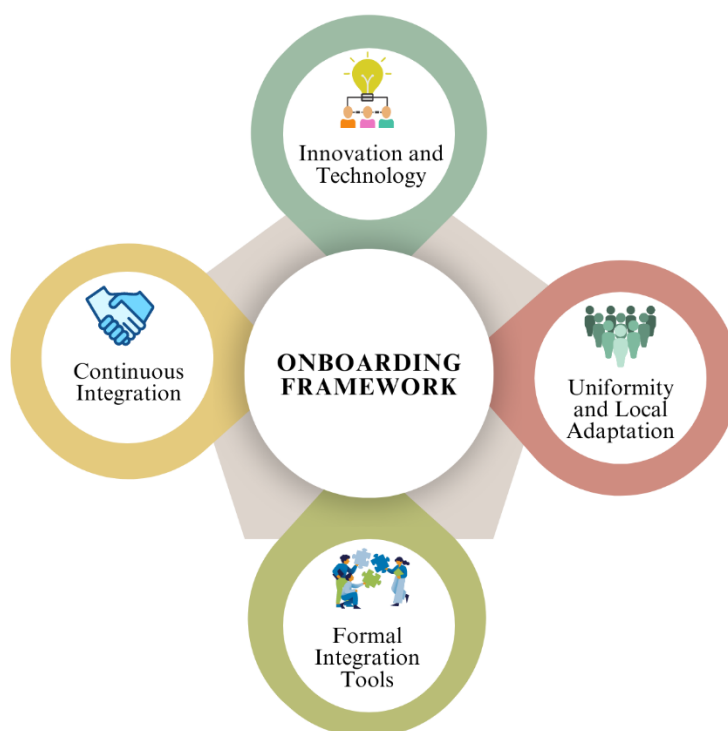Genildo Cavalcante Ferreira Júnior

4.4 Onboarding framework for Federal Institutes (IFs)

To address the complex challenges of integration and organizational cohesion in the IFs, implementing an effective onboarding framework becomes essential. In the organizational context, frameworks have gained relevance for their ability to standardize processes, improve time management, and promote efficiency. According to Winkelmann (2024), a framework is a tool that supports the understanding and communication of the relationships and structure of a system for a specific purpose. One of the key benefits of using frameworks is their ability to accelerate the development of new projects.

The systematic review of current practices highlighted the need for a structured model that combines uniformity with flexibility. This is crucial to ensure that all new employees are effectively integrated, regardless of the campus where they are located. This framework seeks not only to standardize the onboarding process but also to adapt it to local specificities, utilizing formal tools and technological innovation to promote continuous and sustainable integration. This combination of factors makes frameworks one of the best tools for process optimization within organizations. Below, we propose a framework that incorporates the best practices identified, offering a comprehensive and standardized solution to optimize onboarding in the IFs.

Based on the challenges and best practices identified in the studies, this onboarding framework is structured around four key pillars, as illustrated in Figure 3.

Figure 3: Onboarding Framework for Federal Institutes Employees

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Source: Authors (2024)

The pillars were developed to address the challenges of integration and organizational cohesion, providing a solution that balances structure and adaptability. Each pillar addresses the specific needs of the Federal Institutes, combining standardization with the necessary flexibility to meet local particularities. Below, we detail how these pillars contribute to improving the onboarding of employees:

- Uniformity and local adaptation: Standardizing onboarding practices is crucial to ensure cohesion and consistency in new employees' experiences, regardless of the campus. However, the framework allows local adaptations to respect regional and cultural specificities of each campus, as observed in Salvatino's (2020) study at the IFMS. In this way, general guidelines remain standardized, while each campus can adjust its practices according to specific needs.

- Formal integration tools: The use of formal tools, such as onboarding manuals, constitutes an essential component of this framework. These manuals should provide detailed

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information on the institution's mission, values, expectations, and rules, serving as indispensable guides for new employees. The research conducted at the IFTM by Delvas (2017) illustrates the effectiveness of these tools in systematizing the onboarding process and reducing ambiguity for new employees.

- Continuous integration: Onboarding should extend beyond the initial contact, continuing throughout the first months of employment. This pillar is supported by ongoing integration activities, regular feedback sessions, and continuous support to ensure that employees adapt and feel part of the institution. The process should also reinforce the institution's values and rules through training and activities that promote active engagement of new employees with the mission and strategic objectives of the Federal Institutes. At the IFRN, Oliveira and Loureiro (2018) observed that the absence of continuous follow-up could compromise organizational cohesion.

- Innovation and technology: The integration of technological tools in the onboarding process, such as online training platforms, discussion forums, and internal communication systems, accelerates socialization and provides continuous support. The use of widely adopted platforms, such as Moodle or Google Classroom, is recommended for offering introductory courses, welcome videos, and integration manuals in an accessible way. These solutions allow employees to access information and participate in integration activities at any time and place, fostering a flexible learning environment.

To ensure the effective implementation of the framework, the creation of onboarding committees at each campus is proposed. These committees would be responsible for adapting general guidelines to local needs. The committees should include representatives from different sectors, ensuring a multidisciplinary and comprehensive approach. The creation of a structured system for monitoring and evaluating the effectiveness of onboarding is also recommended. Tools such as satisfaction surveys applied to new employees after the first month and at the end of the first six months, retention metrics, and performance indicators should be used to promote continuous evaluation. The results of these evaluations will serve as a basis for periodic adjustments to the framework, ensuring its adaptation to institutional needs and the constant improvement of its effectiveness.

The adoption of this framework will allow the IFs to promote more effective and consistent integration of their employees, contributing to institutional cohesion and organizational performance. By incorporating flexible and innovative practices, the framework will be aligned with the specific

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needs of each campus, ensuring that all employees have a positive and enriching onboarding experience.

This framework represents an integrated and adaptable approach to onboarding employees at IFs, based on best practices identified in the literature and analyzed case studies. Its implementation can enhance the onboarding process for new employees, strengthen organizational culture, and improve institutional performance indicators.

3 CONCLUSIONS

The systematic review conducted in this study revealed that, although the Federal Institutes of Education, Science, and Technology (IFs) have made progress in implementing onboarding practices, the lack of uniformity and standardization still poses a significant challenge. The absence of a structured onboarding program undermines the effectiveness of new employees' socialization, which can negatively impact organizational performance and employee well-being.

The results indicate that well-planned and executed onboarding practices, including orientation courses, integration manuals, and socialization activities, are essential to promote employee satisfaction and engagement. Employees who receive continuous support during their integration process tend to adapt more quickly to their roles and commit more deeply to institutional goals, contributing to a more cohesive and productive work environment.

However, the lack of uniformity in onboarding practices across different IF campuses highlights the need for an onboarding framework that balances uniformity with local flexibility. This framework should include clear guidelines that can be adapted to the specificities of each campus, ensuring a consistent and effective onboarding experience for all employees, regardless of location.

Given these challenges, this study suggests that the IFs adopt a more robust and consistent onboarding program that combines formal and informal practices and is aligned with the specific needs of employees and the diversity of institutional contexts. The implementation of such a framework could strengthen organizational cohesion and improve institutional performance indicators.

To deepen understanding of the impact of onboarding practices, future research could focus on the longitudinal analysis of the effects of different onboarding models on organizational performance and employee well-being over time. Comparative studies across different regions and

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employee profiles within the IFs would also be valuable, particularly in identifying which practices are most effective in specific contexts. Additionally, the development and validation of continuous evaluation mechanisms for onboarding practices are recommended to ensure the effectiveness and ongoing improvement of implemented programs, contributing to the creation of an increasingly integrated and productive work environment.

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