AI Competencies Working Group

AI
COMPETENCY FRAMEWORK

Guidance Document

Brasília, 2026

MINISTÉRIO DA
GESTÃO E DA INOVAÇÃO
EM SERVIÇOS PÚBLICOS



FOREWORD

The present Working Group (WG) has been established to develop a proposal for an **Artificial Intelligence (AI) Competency Framework** specifically designed for the Brazilian public sector. This initiative is part of the strategic actions aimed at training and workforce development within the Federal Public Administration, in alignment with the guidelines set forth in the **Brazilian Artificial Intelligence Plan (PBIA) 2024–2028** and the **Federal Digital Government Strategy (EFGD)**. Both policies recognize the need to educate, upskill, and reskill public servants on a large scale in order to strengthen the digital competencies that are essential for the digital transformation of the State.

Executive Summary: This Artificial Intelligence Competency Framework is intended for public managers and civil servants across different levels of the Public Administration, particularly those involved in training policies, innovation, and digital transformation. Its purpose is to guide the design of learning pathways, continuing education programs, and AI competency development initiatives within the public sector. It is important to emphasize that this Framework is not intended to serve as a training plan, technical manual, or implementation guide for AI solutions. Rather, it provides a strategic reference to support decision making related to workforce training and competency development in the context of the State's digital transformation.

1.OBJECTIVES

1.1. General Objective

To establish the strategic Artificial Intelligence Competency Framework for the Federal Public Administration by defining the essential competency domains and their corresponding proficiency levels, thereby providing a foundation for workforce governance and institutional training planning in alignment with the guidelines of the Brazilian Artificial Intelligence Plan.

1.2. Specific Objectives

- Define the Profile Architecture: Map and classify the different professional profiles within the Federal Public Administration, clearly delineating the scope of responsibility associated with each profile regarding the use of AI.
- Establish the Competency Domains: Identify the major trends and key areas that should form the foundation of public servants' AI education and development, ensuring alignment with internationally recognized competency frameworks.
- Develop the Proficiency Scale: Define the maturity levels for each competency by applying the Revised Bloom's Taxonomy to classify the expected degree of cognitive complexity for each professional profile.
- Provide the Foundation for the Training Strategy: Establish the conceptual and structural framework required for the subsequent specification of the Knowledge, Skills, and Attitudes (KSA) needed to support the institutional AI training strategy.
- Promote Institutional Alignment: Ensure that the Competency Framework is fully aligned with the National Policy for People Development (PNDP) and with Pillars 2 and 3 of the Brazilian Artificial Intelligence Plan (PBIA), thereby reinforcing its legitimacy and applicability within the federal regulatory framework.

Strategic Objective	Associated Professional Profiles	Intended Use of the Matrix
Establish the strategic AI competency framework	All federal public servants	Planning training and workforce development policies
Define the Profile Architecture	Managers, technical analysts, IT specialists, and policymakers	Designing role based learning pathways according to institutional responsibilities
Establish the Competency Domains	Public servants working in strategic, technological, and operational areas	Organizing educational content by competency domain and area of impact
Develop the Proficiency Scale	All professional profiles, according to the complexity and scope of their roles	Assessing competency maturity and designing learning pathways
Provide the Foundation for the Training Strategy	Human resources managers, schools of government, and training departments	Developing training programs, learning pathways, and capacity building plans based on Knowledge, Skills, and Attitudes (KSA)
Promote Institutional Alignment	Public managers, policymakers, and governance units	Alignment with the National Policy for People Development (PNDP), he Brazilian Artificial Intelligence Plan (PBIA) and the regulatory frameworks governing the Public Administration

2. FUNDAMENTAL PRINCIPLES

The principles guiding this work are closely aligned with those of the Brazilian Artificial Intelligence Plan (PBIA), ensuring that the resulting Competency Framework is both relevant and applicable to the Brazilian national contex.



3. JUSTIFICATION

The development of this framework is strategically important for three fundamental reasons:

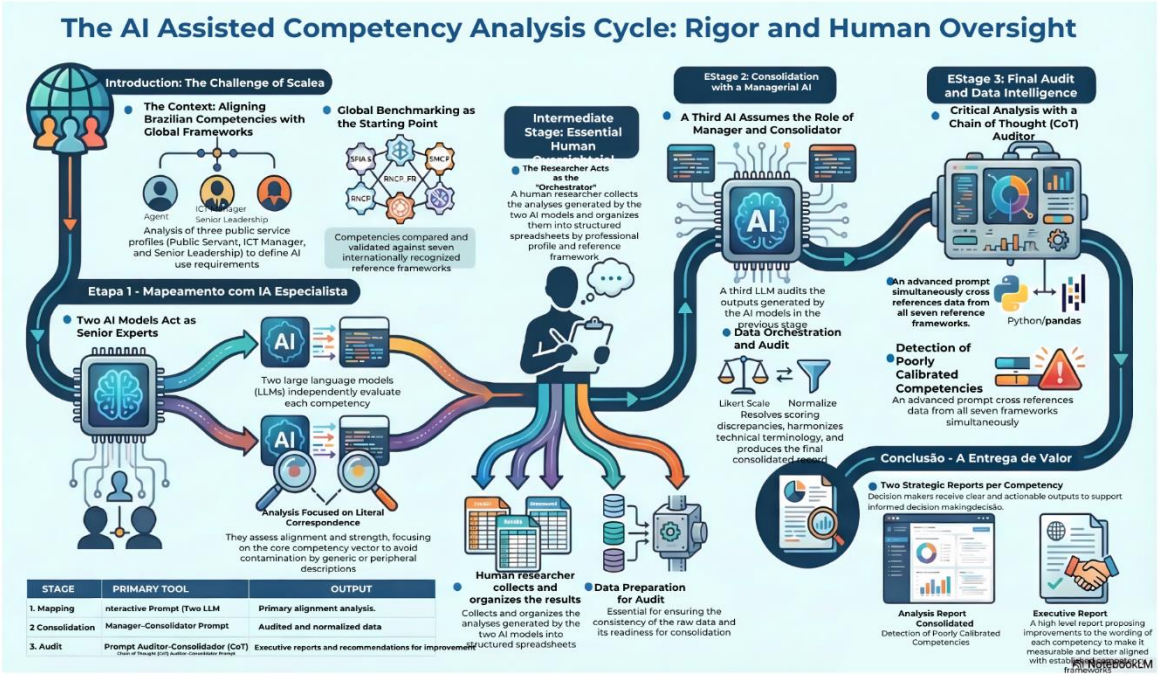
- **Effective Allocation of Training Investments**
- **Achievement of Workforce Development Objectives**
- **Strengthening of Governance and Ethical AI Practices**



4. METHODOLOGY

Methodological Phases – Development of the AI Competency Framework

Phase	Timeframe	Description	Main Deliverable	Responsible Parties/ Participants
Phase 1: Theoretical Foundation and Methodological Proposal	Aug/2025 – Dec/2025	Theoretical and technical review; framework analysis; alignment with public policies and national regulatory frameworks	Consolidated methodological document to support the development of the framework.	Central Technical Team
Phase 2: Framework Development and Technical Validation	Jan/2026 – May/2026	Development of profiles, domains, and competencies; creation of the proficiency scale; validation with specialists and public sector organizations	Preliminary Version of the AI Competency Framework	Central Technical Team + NIA Representatives
Phase 3: Refinement and Final Publication	Jun/2026 – Aug/2026	Final refinements based on stakeholder feedback; preparation of the final deliverable and institutional implementation guidelines.	Final Validated Framework Ready for Publication and Dissemination	Technical Team + Governance and Communication Bodies



Stage 1: Competency Mapping and Crosswalk Analysis
Stage 2: Managerial Review and Consolidation
Stage 3: Final Audit and Data Processing.

Human Agency and Oversight

The methodology places human agency and oversight at the core of the entire workflow. At each stage transition, the researcher validates the outputs generated

by the large language models (LLMs), ensuring technical accuracy while preserving the institutional context of the Brazilian public sector.

5. *FRAMEWORKS* ANALYZED

Framework	Origin	Primary Focus	Level of Application	Contribution to the Matrix
SFIA – ***Skills Framework for the Information Age***	International (United Kingdom)	Digital competencies and level based management	Operational to strategic	Defines proficiency levels and structures professional profiles based on KSA
AI Playbook for the UK Government	United Kingdom (Government)	AI life cycle in the public sector	Strategic	Provides guidance on AI governance, risk management, compliance, and the responsible use of AI
JRC – Competencys em IA (Comissão Europeia)	European Union (Joint Research Centre, JRC)	Sociotechnical competencies and ethics	Operational to strategic	Serves as a foundation for KSA, focused on Ethics, Transparency, Impact, and Regulation (AI Act)
BridgeAI - AI Skills for Business	United Kingdom (Alan Turing Institute)	Training of AI professionals	Operational to managerial	Establishes professional profiles and competency dimensions to support learning pathways and organizational maturity
UNESCO – Competencys em IA e Transformação Digital	International (UNESCO and the Broadband Commission)	Digital competencies for public servants	Multilevel, ranging from behavioral to strategic	Integrates attitudes, values, and digital competencies aligned with digital transformation in the public sector
IndiaAI – Competency Framework for AI Integration	India (Ministry of Electronics and Information Technology, MeitY)	AI capacity building in the public sector	Operational to strategic	Provides context sensitive guidance for countries in the Global South, emphasizing ethics, risk management, and inclusion
France Compétences – French Qualifications Framework	France	Education, skills development, and professional recognition	Structural, spanning education and the labor market	Offers a competency modularization and transparency model aligned with European standards

6. STRUCTURE OF PROFESSIONAL PROFILES AND COMPETENCIES

6.1. Profiles and Associated Skills

The structure of the Competency Framework is founded on the recognition that the adoption of Artificial Intelligence (AI) within the public sector is not uniform. Rather, it encompasses multiple levels of engagement, ranging from routine operational use to high impact strategic decision making. The figure below illustrates the professional profiles defined to reflect this diversity, distinguishing the responsibilities, degree of autonomy, and level of technical expertise required at each layer of the Public Administration.



To facilitate the understanding of the professional profiles covered by the Competency Framework, the table below provides an overview of the mapped roles, their predominant cognitive levels according to the Revised Bloom's Taxonomy, and the types of decisions associated with each role. This overview highlights the differences in the depth and complexity expected across the various profiles, thereby supporting the development of competencies that are appropriately aligned with each public servant's level of responsibility and scope of practice.

Profile	Role in the Public Administration	Cognitive Level (Bloom)	Associated Decision Type
Public Servant	Performs operational and support activities, using AI solutions in routine tasks.	Cognitive Level (Revised Bloom's Taxonomy)	Operational and execution level decisions
Data Curator	Organizes, documents, and maintains the organization's data assets, ensuring data cataloging, metadata quality, and traceability.	Remember, Understand, Apply	Technical and operational decisions related to data management
ICT Manager	Coordinates projects and teams involved in AI based solutions.	Apply, Analyze	Tactical and technology planning decisions
Chief Data Officer	Manages strategic data assets, establishes data governance guidelines, and oversees the integrity and security of AI related data.	Analyze, Evaluate	Technical and strategic decisions with implications for data and AI
Public Manager	Oversees policies and projects involving the use of AI in the context of public policy.	Evaluate, Create	Strategic decisions concerning public policy, risk management, and governance
Senior Leadership	Makes institutional decisions regarding AI governance, regulation, investment, and strategic alignment.	Evaluate, Create	High impact strategic and regulatory decisions at the institutional level

6.1.1 Public Servant

The Public Servant profile encompasses professionals working in agencies, entities, and institutions within the Federal Public Administration, performing their duties in accordance with the constitutional principles of legality, impersonality, morality, transparency, and efficiency. Within the competency based management framework, this profile has been designed to equip public servants with the capabilities required to address the contemporary challenges of digital transformation, innovation, and results oriented public management.

In terms of proficiency, this profile is classified at the Operational Level of the People Development Policy (PDP), corresponding to

an Initial Artificial Intelligence (AI) Proficiency Level. This classification indicates that the expected role is not that of an AI developer or technology specialist, but rather that of a competent user who is capable of applying AI tools to administrative activities in an ethical, responsible, and efficient manner.

The Competency Framework presented below is the result of a technical validation process and an audit based on seven internationally recognized frameworks.

The table consolidates the original descriptions and the adjustments made to align the profile with global best practices, highlighting:

6.1.1.1 Competency 1

"Identify and select AI tools applicable to routine public administration tasks by understanding their capabilities, limitations, and risks, in order to recognize opportunities for process optimization in an ethical and responsible manner."

Explanation: This competency refers to the Public Servant's ability to identify, among the available Artificial Intelligence (AI) tools, those that can effectively support routine administrative activities, such as drafting documents, organizing information, conducting preliminary data analyses, or assisting with decision making. It requires a critical understanding of what these tools can do, the contexts in which they are most useful, their limitations, and the risks associated with their use. This competency does not involve developing or configuring AI systems. Instead, it focuses on the informed, supervised, and responsible use of existing AI solutions in accordance with legal, ethical, and institutional requirements, thereby contributing to process improvement and greater administrative efficiency.

6.1.1.2 Competency 2

"Apply, in an assisted and supervised manner, generative AI solutions to create and refine documents and communications, and analytical AI solutions to generate standardized reports, critically verifying the outputs in order to improve productivity and service quality."

Explanation: This competency refers to the Public Servant's ability to use Artificial Intelligence (AI) solutions in an assisted and supervised manner to support the preparation of administrative documents, institutional communications,

and standardized reports. The emphasis is not on fully automating these activities, but rather on leveraging AI as a tool to enhance efficiency, clarity, and standardization while ensuring that human responsibility for reviewing, validating, and approving the generated content is always maintained. The public servant acts as a competent user who is able to harness the capabilities of both generative and analytical AI while exercising critical judgment and adhering to applicable institutional policies, standards, and regulations.

6.1.1.3 Competency 3

"Use, in an assisted manner, intelligent automation tools and configured virtual assistants to enhance citizen service delivery and streamline administrative workflows, while maintaining appropriate human oversight and the ability to escalate complex cases when necessary."

Explanation: This competency refers to the Public Servant's ability to use intelligent automation tools and institutionally configured virtual assistants to support citizen service delivery and the execution of standardized administrative workflows. The public servant acts as a competent user of these solutions, ensuring that automation is applied in an ethical, efficient, and supervised manner. Particular emphasis is placed on maintaining service quality, accurately interpreting citizens' requests, and appropriately escalating cases that require specialized human analysis and decision making.

6.1.1.4 Competency 4

"Recognize the importance of integrating high quality, reliable data from multiple sources, appreciating its fundamental role in enabling accurate analyses and well informed decision making based on trustworthy information."

Explanation: This competency refers to the Public Servant's ability to understand that data are a strategic asset of the Public Administration and that data quality, integration, and reliability are essential prerequisites for accurate analysis, the responsible use of Artificial Intelligence (AI), and evidence based decision making. At the operational level, public servants are not responsible for designing data architectures or developing analytical models. However, they play a critical role in generating, recording, processing, and using data with diligence, recognizing that

inconsistencies, duplication, or errors can directly affect the quality of reports, automated processes, and AI solutions used throughout the organization.

6.1.1.5 Competency 5

"Critically evaluate the use of AI by identifying potential ethical issues and acting in accordance with the principles of transparency, fairness, and accountability, in alignment with the guidelines of the Public Administration."

Explanation: This competency refers to the Public Servant's ability to recognize that the use of Artificial Intelligence (AI) in the Public Administration carries ethical, social, and institutional implications, requiring a critical, responsible approach that is consistent with constitutional principles and applicable regulatory guidelines. At the operational level, public servants are not responsible for defining AI policies or establishing governance frameworks. However, they are expected to identify situations involving ethical risk, understand the potential impacts of AI applications, and act in a manner that upholds the principles of transparency, fairness, accountability, and respect for citizens' rights.

6.1.1.6 Competency 6

"Identify opportunities to apply AI within one's work context by evaluating viable use cases and recognizing the technology's capabilities and limitations."

Explanation: This competency refers to the Public Servant's ability to critically examine routine work activities and identify situations in which Artificial Intelligence (AI) can support administrative tasks, improve workflows, or enhance operational efficiency. It emphasizes a proactive yet well informed approach, whereby public servants recognize viable opportunities for AI adoption while understanding that not every problem can or should be addressed through technology. Any potential application must respect technical, ethical, legal, and institutional constraints. The focus of this competency is on the identification and preliminary assessment of AI use cases rather than on the implementation or technical design of AI solutions.

6.1.1.7 Competency 7

"Contribute to a culture of innovation and the responsible use of AI within the team by actively sharing knowledge, experiences, and best practices."

Explanation: This competency refers to the Public Servant's ability to act as a promoter of the conscious and responsible use of Artificial Intelligence (AI) in the workplace, contributing to the development of an organizational culture centered on innovation, continuous learning, and the ethical use of technology. Even at the operational level, public servants play an important role by sharing practical experiences, raising awareness of potential risks, disseminating best practices, and encouraging the appropriate use of AI tools, always in accordance with institutional guidelines and the core principles of the public service.

6.1.1.8 Competency 8

"Collaborate effectively in digital environments by using AI solutions to enhance communication and teamwork within the public sector."

Explanation: This competency refers to the Public Servant's ability to collaborate effectively in digital environments by using Artificial Intelligence (AI) solutions to support communication, work organization, and teamwork. At the operational level, public servants use digital tools and AI enabled resources, such as writing assistants, task management tools, information summarization systems, and communication support applications, to improve collaboration, collective productivity, and workflow efficiency. These tools are used under appropriate human oversight and in full compliance with institutional policies and standards.

6.1.1.9 Competency 9

"Continuously adapt to technological change by keeping up to date with emerging AI tools and trends relevant to the Public Administration through proactive, self directed learning."

Explicação: This competency refers to the Public Servant's ability to maintain a proactive, open, and resilient attitude toward the rapid evolution of digital technologies and Artificial Intelligence (AI) solutions. At the operational level, deep technical specialization is not expected. Instead, public servants are expected to demonstrate a commitment to continuous learning by keeping abreast of relevant developments, understanding emerging functionalities, and adapting their work practices to technological changes that affect the Public Administration. This competency emphasizes a shift from a passive approach to learning toward a proactive mindset, in which public servants assume shared responsibility for their own professional development.

6.1.1.10 Competency 10

"Use of AI powered virtual assistants."

Explanation: This competency refers to the **Public Servant's** ability to use and oversee the use of Artificial Intelligence (AI) powered virtual assistants as tools to support management, communication, and the organization of administrative work. It encompasses the effective use of virtual assistants to streamline workflows, support preliminary analyses, organize information, and facilitate institutional interactions, while ensuring that these technologies are used responsibly, under appropriate human oversight, and in full alignment with legal requirements, institutional policies, the principles of the public service, and the actual needs of both public sector teams and citizens.

6.1.2 Data Curator

The **Data Curator** profile encompasses professionals responsible for carrying out and maintaining data curation within their organizational unit, ensuring the quality, reliability, integrity, availability, and usability of information assets throughout their entire lifecycle. These professionals are responsible for the practical implementation of the guidelines and standards established by institutional data governance and data management policies and plans, ensuring that data and their associated metadata are properly organized, documented, classified, and compliant with requirements related to quality, reliability, integrity, interoperability, security, reusability, and other applicable standards. They are also responsible for safeguarding semantic consistency, ensuring the correct interpretation of data, and complying with the legislation and regulatory frameworks governing data processing, access, sharing, protection, and ethical use, including requirements related to the protection of personal data and the legal provisions governing confidentiality and access restrictions.

In terms of proficiency, this profile is classified at the Operational Level of the People Development Policy (PDP), corresponding to an Intermediate Artificial Intelligence (AI) and Data Proficiency Level. This classification indicates that the expected role is not that of a data engineer or data scientist, but rather that of a qualified professional capable of applying, monitoring, and continuously improving data governance and data quality practices in an ethical, responsible, and institutionally compliant manner.

The Competency Framework presented below is the result of a technical validation process and an audit based on internationally recognized reference frameworks. The table consolidates the original competency descriptions together with the refinements introduced to align the profile with global best practices, highlighting:

Governance Oriented Application: Emphasis on the practical implementation of data governance standards, policies, and guidelines, consistent with the operational nature of the role;

Conceptual Precision: Refinement of terminology to clearly distinguish the operational responsibilities of the Data Curator from the strategic responsibilities of the Chief Data Officer;

Cross Cutting Ethical and Legal Principles: Integration of principles related to accountability, transparency, personal data protection under the Brazilian General Data Protection Law (LGPD), and information security across all data management practices.

6.1.2.1 Competency 1

"Ensure the representativeness and quality of data used by AI solutions to prevent and mitigate bias by applying ethical principles and responsible AI and data practices, identifying and mitigating biases, and ensuring transparency, accountability, and respect for individual rights."

Explanation: This competency refers to the Data Curator's ability to recognize that the use of Artificial Intelligence (AI) and data in the Public Administration carries ethical, social, and institutional implications, requiring a critical, proactive approach aligned with constitutional principles and applicable regulatory guidelines. At the operational level, the Data Curator is expected not only to identify ethical risks but also to support the mitigation of bias in the datasets under their responsibility, ensure transparency throughout the data curation process, and assume formal responsibility for data quality and the responsible use of data.

These activities must always be carried out in accordance with citizens' individual rights and institutional policies.

6.1.2.2 Competency 2

> ***"Identify and apply the responsibilities of the Data Curator within the institutional data governance framework by coordinating with the Chief Data Officer and other data governance stakeholders, while adhering to the policies and guidelines established for the information asset lifecycle, including those related to the adoption of AI."***

Explanation: This competency refers to the Data Curator's ability to understand and perform their specific role within the organization's data governance framework, clearly distinguishing their tactical responsibilities from the strategic responsibilities of the Chief Data Officer and the operational responsibilities of other stakeholders. The Data Curator serves as the link between governance directives and the practical execution of data management activities, ensuring that institutional policies are effectively implemented at the organizational unit level through close coordination with the other participants in the data governance ecosystem.

6.1.2.3 Competency 3

> ***"Catalog data using appropriate standards and tools, such as the National Data Catalog, DCATbr, and CKAN, maintaining complete and up to date records, including those for data assets used in AI enabled processes".***

Explanation: This competency refers to the Data Curator's ability to register, organize, and maintain up to date data and metadata catalogs within their organizational unit by using institutionally approved standards and tools. Data cataloging is a fundamental component of effective data management, as complete and accurate records are essential for ensuring traceability, interoperability, and the responsible use of data. The Data Curator is responsible for ensuring that all data assets under their stewardship, including those used as inputs to or outputs from Artificial Intelligence (AI) processes, are properly documented, described, and made accessible to authorized users.

6.1.2.4 Competency 4

"Classify data according to their level of access by applying the applicable legal and regulatory requirements, assigning appropriate access categories such as public, restricted, or confidential, and documenting the criteria that support each classification decision."

Explanation: This competency refers to the Data Curator's ability to apply legal requirements and institutional information classification policies by assigning the appropriate access category to each data asset, whether public, restricted, or confidential, based on objective, well documented, and auditable criteria. Proper data classification is essential for protecting sensitive information, ensuring compliance with the Brazilian General Data Protection Law (LGPD) and other applicable legislation, and maintaining an appropriate balance between government transparency and the protection of strategic or personal information.

6.1.2.5 Competency 5

"Manage the quality of curated data by ensuring its essential dimensions, including accuracy, completeness, consistency, and timeliness, through the implementation of validation procedures and quality controls, including in AI related applications."

Explanation: This competency refers to the Data Curator's ability to continuously monitor, measure, and improve the quality of the data under their responsibility by systematically addressing four essential dimensions: accuracy (the extent to which data correctly represent reality), completeness (the absence of significant gaps), consistency (the coherence of data across records and information systems), and timeliness (the extent to which data accurately reflect the current state of the phenomena they describe). The Data Curator implements preventive controls and validation procedures that reduce errors, enhance data reliability, and establish the conditions necessary for accurate analysis and the responsible use of Artificial Intelligence (AI).

6.1.2.6 Competency 6

"Support interested stakeholders in the proper understanding and interpretation of curated data, promoting their effective use and advancing data literacy".

Explanation: This competency refers to the Data Curator's ability to facilitate the proper understanding and effective use of the data under their stewardship by supporting a wide range of stakeholders, including managers, analysts, public servants, and institutional partners, in accurately interpreting available information. The Data Curator promotes data literacy within their area of responsibility, helping ensure that decisions are based on information that is correctly understood, appropriately contextualized, and properly used, thereby reducing the risk of misinterpretation and inappropriate data use.

6.1.2.7 Competency 7

"Aplicar princípios da LGPD, coordenados com o Encarregado pelo tratamento de dados pessoais identificando as bases legais e implementando as medidas de proteção".

Explanation: This competency refers to the Data Curator's ability to understand and apply the principles, obligations, and rights established under the Brazilian General Data Protection Law (LGPD) within the context of data curation activities, ensuring that the processing of personal data under their responsibility is conducted in full legal compliance and in coordination with the Data Protection Officer (DPO). At the operational level, the Data Curator acts as a compliance agent by identifying the appropriate legal basis for each data processing activity, implementing technical and administrative safeguards, and contributing to the development of an organizational culture that promotes privacy and data protection.

6.1.2.8 Competency 8

"Promote data reuse by adopting interoperability standards, such as Conecta gov.br, and facilitating data sharing across systems and public sector organizations".

Explanation: This competency refers to the Data Curator's ability to actively promote the reuse of institutional data by adopting recognized interoperability standards, such as the Conecta gov.br platform and other standards established by the Federal Government, while facilitating the responsible sharing of data across information systems, organizational units, and public sector organizations. Effective data reuse reduces redundancy, minimizes the unnecessary creation of new datasets, improves the quality of available information, and contributes to greater integration and efficiency in public service delivery.

6.1.2.9 Competency 9

"Promote the publication of curated data in reusable formats, in compliance with applicable legislation, to enhance government transparency and encourage greater public participation in the oversight and use of government data".

Explanation: This competency refers to the Data Curator's ability to act as a champion of government transparency by promoting the publication of government data in open, standardized, and reusable formats, in compliance with the Access to Information Law (LAI), the Federal Government Open Data Policy, and other applicable regulations. The Data Curator evaluates which datasets can and should be made publicly available, prepares them for publication with the required level of quality and documentation, and helps ensure that society can access, understand, and use government information independently and responsibly.

6.1.2.10 Competency 10

"Ensure the use of reference records and standards approved by the Central Data Governance Committee in all data operations under their stewardship by promoting their adoption across the relevant organizational units and verifying compliance with the established data processing requirements".

Explanation: This competency refers to the Data Curator's ability to ensure that all data operations carried out within their organizational unit consistently use reference data, as well as standardized lists, domain tables, codes, nomenclatures, and other standards formally approved by the Central Data Governance Committee. The consistent application of these standards is essential for ensuring the interoperability, comparability, and reliability of the data produced and shared across the organization's information ecosystem, thereby preventing semantic inconsistencies and minimizing integration challenges between information systems and organizational units.

6.1.3 ICT Manager

While the Public Servant operates at the frontline of AI tool utilization, the Information and Communication Technology (ICT) Manager assumes the role of architect and leader of digital transformation. This profile encompasses professionals, whether career civil servants or appointed officials, who are responsible for translating government directives into robust technical solutions by leading the implementation of complex projects involving Artificial Intelligence (AI), Machine Learning (ML), and Deep Learning (DL).

The role of the ICT Manager extends beyond technical execution; it is fundamentally strategic and governance oriented. Their actions must ensure that the adoption of emerging technologies strictly complies with the principles of legality, impersonality, morality, transparency, and efficiency, ensuring that innovation in the public sector does not compromise legal certainty or ethical standards.

Within the context of competency based management and alignment with the Brazilian Artificial Intelligence Plan (PBIA), the ICT Manager is expected to operate at the highest cognitive levels of the Revised Bloom's Taxonomy: analyze, evaluate, and create. Rather than merely consuming technology, this professional designs data strategies, assesses algorithmic risks, and promotes the optimization of administrative processes with a focus on results, sustainability, and inclusion. Therefore, the ICT Manager serves as the critical link between public sector needs and technological delivery capabilities

The specific competencies identified for the ICT Manager are presented below:

6.1.3.1 Competency 1

"Lead the planning and execution of digital transformation initiatives through effective governance and risk management, integrating emerging technologies, including AI, into organizational processes to generate public value".

Explanation: This competency refers to the ICT Manager's ability to strategically and systematically lead digital transformation initiatives within the public sector, ensuring that the adoption of emerging technologies, particularly Artificial Intelligence (AI), is aligned with institutional planning, public policies, and governance frameworks. The ICT Manager is responsible for articulating a long term strategic vision, designing technology solutions, managing risks, and coordinating implementation efforts to ensure that technological innovation delivers measurable public value without compromising legality, ethical standards, information security, or institutional sustainability.

6.1.3.2 Competency 2

"Manage ICT resources, including infrastructure, information systems, and contracts, through a risk based approach that ensures service continuity, security, interoperability, and compliance with applicable legal and regulatory requirements".

Explanation: This competency refers to the ICT Manager's ability to plan, coordinate, and oversee the management of the organization's technology resources, including infrastructure, information systems, and ICT contracts, through an integrated and risk based management approach. The ICT Manager ensures that digital services remain continuous, secure, interoperable, and compliant with the applicable legal and regulatory framework, thereby establishing the technical and institutional conditions necessary for the sustainable adoption of emerging technologies, such as Artificial Intelligence (AI), without compromising the reliability or stability of public sector operations.

6.1.3.3 Competency 3

"Make decisions based on performance metrics and data analysis by leveraging analytical techniques, including Artificial Intelligence (AI) and Machine Learning (ML), together with data analysis and visualization tools".

Explanation: This competency refers to the ICT Manager's ability to

support strategic and operational decision making through quantitative evidence and analytical insights by leveraging data, performance indicators, and advanced analytical techniques, including Artificial Intelligence (AI) and Machine Learning (ML) models. The ICT Manager transforms data into actionable decision support by interpreting performance metrics, evaluating alternative scenarios, and using clear data visualizations to guide decisions related to investment planning, project prioritization, risk management, and the continuous improvement of public services.

6.1.3.4 Competency 4

"Apply the principles of information security and data protection to ensure the confidentiality, integrity, and availability of public sector information".

Explanation: This competency refers to the ICT Manager's ability to design, implement, and oversee information security and data protection practices within the Public Administration, ensuring that information assets and information systems are safeguarded against unauthorized access, loss, improper alteration, and service disruption. The ICT Manager adopts a strategic and preventive approach by ensuring compliance with applicable legal requirements, institutional policies, and recognized information security best practices, thereby creating a secure and trustworthy environment for the operation of digital public services and the responsible adoption of emerging technologies, including Artificial Intelligence (AI).

6.1.3.5 Competency 5

"Establish and integrate ICT governance practices aligned with recognized governance frameworks and the applicable regulatory framework, ensuring ethical and legal compliance in the use of Artificial Intelligence (AI)".

Explanation: This competency refers to the ICT Manager's ability to establish and integrate governance practices that ensure the ethical, lawful, transparent, and strategically aligned use of technology. The ICT Manager is responsible for translating established ICT and Artificial Intelligence (AI) governance frameworks into policies, processes, and decision making mechanisms that are applicable to the context of the Public Administration. This competency ensures that the adoption of digital solutions, particularly those based on AI, is carried out with accountability, traceability, and full compliance with institutional objectives and regulatory requirements.

6.1.3.6 Competency 6

" Assess the social, economic, and environmental impacts of AI adoption by considering its risks, benefits, and ethical implications within the context of the public sector".

Explanation: This competency refers to the ICT Manager's ability to systematically assess the effects of adopting Artificial Intelligence (AI) solutions on society, the economy, the environment, and the public organization itself. The ICT Manager takes a strategic and preventive approach by evaluating the risks, benefits, and unintended consequences of AI adoption, ensuring that technology related decisions are aligned with the public interest, sustainability, social inclusion, and algorithmic fairness. This includes preventing discriminatory outcomes and mitigating bias across social groups while ensuring that AI initiatives adhere to the ethical principles governing public administration.

6.1.3.7 Competency 7

"Monitor the performance indicators of ICT projects by applying project management methodologies and recognized best practices".

Explanation: This competency refers to the ICT Manager's ability to monitor, analyze, and evaluate the performance of technology projects throughout their lifecycle by using established project management methodologies, performance indicators, and metrics. The ICT Manager ensures that ICT initiatives, including Artificial Intelligence (AI) projects, are executed according to plan while maintaining effective control over scope, schedule, cost, quality, and risk. This enables timely corrective actions and evidence based decision making that are aligned with governance requirements and the expected delivery of public value.

6.1.3.8 Competency 8

"Communicate ICT projects and their outcomes to diverse audiences by using appropriate language and effective communication techniques".

Explanation: Esta Competency refere-se à capacidade do Gestor de TIC de comunicar, de forma clara, estratégica e transparente, informações relacionadas a projetos, decisões, resultados, riscos e impactos das iniciativas de TIC. O gestor atua como tradutor entre o universo técnico e os diferentes públicos institucionais, alta administração, áreas finalísticas, órgãos de controle, equipes técnicas e sociedade , assegurando que a complexidade tecnológica, inclusive no uso de IA, seja compreendida em termos de valor público, riscos, benefícios e limites.

6.1.3.9 Competency 9

"Continuously keep abreast of advances and emerging trends in Artificial Intelligence through ongoing professional learning".

Explanation: This competency refers to the ICT Manager's ability to systematically and critically monitor the evolution of digital technologies and advances in Artificial Intelligence (AI), understanding their strategic, technical, regulatory, and ethical implications for the Public Administration. Continuous learning is viewed not merely as the accumulation of technical knowledge, but as an active process of ongoing professional development, critical reflection, and the integration of relevant emerging trends into strategic decision making and digital transformation planning.

6.1.3.10 Competency 10

> *"Lead the governance of algorithmic risks."*

Explanation: This competency refers to the Public Manager's ability to lead, within their area of responsibility, the identification, assessment, and mitigation of risks associated with the use of algorithms and Artificial Intelligence (AI) systems, ensuring that such risks are systematically understood, monitored, and managed through institutional governance mechanisms. This competency requires leadership in establishing governance processes that prevent algorithmic bias, opaque decision making, adverse impacts on individual rights, and failures of accountability, thereby ensuring that the use of AI remains aligned with the public interest, ethical principles, and the rule of law.

6.1.3.11 Competency 11

> *"Apply technical sovereignty requirements to digital solutions and infrastructure."*

Explanation: This competency refers to the ability to translate strategic digital sovereignty principles into technical specifications for the procurement, design, and architecture of digital systems, ensuring that the implementation of software and hardware solutions preserves the State's autonomy, auditability, and operational control.

While the Public Servant operates at the point of use of AI tools, the Information and Communication Technology (ICT) Manager assumes the role of architect and leader of the digital transformation. This profile encompasses professionals, whether career civil servants or appointed officials, who are responsible for translating government directives into robust technical solutions by leading the implementation of complex projects involving Artificial Intelligence (AI), Machine Learning (ML), and Deep Learning (DL).

The role of the ICT Manager extends far beyond technical execution. It is fundamentally strategic and driven by sound governance principles.

The ICT Manager is responsible for ensuring that the adoption of emerging technologies strictly adheres to the constitutional principles of legality, impersonality, morality, transparency, and efficiency, thereby ensuring that innovation in the public sector advances without compromising legal certainty or ethical standards.

Within the context of competency based management and alignment, with the Brazilian Artificial Intelligence Plan (PBIA), the ICT Manager is expected to operate at the highest cognitive levels of the Revised Bloom's Taxonomy: analyze, evaluate, and create. Rather than simply using technology, this professional designs data strategies, assesses algorithmic risks, and drives the optimization of administrative processes with a focus on results, sustainability, and inclusion. As such, the ICT Manager serves as the critical link between the operational needs of the public sector and the organization's technological delivery capabilities.

The specific competencies identified for the ICT Manager are presented below:

6.1.3.1 Competency 1

"Lead the planning and execution of digital transformation initiatives through effective governance and risk management, integrating emerging technologies, including Artificial Intelligence (AI), into organizational processes to generate public value".

Explanation: This competency refers to the ICT Manager's ability to strategically and systematically lead digital transformation initiatives within the public sector, ensuring that the adoption of emerging technologies, particularly Artificial Intelligence (AI), is aligned with institutional planning, public policies, and governance frameworks. The ICT Manager is responsible for articulating a long term strategic vision, designing technology solutions, managing risks, and coordinating implementation efforts to ensure that technological innovation delivers measurable public value without compromising legality, ethical standards, information security, or institutional sustainability.

6.1.3.2 Competency 2

"Manage ICT resources, including infrastructure, information systems, and contracts, through a risk based approach that ensures service continuity, security, interoperability, and compliance with applicable legal and regulatory requirements".

Explicação: This competency refers to the ICT Manager's ability to plan, coordinate, and oversee the management of the organization's technology resources, including infrastructure, information systems, and ICT contracts, through an integrated, risk based management approach. The ICT Manager ensures that digital services remain continuous, secure, interoperable, and compliant with the applicable legal and regulatory framework, thereby establishing the technical and institutional conditions necessary for the sustainable adoption of emerging technologies, such as Artificial Intelligence (AI), without compromising the reliability or stability of public sector operations.

6.1.3.3 Competency 3

"Make decisions based on performance metrics and data analysis by leveraging analytical techniques, including Artificial Intelligence (AI) and Machine Learning (ML), together with data analysis and visualization tools".

Explanation: This competency refers to the ICT Manager's ability to support strategic and operational decision making through quantitative evidence and analytical insights by leveraging data, performance indicators, and advanced analytical techniques, including Artificial Intelligence (AI) and Machine Learning (ML) models. The ICT Manager transforms data into actionable intelligence by interpreting performance metrics, evaluating alternative scenarios, and using clear and effective data visualizations to inform decisions related to investment planning, project prioritization, risk management, and the continuous improvement of public services.

6.1.3.4 Competency 4

"Apply the principles of information security and data protection to ensure the confidentiality, integrity, and availability of public sector information".

Explanation: This competency refers to the ICT Manager's ability to design, implement, and oversee information security and data protection practices within the Public Administration, ensuring that information assets and information systems are protected against unauthorized access, data loss, unauthorized modification, and service disruption. The ICT Manager adopts a strategic and preventive approach by ensuring compliance with applicable legal requirements, institutional policies, and recognized information security best practices, thereby creating a secure and trustworthy environment for the operation of digital public services and the responsible adoption of emerging technologies, including Artificial Intelligence (AI).

6.1.3.5 Competency 5

"Establish and integrate ICT governance practices aligned with recognized governance frameworks and the applicable regulatory framework, ensuring the ethical and lawful use of Artificial Intelligence (AI)".

Explanation: This competency refers to the ICT Manager's ability to establish and integrate governance practices that guide the use of technology in an ethical, lawful, transparent, and institutionally aligned manner. The ICT Manager is responsible for translating established ICT and Artificial Intelligence (AI) governance frameworks into policies, processes, and decision making mechanisms that are applicable to the realities of the Public Administration. This competency ensures that the adoption of digital solutions, particularly those based on AI, is carried out responsibly, with full traceability and accountability.

6.1.3.6 Competency

"Assess the social, economic, and environmental impacts of AI adoption by considering its risks, benefits, and ethical implications within the context of the public sector".

Explanation: This competency refers to the ICT Manager's ability to systematically assess the effects of adopting Artificial Intelligence (AI) solutions on society, the economy, the environment, and the public organization itself. The ICT Manager adopts a strategic and preventive approach by evaluating the risks, benefits, and unintended consequences of AI, ensuring that technology related decisions are aligned with the public interest, sustainability, social inclusion, and algorithmic fairness. This includes preventing bias and discriminatory outcomes across social groups while ensuring that AI initiatives adhere to the ethical principles that govern public administration.

6.1.3.7 Competency 7

"Monitor the performance indicators of ICT projects by applying project management methodologies and recognized best practices".

Explanation: This competency refers to the ICT Manager's ability to monitor, analyze, and evaluate the performance of technology projects throughout their lifecycle by using established project management methodologies, performance indicators, and metrics. The ICT Manager ensures that ICT initiatives, including Artificial Intelligence (AI) projects, are executed in accordance with the approved plan, maintaining effective control over scope, schedule, cost, quality, and risk. This enables timely corrective actions and evidence based decision making that are aligned with governance requirements and the expected delivery of public value.

6.1.3.8 Competency 8

"Communicate ICT projects and their outcomes to diverse audiences by using appropriate language and effective communication strategies".

Explanation: This competency refers to the ICT Manager's ability to communicate clearly, strategically, and transparently about ICT projects, decisions, outcomes, risks, and impacts. The ICT Manager serves as a bridge between the technical domain and diverse institutional audiences, including senior leadership, business units, oversight bodies, technical teams, and society at large, ensuring that technological complexity, particularly in the context of Artificial Intelligence (AI), is communicated in terms of its public value, associated risks, expected benefits, and inherent limitations.

6.1.3.9 Competency 9

"Continuously stay up to date with advances and emerging trends in Artificial Intelligence through ongoing professional learning".

Explanation: This competency refers to the ICT Manager's ability to systematically and critically monitor the evolution of digital technologies and advances in Artificial Intelligence (AI), understanding their strategic, technical, regulatory, and ethical implications for the Public Administration. Continuous learning is understood not as the mere accumulation of isolated technical knowledge, but as an active process of ongoing professional development, critical reflection, and the incorporation of relevant emerging trends into decision making and digital transformation planning.

6.1.3.10 Competency 10

"Lead the governance of algorithmic risks."

Explanation: This competency refers to the Public Manager's ability to lead, within their area of responsibility, the identification, assessment, and mitigation of risks associated with the use of algorithms and Artificial Intelligence (AI) systems, ensuring that such risks are systematically understood, monitored, and managed through institutional governance mechanisms. This competency requires leadership in governance processes designed to prevent algorithmic bias, opaque decision making, adverse impacts on individual rights, and failures of accountability. It ensures that the use of AI remains aligned with the public interest, ethical principles, and the rule of law.

6.1.3.11 Competency 11

"Apply technical digital sovereignty requirements to digital solutions and infrastructure."

Explanation: This competency refers to the ability to translate strategic digital sovereignty principles into technical specifications for the procurement, acquisition, and architecture of digital systems, ensuring that the implementation of software and hardware solutions preserves the State's autonomy, auditability, and sovereign control over its digital infrastructure and information assets.

The Public Manager profile encompasses professionals serving at the tactical and operational levels of the Federal Public Administration who occupy leadership, coordination, or supervisory positions. These managers play a central role in bridging the strategic directives established by senior leadership with the day to day execution of public policies, programs, and organizational processes, ensuring that high level priorities are translated into concrete actions and measurable outcomes. They operate in environments characterized by significant organizational complexity, budgetary constraints, regulatory requirements, and constant demands for efficiency, transparency, and the delivery of public value.

Within the context of competency based management, the Public Manager is characterized as an implementation and middle management leader responsible for leading teams, organizing workflows, managing operational processes, and making decisions that directly affect institutional performance. Their actions must consistently reflect the constitutional principles of legality, impersonality, morality, transparency, and efficiency, demonstrating a strong commitment to the public interest, administrative accountability, and sound governance.

In terms of proficiency, this profile falls between the Advanced Operational and Tactical levels of the People Development Policy (PDP). Public Managers are expected to possess the ability to analyze complex situations, evaluate alternative courses of action, and apply institutional guidelines to real world scenarios. In the context of digital transformation and Artificial Intelligence (AI), they are not expected to perform specialized technical functions. Instead, they are expected to effectively use, supervise, and guide the application of digital and AI based solutions, ensuring regulatory compliance, risk mitigation, and alignment with institutional objectives.

The Competency Framework associated with this profile is the result of a technical validation process aligned with internationally recognized reference frameworks and Brazil's national guidelines for the modernization of the State. It is distinguished by the following key pillars:

- Execution Leadership: The ability to lead teams and manage operational processes, ensuring that strategic objectives are effectively translated into tangible results;

- Responsible Innovation Management: the gradual, supervised integration of digital technologies and AI solutions, in line with public service standards and values.
- Results-Oriented Decision-Making: the use of information, indicators, and evidence to improve administrative decisions;
- Ethical and Institutional Integration: The integration of the principles of accountability, transparency, information security, and commitment to the public interest across all management practices.

Accordingly, the Public Manager serves as a critical enabler of digital transformation by operationalizing change, reducing organizational resistance, and strengthening the State's capacity to innovate responsibly, efficiently, and with a citizen centered focus.

6.1.4.1 Competency 1

"Exercise responsible leadership in the context of digital transformation and the use of Artificial Intelligence (AI), promoting accountability, transparency, and clear responsibility for team decisions and outcomes."

Explanation: This competency refers to the Public Manager's ability to lead teams and organizational processes in environments undergoing digital transformation, ensuring that the use of technology, particularly Artificial Intelligence (AI) solutions, is carried out responsibly, transparently, and in accordance with the principles of the Public Administration. It requires the manager to assume responsibility for decisions supported by technology, providing clear justification for the criteria, limitations, and impacts associated with the use of AI. This competency also involves fostering a culture of **accountability**, in which decisions and outcomes can be clearly explained, justified, and audited from administrative, ethical, and legal perspectives.

6.1.4.2 Competency 2

"Lead teams in environments of rapid technological change, including the adoption of Artificial Intelligence (AI), by fostering adaptability, engagement, and the effective delivery of results."

Explanation: This competency refers to the Public Manager's ability to lead teams in the context of continuous digital transformation, characterized by rapid technological change and the progressive adoption of Artificial Intelligence (AI) solutions. It involves creating the conditions necessary for teams to understand and embrace change, overcome resistance, develop new competencies, and maintain a strong focus on delivering results.

The Public Manager ensures that technological innovation is accompanied by employee engagement, a clear sense of purpose, and alignment with institutional objectives.

6.1.4.3 Competency 3

> ***" Ensure legal compliance and the protection of privacy in the use of data by AI."***

Explanation: This competency refers to the Public Manager's ability to ensure that the use of data in Artificial Intelligence (AI) solutions strictly complies with the principles of legality, data protection, and privacy, in accordance with the applicable legal and regulatory framework. It requires an understanding that the use of data by AI systems within the public sector must always be supported by a clear legal basis, legitimate purposes, and appropriate institutional safeguards, thereby ensuring respect for citizens' fundamental rights and reinforcing the legitimacy of technology supported administrative decisions.

6.1.4.4 Competency 4

> ***"Lead the governance of algorithmic risks."***

Explanation: This competency refers to the Public Manager's ability to lead, within their area of responsibility, the identification, assessment, and mitigation of risks associated with the use of algorithms and Artificial Intelligence (AI) systems, ensuring that such risks are systematically understood, monitored, and managed through institutional governance mechanisms. It requires leadership in governance processes designed to prevent algorithmic bias, opaque decision making, adverse impacts on individual rights, and failures of accountability. By doing so, the Public Manager ensures that the use of AI remains aligned with the public interest, ethical principles, and the rule of law.

6.1.4.5 Competency 5

> ***"Apply formal Artificial Intelligence (AI) governance frameworks."***

Explanation: This competency refers to the Public Manager's ability to apply formal Artificial Intelligence (AI) governance frameworks in a consistent and context appropriate manner within the Public Administration, ensuring that the use of AI is guided by clear rules, well defined processes, explicit responsibilities, and effective oversight mechanisms. It requires an understanding of the principles and structures underpinning these governance frameworks and the ability to translate them into institutional practices that promote the ethical, lawful, transparent, and responsible use of AI in alignment with public policies and the collective interest.

6.1.4.6 Competency 6

"Aplicar técnicas de engenharia de prompt (comando / instrução dirigida) para interagir efetivamente com sistemas de IA generativa."

Explanation: This competency refers to the Public Manager's ability to use basic prompt engineering techniques in a deliberate and goal oriented manner when interacting with generative Artificial Intelligence (AI) systems, enabling the production of outputs that are clearer, more relevant, and better aligned with administrative needs. This competency does not require advanced technical expertise. Rather, it focuses on the ability to formulate precise, well contextualized, and ethically appropriate prompts, recognizing that the quality of AI generated outputs depends directly on the clarity, context, and constraints specified in the instructions provided.

6.1.4.7 Competency 7

"Apply advanced prompt engineering techniques to optimize outputs and support decision making using generative AI."

Explanation: This competency refers to the Public Manager's ability to employ advanced prompt engineering techniques to guide generative Artificial Intelligence (AI) systems in producing higher quality analyses, comparisons, simulations, and syntheses that support decision making within the Public Administration. This competency assumes the strategic and informed use of AI as a decision support tool by combining the precise formulation of prompts, the definition of evaluation criteria, the exploration of multiple scenarios, and the critical assessment of AI generated outputs. At all times, the use of AI complements rather than replaces the manager's human, administrative, and political responsibility for decision making.

6.1.4.8 Competency 8

" Use and oversee AI powered virtual assistants."

Explanation: This competency refers to the Public Manager's ability to use and oversee Artificial Intelligence (AI) powered virtual assistants as tools to support management, communication, and the organization of administrative work. It involves using virtual assistants to streamline workflows, support preliminary analyses, organize information, and facilitate institutional interactions, while ensuring that their use is responsible, appropriately supervised, and fully aligned with applicable regulations, the principles of the public service, and the actual needs of both public sector teams and citizens.

6.1.4.9 Competency 9

"Implement AI driven automation of repetitive tasks to enhance operational efficiency."

Explanation: This competency refers to the Public Manager's ability to plan, lead, and oversee the implementation of Artificial Intelligence (AI) driven automation for repetitive and standardized tasks, with the objective of improving operational efficiency, reducing rework, and enhancing the quality of public services. It requires the ability to identify processes that are suitable for automation, assess the associated risks and benefits, ensure compliance with applicable legal and regulatory requirements, and maintain appropriate human oversight. The goal is to enable technology to increase the team's productive capacity without compromising internal controls, transparency, or administrative accountability.

6.1.4.10 Competency 10

"Desenhar fluxos de automação com IA para otimização de processos organizacionais."

Explanation: Capacidade do Gestor Público de conceber, estruturar e coordenar fluxos de automação baseados em Inteligência Artificial com foco na otimização de processos organizacionais, assegurando eficiência, padronização, rastreabilidade e alinhamento às diretrizes institucionais. Essa Competency envolve traduzir necessidades administrativas em fluxos automatizados bem definidos, integrando pessoas, tecnologia e regras de negócio, sem assumir atribuições técnicas de desenvolvimento, mas garantindo coerência, governança e foco em resultados.

6.1.4.11 Competency 11

"Realizar análise de dados com suporte de IA para tomada de decisão informada."

Explanation: Capacidade do Gestor Público de utilizar soluções de Inteligência Artificial como apoio à análise de dados, transformando informações brutas em evidências úteis para qualificar a tomada de decisão administrativa. Essa Competency envolve interpretar análises, padrões e correlações sugeridas por ferramentas de IA, integrando-as ao contexto institucional, normativo e político, sem substituir o julgamento humano nem a responsabilidade gerencial.

6.1.4.12 Competency 12

"Interpretar outputs (resultados / saídas) de sistemas de IA."

Explanation: Capacidade do Gestor Público de compreender, interpretar e contextualizar os resultados (outputs — saídas) produzidos por sistemas de Inteligência Artificial, como previsões, classificações, recomendações, pontuações ou alertas, reconhecendo seus significados, limites, pressupostos e níveis de incerteza. Essa Competency envolve traduzir saídas técnicas em informações úteis para a gestão, integrando-as ao contexto administrativo, normativo e social, sem abdicar do julgamento humano e da responsabilidade decisória.

6.1.4.13 Competency 13

"Avaliar impactos de IA."

Explanation: Capacidade do Gestor Público de avaliar, de forma sistemática e crítica, os impactos sociais, econômicos, organizacionais, ambientais e institucionais decorrentes do uso de soluções de Inteligência Artificial na administração pública. Essa Competency envolve antecipar efeitos desejados e não desejados, identificar riscos e benefícios, e considerar implicações éticas, legais e reputacionais, assegurando que a adoção da IA esteja alinhada ao interesse público, aos direitos fundamentais e aos objetivos das políticas públicas.

6.1.4.14 Competency 14

"Comunicar conceitos de IA para stakeholders (partes interessadas)."

Explanation: Capacidade do Gestor Público de comunicar conceitos, usos, benefícios, limites e riscos da Inteligência Artificial de forma clara, acessível e contextualizada para diferentes públicos interessados (*stakeholders* (partes interessadas)), incluindo equipes internas, alta administração, órgãos de controle, parceiros e cidadãos. Essa Competency envolve traduzir linguagem técnica em narrativas compreensíveis, adequar mensagens ao contexto institucional e promover entendimento qualificado que sustente decisões, engajamento e prestação de contas, sem simplificações indevidas ou tecnicismos excessivos.

6.1.4.15 Competency 15

“Train teams for the responsible use of Artificial Intelligence (AI).”

Explanation: This competency refers to the Public Manager's ability to promote and guide the continuous training of teams for the responsible use of Artificial Intelligence,

ensuring an adequate understanding of the purposes, limitations, risks, and responsibilities associated with the adopted solutions. This competency involves creating the conditions for public servants to develop AI literacy, adopt ethical best practices, and use AI technologies in alignment with institutional policies, the public interest, and fundamental rights.

6.1.4.16 Competency 16

"Monitor AI trends to anticipate risks and opportunities."

Explanation: This competency refers to the Public Manager's ability to systematically and critically monitor trends, innovations, and regulatory developments related to Artificial Intelligence (AI) in order to anticipate institutional risks and identify opportunities to improve processes, services, and public policies. This competency involves strategic foresight (horizon scanning), the contextualized interpretation of technological signals, and the assessment of practical implications for the Public Administration, while avoiding uncritical adoption of trends, hype, or immature solutions.

6.1.4.17 Competency 17

"Identify opportunities for applying Artificial Intelligence (AI) to improve processes."

Explanation: This competency refers to the Public Manager's ability to systematically identify opportunities for applying Artificial Intelligence (AI) to enhance organizational processes, improve efficiency, reduce bottlenecks, and increase the quality of public services through a results oriented approach. This competency involves analyzing administrative workflows, identifying recurring challenges, and critically assessing where AI can generate genuine value while respecting institutional, legal, and operational constraints.

6.1.4.18 Competency 18

"Adapt to technological and regulatory changes in AI."

Explanation: This competency refers to the Public Manager's ability to respond in an agile, critical, and responsible manner to technological and regulatory changes related to Artificial Intelligence (AI) by adapting practices, processes, and decisions to evolving regulations and advances in digital solutions. This competency requires an understanding that the AI ecosystem is dynamic, both technologically and legally, and that public sector management must incorporate continuous adaptation to maintain regulatory compliance, legal certainty, administrative effectiveness, and alignment with the public interest.

6.1.5 Senior Leadership

At the highest level of decision making, the Senior Leadership profile encompasses holders of Senior Executive and Advisory positions (DAS) and equivalent roles, who play a critical role in aligning technological adoption with State priorities. Unlike the previous profiles, the competencies required at this level do not focus on operating tools or coding algorithms, but rather on the ability to govern transformation.

These leaders are responsible for integrating Artificial Intelligence (AI) into the strategic planning of public sector organizations, making decisions regarding resource allocation, acceptable levels of risk, and how technology should support and advance public policies. Their actions must be guided by a systemic perspective that balances the continuous pursuit of efficiency and innovation with the non negotiable pillars of transparency, ethics, and legality.

At this level, AI proficiency is reflected in the ability to ask the right questions of technical teams, demystify technology for their organizations, and communicate complex outcomes to society. According to Revised Bloom's Taxonomy, this profile operates predominantly at the Evaluate and Create levels, being capable of assessing the social impact of automated solutions and fostering a data driven organizational culture.

The strategic competencies identified for Senior Leadership are presented below:

6.1.5.1 Competency 1

"Interpret and use data and insights generated by Artificial Intelligence (AI) solutions to support strategic decision making."

Explanation: This competency refers to the Senior Leadership's ability to critically analyze scenarios, forecasts, and complex patterns identified by Artificial Intelligence (AI) solutions, integrating these technical insights into political and administrative contexts to support high impact decisions, resource allocation, and public policy formulation. It involves reducing excessive subjectivity in decision making, improving the quality of strategic choices, and enhancing governmental effectiveness through the informed and responsible use of AI generated insights.

6.1.5.2 Competency 2

"Communicate the results of AI analyses and models strategically by adapting language and formats to different audiences and institutional contexts."

Explicação: This competency refers to the Senior Leadership's ability to translate the technical complexity and probabilistic outputs of Artificial Intelligence (AI) models into clear, accessible, and value oriented narratives. It involves adapting communication strategies to engage decision makers, align technical teams, and provide accountability to society, ensuring that the impacts, limitations, and underlying logic of AI technologies are properly understood by both non technical audiences and specialists.

6.1.5.3 Competency 3

"Use AI generated data and insights to support strategic institutional planning and management processes, promoting evidence based decision making."

Explanation: This competency refers to the Senior Leadership's ability to critically analyze scenarios, forecasts, and complex patterns identified by Artificial Intelligence (AI) solutions, integrating these technical insights into political, social, and administrative contexts to support high impact decisions, resource allocation, and public policy formulation. It involves reducing subjectivity in decision making and increasing the effectiveness of government action through the responsible use of AI generated evidence and strategic insights.

6.1.5.4 Competency 4

"Critically analyze data, insights, and reports generated by Artificial Intelligence (AI) to ensure more informed, accurate, and evidence based strategic decision making."

Explanation: This competency refers to the Senior Leadership's ability to rigorously and contextually examine the results, reports, and forecasts produced by Artificial Intelligence systems by critically assessing the validity, consistency, and integrity of the evidence presented before incorporating such outputs into decision making processes. It ensures that government strategies are not compromised by algorithmic errors, AI hallucinations, or decontextualized data, thereby promoting responsible, reliable, and evidence based governance.

6.1.5.5 Competency 5

"Promote an AI innovation culture by fostering and supporting Artificial Intelligence innovation initiatives, encouraging responsible experimentation and continuous learning about emerging AI technologies."

Explanation: Explanation: This competency refers to the Senior Leadership's ability to establish and cultivate an organizational environment that encourages the exploration and testing of new Artificial Intelligence (AI) technologies by creating safe spaces for experimentation, such as sandboxes (controlled experimentation environments), accepting controlled failures as part of the learning process, and allocating resources, including time, budget, and personnel, to transform promising ideas into pilot projects and scalable solutions.

6.1.5.6 Competency 6

"Support the development and implementation of AI based public management approaches that promote greater transparency and efficiency in services delivered to citizens."

Explanation: Explanation: This competency refers to the Senior Leadership's ability to act as an active sponsor and enabler of Artificial Intelligence (AI) initiatives by ensuring the allocation of financial, human, and political resources and removing bureaucratic barriers that hinder projects aimed at modernizing public management, reducing citizen response times, and increasing transparency regarding government actions.

6.1.5.7 Competency 7

"Critically assess, in collaboration with technical experts, the applicability of AI solutions for addressing specific public service challenges, recommending evidence based improvements aligned with efficiency and innovation."

Explanation: This competency refers to the Senior Leadership's ability to assess the relevance and feasibility of proposed Artificial Intelligence (AI) solutions for the Public Administration by maintaining continuous dialogue with technical experts. It involves distinguishing between what is technically possible and what is strategically necessary, ensuring that technology adoption is based on evidence of effectiveness and addresses real challenges. This competency helps prevent the inefficient allocation of resources toward unsuitable, ineffective, or immature solutions.

6.1.5.8 Competency 8

"Promote a culture of ethical, responsible, and secure use of AI within the institutional environment."

Explicação: This competency refers to the Senior Leadership's ability to establish, communicate, and enforce principles and guidelines that place ethics, privacy, cybersecurity, and algorithmic accountability at the core of all Artificial Intelligence (AI) initiatives within the organization. It involves creating an institutional environment in which public servants feel empowered to identify and question potential risks, while ensuring that the protection of citizens' rights is a fundamental prerequisite for any technology related project.

6.1.5.9 Competency 9

> ***"Monitor and guide the adoption of emerging AI technologies, ensuring compliance with regulatory frameworks and best practices."***

Explanation: This competency refers to the Senior Leadership's ability to exercise strategic oversight over the introduction of new technologies within the organization by establishing clear guidelines that balance the need for modernization with strict compliance with the applicable legal framework, including the Brazilian General Data Protection Law (LGPD), the Civil Rights Framework for the Internet (Marco Civil da Internet), future AI regulations, and information security standards. It ensures that institutional innovation progresses within appropriate legal and ethical guardrails (protective boundaries and safeguards), promoting responsible and sustainable technology adoption.

6.1.5.10 Competency 10

> ***"Build strategic partnerships with institutions, academia, the private sector, and international organizations to foster innovation and development in AI."***

Explanation: This competency refers to the Senior Leadership's ability to overcome institutional isolation by acting as an organizational ambassador to build and formalize high level partnerships with universities, research centers, technology companies, startups, and GovTechs (technology companies focused on public sector solutions). It involves creating cooperation channels that enable the public sector to access cutting edge knowledge, share development risks, and accelerate AI innovation through collaborative approaches.

6.1.5.11 Competency 11

> ***"Anticipate future scenarios and develop adaptation strategies for transformations driven by AI."***

Explicação: This competency refers to the Senior Leadership's ability to apply strategic foresight to identify technological trends, disruptive risks, and emerging opportunities over the medium and long term, proactively designing strategies to adapt the workforce, organizational structure, and public services to a future in which **AI** will be pervasive. It ensures the institution's sustainability, resilience, and digital sovereignty beyond the current management cycle.

6.1.5.12 Competency 12

"Considerar os impactos éticos, legais e de segurança na definição de políticas e diretrizes institucionais para implementação da IA."

Explanation: This competency refers to the Senior Leadership's ability to integrate ethical principles, legal requirements (such as the LGPD and AI regulations), and cybersecurity protocols into the core of institutional strategies, developing public policies and internal guidelines that ensure the pursuit of technological efficiency never compromises citizens' fundamental rights or the State's data sovereignty.

6.1.5.13 Competency 13

"Develop an action plan to implement and manage AI solutions effectively and in alignment with Public Administration objectives."

Explanation: This competency refers to the Senior Leadership's ability to structure and validate a roadmap for AI adoption by defining priorities, allocating financial and human resources, and establishing clear KPIs (Key Performance Indicators). It ensures that each AI initiative has a well defined purpose and directly contributes to institutional goals, including the Multi-Year Plan (PPA) and strategic planning frameworks, while generating measurable public value.

6.1.5.14 Competency 14

"Assess the effectiveness of AI use in public management and propose adjustments to optimize its impact"

Explicação: This competency refers to the Senior Leadership's ability to measure and assess the performance of implemented AI initiatives by using public value KPIs (Key Performance Indicators), such as citizen satisfaction, process efficiency, and cost effectiveness, to identify deviations, inefficiencies, or unintended consequences. It involves determining the necessary corrective actions to maximize the social return on technological investments and ensure that AI initiatives effectively contribute to public sector objectives.

6.1.5.15 Competency 15

"Recognize technological dependency risks in decisions regarding the adoption and management of digital and AI solutions, guiding institutional choices that preserve State control over public data, critical systems, and essential infrastructure, in compliance with national legal frameworks and with criteria related to autonomy and information security."

Explanation: This competency refers to the Senior Leadership's ability to identify and consider, in decisions regarding the adoption, procurement, and management of AI technologies and digital systems, the risks associated with dependence on external providers, loss of control over government data, and vulnerabilities in critical infrastructures. The professional guides teams and institutional decisions based on criteria related to technological autonomy, information security, and compliance with the Brazilian legal framework, ensuring that the organization maintains effective governance over the systems it uses and the data under its responsibility.

6.1.6 Chief Data Officer (CDO)

The Chief Data Officer (CDO) profile encompasses professionals who act as strategic agents of data governance within the Federal Public Administration, integrating structures responsible for implementing, overseeing, and continuously improving data management practices. This profile plays a central role in establishing public data as critical institutional assets by coordinating regulatory guidelines, technical teams, data curators, and decision making bodies to ensure that information supports public policies, managerial decisions, interoperability, and evidence based innovation.

Within the context of competency based management, the Chief Data Officer (CDO) serves as the link between institutional strategy and data governance operations, being responsible for aligning internal policies with organizational objectives, the Brazilian Artificial Intelligence Plan (PBIA), and the public sector data governance framework. Their role involves promoting data quality, security, interoperability, stewardship, documentation, and ethical data use, as well as fostering integration among systems, databases, and public sector organizations while ensuring compliance with the applicable legal framework and the principles governing Public Administration.

In terms of proficiency, this profile is positioned at the Tactical and Strategic Levels of

the People Development Policy (PDP), corresponding to an Advanced AI and Data Domain. This is not an exclusively technical or operational role, but rather a leadership and coordination function capable of assessing risks, defining priorities, guiding decision making, and structuring institutional environments that enable the responsible use of data and AI based solutions.

The Competency Framework presented below is the result of a technical validation and audit process based on consolidated international reference frameworks for data governance, AI, and public management. The table consolidates the original descriptions and the adjustments made to align them with the Brazilian context, highlighting:

6.1.6.1 Competency 1

"Assess and oversee institutional maturity in data governance."

Explanation: This competency refers to the Chief Data Officer's (CDO's) ability to systematically assess the organization's maturity level in data governance by overseeing policies, structures, processes, and practices related to the quality, security, interoperability, stewardship, and ethical use of public data. It involves the application of maturity models, institutional indicators, and regulatory frameworks to identify gaps, risks, and opportunities for improvement, ensuring that data are managed as strategic assets that support decision making, interoperability, and evidence based innovation.

6.1.6.2 Competency 2

"Develop and execute the Institutional Data Strategy."

Explanation: Ability to design, formalize, and implement an Institutional Data Strategy aligned with government guidelines, the organization's strategic objectives, and national policies for data governance and digital transformation. It involves defining priorities, principles, roles, goals, and indicators for the data lifecycle, ensuring that public information is produced, managed, shared, and used in an integrated, secure, and public value oriented manner. This competency also includes providing strategic support for decision making at senior leadership levels.

6.1.6.3 Competency 3

"Oversee enterprise data curation teams."

Explicação: Ability to coordinate, guide, and oversee teams responsible for enterprise data curation, ensuring that the organization's information assets are properly cataloged, documented, assessed for quality, protected, and made available for institutional use. It involves defining responsibilities, monitoring data curation practices, ensuring adherence to established standards, and promoting integration among data curators, technical teams, and business units, thereby strengthening data governance across the organization.

6.1.6.4 Competency 4

"Oversee documentation, versioning, and availability policies oriented toward strategic data use."

Explanation: Ability to coordinate, oversee, and ensure the implementation of institutional policies for data documentation, versioning, and availability, ensuring that information assets are understandable, traceable, up to date, and accessible for strategic, analytical, and decision making purposes. It involves ensuring that data are supported by appropriate metadata, change histories, and clear access rules, thereby strengthening the reliability, reuse, and responsible use of public information.

6.1.6.5 Competency 5

"Promote evidence based institutional processes."

Explanation: Ability to lead and strengthen institutional decision making and management processes based on evidence, ensuring that reliable data, qualified analyses, and insights generated by analytical systems and AI inform policies, programs, projects, and resource allocation. It involves promoting the systematic use of information as the foundation for decisions, reducing reliance on unverified assumptions, and strengthening the rationality, transparency, and effectiveness of public sector actions.

6.1.6.6 Competency 6

"Align the use of data with strategic objectives and innovation."

Explanation: This competency refers to the Chief Data Officer's (CDO's) ability to

align the institutional use of data with the organization's strategic objectives by connecting data governance, analytics, and AI with innovation agendas, administrative modernization, and public value generation. It involves identifying how data can drive new services, improve public policies, optimize processes, and support strategic decision making, ensuring that data driven initiatives are integrated into institutional planning rather than being developed as isolated or purely experimental efforts.

6.1.6.7 Competência 7

"Ensure alignment with national interoperability standards."

Explanation: Ability to oversee that the management, sharing, and use of institutional data are fully aligned with national interoperability standards, frameworks, and guidelines, promoting integration among systems, information reuse, and interinstitutional cooperation. It involves overseeing the adoption of technical and semantic standards, as well as coordinating internal areas and external organizations to enable secure, efficient, and public interest oriented data flows.

6.1.6.8 Competency 8

"Lead initiatives for interagency integration and cross cutting policies."

Explanation: Ability to lead and coordinate data and information integration initiatives across public sector organizations, entities, and cross cutting public policies, fostering a systemic perspective, institutional cooperation, and shared data use to address complex public challenges. It involves aligning interests, harmonizing practices, and enabling information flows that overcome organizational silos while respecting legal requirements, governance principles, and the State's strategic objectives.

6.1.6.9 Competency 9

"Assess institutional risks and establish robust security policies."

Explanation: Ability to identify, analyze, and assess institutional risks associated with the use, sharing, and storage of data, while proposing

and overseeing robust, proportionate information security policies aligned with the applicable legal and regulatory framework. It involves ensuring the confidentiality, integrity, and availability of public data, mitigating operational, legal, reputational, and ethical risks, particularly in contexts involving intensive data use and AI.

6.1.6.10 Competência 10

"Support the oversight of incidents, governance, and the protection of critical information assets."

Explanation: Ability to oversee the prevention, detection, response, and management of incidents involving critical data and information assets, ensuring that the governance and protection of these assets are carried out in a coordinated, transparent, and legally compliant manner. It involves coordinating technical, legal, and strategic stakeholders to mitigate impacts, preserve institutional continuity, and strengthen organizational resilience in the face of adverse events.

6.1.6.11 Competency 11

"Promote data driven organizational transformation."

Explanation: This competency refers to the Chief Data Officer's (CDO's) ability to lead organizational change processes in which data, analytics, and evidence become central elements in decision making, management practices, and the design of public policies. It involves fostering a data driven institutional culture, redesigning processes, encouraging new ways of working, and aligning people, structures, and technologies so that the strategic use of information becomes an integral part of the organization's operations.

6.1.6.12 Competency 12

"Promote integration among technical teams, business areas, and decision making bodies"

Explanation: Ability to coordinate and integrate technical teams, business areas, and decision making bodies, ensuring that data, analytics, and AI based solutions are understood, used, and valued across the organization. It involves building bridges among different perspectives, languages, interests, and responsibilities, reducing organizational silos, and promoting more informed, consistent, and strategically aligned decision making.

6.1.6.13 Competency 13

"Lead ethical governance processes focused on non discrimination, fairness, and transparency"

Explanation: Ability to lead and strengthen institutional ethical governance processes related to the use of data and AI, ensuring that decisions, analyses, and automated systems comply with the principles of non discrimination, fairness, transparency, and public accountability. It involves establishing guidelines, overseeing practices, and promoting control mechanisms to prevent bias, inequities, and lack of transparency, thereby aligning the use of technology with democratic values and fundamental rights.

6.1.6.14 Competency 14

"Monitor the responsible use of AI in public policies"

Explanation: Ability to oversee, assess, and guide the use of AI in the design, implementation, and evaluation of public policies, ensuring that algorithmic solutions are applied in a responsible, ethical, transparent, and public interest oriented manner. It involves integrating data governance, risk management, impact assessment, and regulatory compliance practices to ensure that AI supports public decision making without compromising rights, fairness, or institutional legitimacy.

6.1.6.15 Competency 15

"Govern data assets in accordance with digital sovereignty principles."

Explanation: Ability to govern the lifecycle of government data assets while maintaining control over their location, integrity, and operational availability, ensuring that data storage and processing occur under Brazilian jurisdiction and comply with the sensitivity and security requirements established by the State.

7. FINAL CONSIDERATIONS

The AI Competency Framework aims to guide AI training planning for the Federal Public Service by articulating

professional profiles, competency domains, and proficiency levels in alignment with the guidelines of the PBIA and the Federal Digital Government Strategy

1. The 6 Profiles of the Framework

To ensure that training is proportionate to the level of responsibility and decision making impact, the Framework is structured into five distinct institutional profiles, that is, five competency frameworks

- Public Servants: Focus on operational use and basic understanding of AI related risks and benefits.
- Data Curators: Focus on organizing, documenting, and maintaining the unit's data assets, ensuring data cataloging, metadata quality, and traceability.
- Public Managers: Focus on process oversight and the integration of AI into workflows.
- ICT Managers: Focus on technical infrastructure, system implementation, and security.
- Chief Data Officers (CDOs): Focus on the strategic governance of information assets and model quality.
- Senior Leadership: Focus on strategic direction, long term vision, and institutional ethical responsibility.

2. Methodological Foundations

The structure of the Framework is not merely technical; it is based on three pedagogical and regulatory pillars:

Revised Bloom's Taxonomy: Used to define learning levels and progression (from remembering to creating).

KSA Model: Organization based on Knowledge, Skills, and Attitudes.

Regulatory Alignment: Integration with the Brazilian AI Plan (PBIA), the Federal Digital Government Strategy (EFGD), and the National People Development Policy (PNDP).

Conclusion and Outlook

The Framework is subject to periodic reviews to incorporate regulatory changes and technological advancements. Its use is intended to support the planning of learning pathways, continuing education programs, and the development of AI competencies within the Federal Public Service.

. TEAM

The Working Group (WG) operates on a voluntary and ad hoc basis, emphasizing the principle of Participatory Governance established by the PBIA, which values collaboration among government, academia, the private sector, and civil society.

General Coordination

Patrícia de Albuquerque Maia – Federal civil servant at the Ministry of Management and Innovation in Public Services (MGI), Digital Government Secretariat (SGD). PhD candidate in Communication Sciences and holds a Master's degree in Administration. Responsible for the overall coordination of the Working Group, methodological guidance, coordination among subgroups, and alignment of the work with the PBIA, EFGD, SFIA, DigCompEdu, and Revised Bloom's Taxonomy reference frameworks, as well as leading AI training initiatives within the federal government. patricia.maia@gestao.gov.br e pattyamaia@gmail.com

Working Group

The Working Group (WG) brought together public servants, faculty members, administrative staff, researchers, public managers, and specialists from Federal Institutes, universities, federal public administration bodies, and strategic government departments, ensuring an integrated approach that connects public policies, innovation, education, governance, and competency development.

Composition of the Working Group

Anderson Sanita – Professor at the Federal Institute of Paraná (IFPR – Cascavel Campus). PhD in Communication Sciences. Contributed to the theoretical and methodological development of the work, particularly in the areas of organizational communication, innovation, and AI governance in the public sector. anderson.sanita@ifpr.edu.br e professorsanita@gmail.com

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Rodolfo de Albuquerque Maia Signoretti - Has expertise in the area of competencies and Bloom's Taxonomy, with experience in projects developed by the Ministry of Education and the Ministry of Human Rights. Specialist in neuropsychology and currently pursuing a specialization in People Management and Organizational Psychology. Currently works as a psychologist specializing in competencies for the Ministry of Education within the ProDiversidade Project and also works as a clinical psychologist in São Paulo. rodolfo.sig@gmail.com

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AI Training Subgroup Team

The work that led to the development of the AI Competency Framework began within the AI Subgroup, driven by the need to structure learning pathways and training programs for the public service. This pioneering effort resulted in the initial competency profiles and descriptors, which became the conceptual and

methodological foundation upon which the Working Group developed the present framework. The participants involved in this initial phase were coordinated by Patrícia de Albuquerque Maia, Federal civil servant at the Ministry of Management and Innovation in Public Services (MGI), Digital Government Secretariat (SGD). The team was composed of:

Elaine Cristina dos Santos – Administrative staff member at the Federal Institute of São Paulo (IFSP), assigned to the Ministry of Management and Innovation in Public Services (MGI), Digital Government Secretariat (SGD). PhD candidate in Education. Contributed to the integration of training, people management, digital transformation, and AI public policies. elaine-c.santos@gestao.gov.br e scelaine1@gmail.com

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Paula Cristina da Costa Perez Tavares Dias - Holds a degree in Museology, a Master's degree in Social Memory, and an MBA in Project Management. A public servant since 2009, with experience in administrative processes, collaborative projects, and people development. Currently, she is part of the Artificial Intelligence Innovation Laboratory, contributing to training initiatives and project management.

José Alberto Carvalho dos Santos Claro – Associate Professor at the Federal University of São Paulo (UNIFESP). Administrator and Postdoctoral researcher in Social Communication (ECA-USP). Contributed analyses related to administration, scientific communication, sustainability, and the use of AI in research and knowledge management.

Rohgi Toshio Meneses Chikushi - Has expertise in Computer Science, with a focus on machine learning, data workflows, and nonlinear time series analysis. Conducted doctoral research within the Graduate Program in Computer Science at the Federal University of Pernambuco (UFPE), focusing on concept drift detection in non stationary data environments, contributing to the advancement of adaptive methods in supervised learning scenarios. In addition, has extensive experience in the development and evaluation of scientific and educational software. Currently works as a Data Science Specialist at the Ministry of Management and Innovation in Public Services (MGI) and dedicates personal research time to investigating the application of AI to technologies focused on agroecology and environmental regeneration. rohgitoshio@gmail.com

Caroline Sampaio She is a Data Scientist specializing in AI applied to fraud prevention and detection. She holds a degree in Computer Science from

the Catholic University of Brasília, a specialization in Data Science from the Federal University of Rio Grande do Sul (UFRGS), and a specialization in Distributed Systems Development with Object Oriented Programming from the University of Brasília (UnB). At Serpro, she contributed to strategic Federal Government projects, including the Brazilian Payment System (SPB), Sinesp (National Public Security Information System), and initiatives aimed at strengthening the security of Siafi (Integrated Financial Administration System). She has also participated in pioneering research in behavioral biometrics focusing on the application of advanced data analysis techniques and AI. She is part of the Serpro team involved in the design of learning pathways and training programs for the Brazilian AI Plan (PBIA), contributing to initiatives focused on capacity building and the dissemination of the strategic use of AI in the public sector.

Daniela Neiva Silveira Menezes He is a Computer Scientist with a postgraduate degree in Software Engineering from the Catholic University of Brasília and has worked as a Systems Analyst at SERPRO since 2012. His professional career began with Data Warehouse solutions, and he currently focuses on AI applications. He uses Python and LLM architectures to develop intelligent automation workflows and data extraction solutions, combining his background in systems engineering with AI innovations to generate large scale efficiency gains. He is part of the AI training curation group for the PBIA, contributing to the development and organization of AI learning initiatives. His mission is to transform data into intelligence to better serve citizens.

Denise R. Araújo Merschmann She holds a degree in Languages from the Federal University of Ouro Preto (2000), a Master's degree in Applied Linguistics for the Teaching and Learning of Foreign Languages from the Federal University of Minas Gerais (2004), and a specialization in Planning, Implementation, and Management of Distance Education from the Fluminense Federal University (2013). As an educator, she has worked in Basic Education, including Youth and Adult Education, as well as in Higher Education, with an emphasis on initial and continuing education programs for teachers of English as a foreign language. Since 2007, she has worked in Distance Education as a tutor and instructional designer at SERPRO's Education Superintendence. She currently serves on the team of educational designers responsible for AI training for ICT managers within the Brazilian AI Plan (PBIA).

Dias holds a Master's and PhD in Computer Science from the Federal University of Minas Gerais (UFMG) (2012, 2016). He completed a postdoctoral fellowship in Data Science at the Pontifical Catholic University of Minas Gerais (PUC Minas) (2017). He is an AI Team Manager, researcher, and professor in lato sensu postgraduate programs. He has worked at the Federal Data Processing Service (SERPRO) for 17 years. During this period, he has contributed to several strategic projects, including Electronic Invoicing (NF-e), Digital Tax Bookkeeping (EFD), eSocial, the AIBIO ecosystem, behavioral analysis, and AI applied to anti fraud solutions .

He currently serves as Manager of the Division of AI Applied to the Detection of Patterns and Atypical Behaviors within the Superintendence of Corporate Architecture, Intelligent Platforms, and Cloud Engineering (SUPAN).

Data Governance General Coordination Team SGD/MGI

The Data Governance General Coordination (CGGOD) team, coordinated by Daniela Nunes de Menezes, was responsible for developing the initial profile of the Chief Data Officer (CDO). The work focused on defining the responsibilities and technical requirements for this leadership role, establishing a governance structure capable of transforming data into strategic assets for decision making. The team was composed of:

Daniela Nunes de Menezes - General Coordinator of Data Governance at the National Data Infrastructure Directorate of the Digital Government Secretariat of the Ministry of Management and Innovation in Public Services. Member of the Central Data Governance Committee and the Technical Group on Critical Infrastructure Security within the Digital Government sector. Employee of Banco do Brasil for 26 years, with experience in Organizational Structure and Technology, and serving in the Federal Government since 2015. Responsible for the Data Governance agenda within the Federal Government. From Bahia and mother of Pedro.

Flávio Lopes de Morais - Data Governance Specialist at the Data Governance General Coordination of the Ministry of Management and Innovation in Public Services (MGI), working on the development of instruments and strategies aimed at enhancing data governance within the Federal Public Administration. In the performance of his duties, he also provides technical support for initiatives to implement data governance programs across public sector organizations and entities. He previously served as Coordinator of the Data Intelligence and Governance Team at the Federal University of Lavras (UFLA), where he led projects to improve institutional data management and governance. He also worked for five years as a university professor teaching courses in Artificial Intelligence, Strategic Data Analysis, and Databases. He holds a Master's degree in Systems Engineering and Automation, with a specialization in Artificial Intelligence, an MBA in Data Science and Analytics from the University of São Paulo (USP), and a Bachelor's degree in Information Systems from UFLA.

Leandro Santa Rosa da Costa - Business Process Analysis Specialist at the Digital Government Secretariat of the MGI, supporting data governance initiatives and contributing to digital transformation in the public sector. Administrator with experience in management, innovation, and business consulting. Has a background in leading projects, training initiatives, and developing business solutions.

Wellington Luiz Barbosa - Information Technology Analyst (ATI) at the National Data Infrastructure Directorate (DEDAD) of the Digital Government Secretariat (SGD/MGI). Holds a degree in Accounting Sciences, specializations in Public Management and Public Audit,

and is pursuing a Master's degree in Governance and Development at ENAP. Has three decades of experience in the Federal Public Administration, with a career marked by contributions to the formulation of strategic policies in the areas of Digital Government and Data Governance. Currently works on technology solution prospecting, the development of regulatory instruments, and the planning of training initiatives in Data Governance.