

THE FUNCTIONAL PERFORMANCE AND INDIVIDUAL ALIGNED TOOL STRATEGIC PLANNING IN THE PUBLIC SERVICE

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ABSTRACT

In the context of changes the people management area has a key role, as what you see responsible for reworking his action policy. This study aimed to demonstrate the improvement of human resources politics aligned to organizational strategic planning of the functional area of logistics of a municipal agency of Manaus' city, identifying the importance to value the perception of public servants as part of this construction. The methodology used was predominantly qualitative, in spite of using quantitative analysis, exploratory, and has used a content analysis; We tried to get the data through interviews. At the time, there was an expressive adhesion of employees, as of 60 public employees 58 participated in the survey, corresponding to 98% of respondents. The results presented, it was the importance of having defined and known effects on the overall performance of local action, to say that improving the quality of service and / or the term of the logistics area, indicators were obtained for strategic management plan of the municipal body; including presenting unsatisfactory results: the need for improved qualify the managers of their divisions the logistics department.

Keywords: *Performance, Human Resources Politics, Strategic Planning*

1 INTRODUCTION

The perception of the public employees of the logistics department as part of human resources policies in line with the strategic planning, focusing specifically a municipal agency in the city of Manaus, it is important. In this sense, it is proposed to highlight the functional and individual performance of these servers reflect the objectives and goals of the institution.

The survey searched strengthen the appreciation of the intellectual capital in the public sector, for two basic reasons: First, individuals who work in public agency, regardless of the role they play, they must have intellectual potential and, second, there is a necessity to apply strategic management of people as a competitive advantage, even in the case of a public organization, with its structural complexity and its unique culture.

The people management is essential administrative tool in the new way of managing what is now recognized trend. Attention to policies towards human resources reflected in the quality of services and, consequently, the satisfaction of the citizen, reason and purpose of the existence of public institutions.

2. THEORETICAL BASIS

2.1 Aligning people management to organizational strategies

Migrating a management model for the other leads to changes that occur in three ways (Fleury and Fleury, 2001). The first is the importance given to people for successful business strategies. In this way, the company will consider fundamental the participation of responsible for personnel management in defining strategies and in decision making, in addition to having clearly defined their people management policies and constantly reviewed.

The second involves the policies adopted by the company to attract, retain and develop skills necessary for the success of the outlined strategies. These policies will lead the company to worry about the remuneration system that will adopt, with the participation strategy that will be offered to employees and their turnover rate. In turn, the third aspect is related to the formation of proper skills, that is, with the analysis of some indicators, such as

the educational level of employees, the educational level required for the key functions of the company and the degree of satisfaction of this educational level and investment in training and development that the company has been performing.

To Duysters and Hagedoorn (1996), the organizations *performance* differences can be explained by independent variables related to organizational structure, the business strategy adopted and the essential competencies of each, that is, the way organizations manage their intellectual capital.

In an extremely competitive environment, marked by globalization and dynamic factors, the people management area appears as a strategic sector for the development of organizations. Taking into account the public environment, it is observed that the People Management area is essential conform to the public reality to new administrative paradigms that strive for efficiency, lower costs, speed and good service.

The performance evaluation is a mechanism that seeks to understand and measure the performance of individuals in the organization, establishing a comparison between the expected performance and the one presented by these individuals. Performance evaluation practices are not new. Since a man gave to another job, job's man is being evaluated. The story goes that in the fourth century before the foundation of the Company of Jesus, Saint Ignatius of Loyola used a combined system of reports and notes of activities and, especially, the potential of each one of his Jesuits.

If we take into consideration a performance evaluation of the participation front of people management in the organizational environment, is facing a new function in which the area of Personnel Management is responsible: the strategic planning function of the organization.

So it is observed that the traditional responsibility of that area, in order to control, record and make payments, is left over in favor of developmental politics for professional organizations, encompassing functions such as planning, organization, management, control, training, maintenance, use, motivation and development, among others.

Since the people management planning function takes into account the evaluation's ability to provide subsidies for the strategic planning of human resources management area. That is, the performance evaluation is to allow the organization to establish development politics of their servers in the categories required for better performance and use of available talent. The government is going through a moment of redefinition of structures. What was marked by extremely technical, bureaucratic and rational environments shall meet requirements of renewal. In this context, people management area has a key role, as what you see responsible for reworking his action policy able to readjust their servers to the new demands facing the new government considering the stability of the public servant. Important deploy a personnel management program in any organization with adequate information on the behavior of people who work there.

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2.2 Human Resources Politics

Most of the big organizations had (and still have) systems, processes and people working misaligned. Fed on uncoordinated information and produced in turn, new information disordered, which generated outdated and discontent.

Introducing integrated management systems, plan strategies to increase skills and gain markets are things that make up the formula used to change that. So Demo (2008) says that the human factor in organizations has become one of the main reasons why the implementation of changes failure in achieving their goals and potential benefits. To overcome this problem, organizations need to consider the use of methodologies and proven practices in change management. Only this will ensure the degree of organizational maturity in the face of new strategies.

All these changes point to the need for a more complete human being, more prepared, more responsible, whose success requires an environment with different values: responsibility, trust, independence, freedom and

commitment to the organization and respect for the customer; however, it is necessary to invest in knowledge management as differential organizational and individual change.

For these reasons mainly that currently properly manage the existing capacities in the company is of vital importance to the success and the quality of the product is directly linked to the competent people, based on education, training, skills and appropriate experience.

As Demo (2008) comments that to manage knowledge and recognize competent people organizations should:

- a) to establish the necessary competence for personnel performing work affecting product quality;
- b) to provide training or take other actions to satisfy these needs;
- c) to evaluate the effectiveness of the actions;
- d) to ensure that its staff are aware of the relevance and importance of their activities and how they contribute to achieve quality objectives;
- e) to maintain appropriate records of education, training, skills and experience.

Recognition of the human factor in organizations occurs from the moment that human resource policies through the HR subsystems, adopt procedures to enable knowledge management and hence find competent and skilled people to face competitiveness. Therefore, we need knowledge of Personnel Management and its conceptual and technical functionality.

According to Gil (2001, p.25), human resources politics are classified as follows:

- Supply or aggregation - identification of staffing needs; research human resources market.
- Application - analysis and job descriptions; planning and internal allocation of human resources.
- Compensation or maintenance - wages; benefits; careers; hygiene and safety at work; relations with trade unions.
- Development or training - training and personal development; development and organizational change.
- Control and monitoring - Performance evaluation; database; management information systems; audit of human resources.

The constant growth of organizations in recent decades, seeking to meet social needs, has led to reflections on the importance of its human resources to fulfill their missions. This has forced organizations to seek alternatives for the definition of strategies that have as their goal the global growth of individuals in their organizational systems.

Each organization develops the human resources politic fits your philosophy and your needs. Therefore, the human resources politic, which involves jobs and salaries, training, evaluation, career planning, etc., is subject to the definition and implementation of the following purposes:

- Establish programs and incentives;
- Flexibility to recruit, select, train and evaluate employee performance;
- Adjust the management positions and salaries to the dynamism of the labor market.

Gil (2001) points out that the basic politic of human resources of a company or institution reduced to a simple expression, it's to ensure that adequate and motivated human resources for its operations, present and future. In the case of municipal institution Health the key point of the strategic planning proposal is to invest in human resources politics, promoting the qualification and development of its servers to improve the delivery of services to the population of Manaus.

2.3 Strategic Planning

Planning is to describe the actions to be performed to reach the overall goal of an organization. However, not enough to simply plan ahead, it is necessary that such planning is strategic when it comes to an organization.

Strategy in turn, means the second Quinn cited Herrero Filho (2005, p. 9), the pattern or the plan to integrate the major goals, politics and action sequences of an organization into a coherent whole. A well-formulated strategy helps to organize and allocate the resources of one share for a unique and viable posture based on their internal skills relating, anticipated changes in the environment and contingent arrangements made by intelligent opponents.

It is a concept that can be added to people, turning information into intellectual capital becoming thus real to the organization that is being implemented, and essential knowledge of the current reality and where the company intends to reach with this strategic planning. Only the concepts of planning and strategy, not formulate complete ideas of strategic planning, as there is an integration of all these that needs to be addressed.

Strategic planning has the "general purpose influence the internal and external environments in order to ensure optimal long-term development of the company according to an approved scenario" (LACOMBE and HEILBORN, 2006, p.163). To develop strategic planning with excellence, analyze the macro environment is fundamental because this impacts the medium or long term in the organization.

It is a resource used with the intention of knowing the factors external to the organization: legislation, certification, the economy, the market and politics. They are also used some tools like Porter's forces, BCG matrix, the radar chart, the SWOT analysis and the tool that makes the junction and the result of all these analyzes, the Balanced Scorecard (BSC).

A widely used tool to develop a strategic plan is the BCG matrix. This a tool that cares about the organization's portfolio balancing, and is expressed as a schematic drawing, which takes into account "the attractiveness of the strategic area and the organization of competitiveness in relation to their current and potential competitors" (COSTA, 2004, p. 127).

It consists of four quadrants: quadrant 1 has a high competitive and attractive low, and is represented by the Child, as are areas that are in the process of birth; quadrant 2 has a highly attractive and highly competitive, and is represented by a star, they are areas that are growing and successfully; Quadrant 3 has a low attractiveness and high competitiveness, and is represented by a dairy cow because they are areas that are stable, maintaining profitability and success; finally the quadrant 4 which has a low attractiveness and low competitiveness, and is represented by a Domestic Dog, as they are areas that represent a terminal phase and no use investing in it (COSTA, 2004, p. 137).

The cycle of BGC matrix goes through all quarters, from the first to become extinct in the last, however, before it happened this "death", it is necessary that other planning should already be delivered to the dairy cow; and then successively, in order that never occurs entropy of organizational strategic planning.

The Radar Graph tool is a way to analyze the company through critical notes on how each sector operates in the organization. It is a graphical representation in circular shape, where the points are placed in the corresponding areas. "When they were the points corresponding to the frequencies of the evaluations of strengths, weaknesses and improve related, it's the radar graph of the institution, giving a very good overall idea of the internal diagnosis of the organization" (COSTA, 2004, p. 117).

The SWOT analysis consists of threats, opportunities, strengths and weaknesses, the threats and opportunities emanating from the external environment, and the strengths and weaknesses derived from the internal environment. "The more competitive, unstable and complex environment, the greater the need to analyze it" (MAXIMIANO, 2007, p. 337). Threats are factors in the external environment which can harm the organization in the near future; since the opportunities are factors in the external environment, which can strengthen the organization at any given time. The weaknesses are factors that directly affect the organization's internal environment and need to be eliminated or transformed into strengths, which in turn, are also factors that directly influence the internal environment, but positively.

The Balanced Scorecard according to Kaplan cited Herrero Filho (2005, p. 25) "is a tool or a methodology that translates the mission and vision of enterprises in a comprehensive set of performance measures that provides the basis for a system of measurement and strategic management ". The BSC includes four basic perspectives: financial, customer, the internal process and learning and growth, however you can add any other perspective that is relevant to the organization in its strategy.

Another perspective that can only be contemplated is the environmental perspective, an important factor for the sustainability and even competitiveness, since there is on the part of consumers, an acknowledgment and a trend towards a preference for organizations that carry out social responsibility actions.

The Balanced Scorecard (BSC) was developed by Robert Kaplan and Peter Norton at Harvard Business School in 1992. According to Teixeira and et al. (2005, p. 34), the BSC is implemented to allow effective and innovative organizational performance, and the vision based on the organization's strategy and reflecting the performance indicators.

It is an approach to long term, based on a management system, communication, and performance measurement. The BSC puts in opposition to the old management methods, supported by financial bias. This methodology sees the organization in four dimensions: financial, customer, internal processes and learning and growth. For Machado et al. (2007), the Balanced Scorecard is not just a set of critical indicators or key success factors, but an articulated set of goals and measures consistent and mutually reinforcing.

The strategic tools used in the Health Department of organizational planning is based on BSC and SWOT, so the research sought to identify the strengths and weaknesses regarding the functional performance and individual, to map out a plan of action that could strengthen the strategic management of the institution.

3 METHODOLOGY

The methodology used in this research was based on interviews with qualitative predominance, although it also involves a quantitative analysis, as well as having exploratory and use the method of analysis of content recommended by Bardin (1977).

The questions put to respondents were predetermined, carried out according to a script of open questions which was applied to the server's own logistics of a municipal body health. In this survey, respondents were public employees under a statutory regime; this study of the functional and individual performance in the department gave up due to the strategic representation of the sector and its activities in the overall performance of this municipal body.

At the time, there was an expressive adhesion of employees, as of 60 public employees 58 participated in the survey, corresponding to 98% of respondents. Participants showed availability to contribute their views, comments and suggestions for the improvement of labor relations and performance related to their activity. The interview was composed of ten (10) questions, where people could register their views on organizational and individual issues.

Whereas the research showed the current situation and the organ, which was therefore changeable and subject to multiple interference. It has been suggested that this diagnostic tool was analyzed systematically in order to capture the changes in the logistics department, evaluate the present scenario and build an action plan focusing on people and results.

Thus, in order to make the fastest and most agile process, the research focused on diagnosing the functional and performance of individual servers logistics department, occurred in two shifts - morning and evening; and the interview lasted on average 40-50 minutes in a private room to work.

Despite the significant accession of servers to research, it is important to point out that, before the fact, sensitization were conducted through meetings held in morning and afternoon shifts. At that moment they were explained the aim of this work and the importance of effective participation of the servers, so that the results could have significant representation, and has been asked to managers of logistics department that would encourage the participation of crowded servers.

4 ANALYSIS AND RESULTS OF DATA

In order to identify how the public servant has been addressed, there is Table 1 in which the questions are related to the research carried out in this municipal institution in the health field:

Table 1: Interview Questions on strategic planning.

01 - What are the main difficulties found in carrying out their work?
02 – As it is considered in relation to their creativity to run the daily activities?
03 - In its industry is there necessity of changes in the staff?
04 – What kind of course you would like to accomplish to improve performance in their role? Specify.
05 - Taking into account the necessity of establishing a relationship tune and harmony with people like you usually act on your workplace?
06- Your opinion about the management in the sector on the harmony, knowledge of the organizational structure, integration and interaction, continuing education, planning, periodic meetings, professionalism, professional ethics.
07 – In your work, you have adequate equipment and materials to carry out their activities? Justify.
08 – Currently, do you like to do your job? Justify.

09 – How is your relationship with your manager?

10 – Do you feel proud to say your profession and work in this health agency?

11- Your opinion about harmony, knowledge of the organizational structure, integration and interaction, continuing education, planning, periodic meetings, professionalism, professional ethics.

Source: Research Data

Analyzing the answers in the interview, pointed out the necessity to highlight strengths how the perception that the logistics department transmitted a positive image to its employees and they feel proud to say the profession and work in the office as well as the perception that the work reflected the character of social responsibility, but needed to improve the environment by investing in the expansion of physical infrastructure, implementation of more efficient planning, building standards and procedures, resize and change in the level of staffing and acquisition of working tools appropriate.

The results showed that the servers in the current management felt partially valued by immediate superiors and colleagues (98%), but lacked autonomy to propose improvements in the performance of work. It appears, though, dissatisfaction of the servers at the lack of equity in the distribution of work, causing excessive task for some and not others (in their perception there is sufficient amount of human resources). The statement reflects a lack of strategic human resources planning by managers of the divisions.

About the interpersonal relationships with managers showed up positively the performance of activities of each manager, as well as respect and attention (35%), but 65% of employees highlighted the need for greater communication with management that needed to improve labor relations. In view of these managers they needed to improve their planning, providing opportunities for regular meetings where kept informed about the development of activities.

It was observed that the training was evaluated unfavorably, requiring increased supply and vacancies courses as well as targeted content for specific activities of logistics. This statement represented dissatisfaction total index (98%). The most requested courses are: materials management; safety; ACCESS courses and Advanced Excel; course of logistics and storage of hospital and dental medical products; course files techniques; public management course; leadership course; bidding and trading course; course in personnel management; technical course in GIS; warehouse courses and inventory control; course of interpersonal relationships; 5S course; quality ongoing service delivery; entrepreneurship course; lecture on professional ethics; lecture on motivation at work; conflict management; grammar course.

The analysis also included a finding of failure to define and transparency criteria and fair distribution objectives for the activities. They claimed it was noticeable preference to the work of medicines' distribution area to the detriment of activities that had to be undertaken by the warehouse area and heritage.

In addition, the interview involved eight issues / factors related to their work context: harmony, knowledge of the organizational structure, integration and interaction, continuing education, planning, periodic meetings, professionalism, professional ethics; where 58 employees converged on the same opinion.

The harmony factors showed that there was favorable climate with regard to integration and interaction there was a clear dissatisfaction with the cooperation and integration in the performance of activities of each division.

- The knowledge of the organizational structure factor showed favorable results on the other hand, highlighted the necessity to disclose structure, process flows and role definitions.
- The continuing education and regular meetings factors needed more attention from the managers of the logistics department and general administration of the Health Department. With reference to item planning, respondents reported that there is no practice to plan the activities, since they are executed in a timely and emergency basis or following routine.
- And finally, regarding factors professionalism and professional ethics showed that employees are aware of their goals and professional values.

The overall result of the survey generated some proposals for action that were presented to improve the functional and individual performance in the workplace, as certain assumptions should be present in any work with humans, such as:

- Broad involvement of stakeholders;
- Transparency in decision making;
- Co-responsibility in driving the process (leaders and followers);
- Feedback.

An Action Plan was considered a "starting point", an inspiration to start a process of change, strengthening as a tool that should indicate what, why, who, when and how activities would be developed. It was defined that could not be inflexible and unchanging as the reality of that part of the body was inherently dynamic.

It didn't fit at this early time detailing every step of the Plan, since this award was racing Administration. Thus, only they have been made the provision of some main lines of action related to the four (4) factors surveyed and analyzed, of which they have been included in the strategic planning of the institution:

Table 2: Results of Search for the institution's Strategic Plan

BUSINESS AREA	ACTIVITY / GOAL
1. PEOPLE MANAGEMENT - TRAINING AND PERSONAL DEVELOPMENT	<ul style="list-style-type: none"> Plan for capacity building and training for servers logistics department Meeting the demands of servers according to the diagnosed courses
2. ORGANIZATION, SYSTEMS AND METHODS - MANUAL OF PROCEDURES AND STANDARDS	<ul style="list-style-type: none"> Creation of a manual of procedures and standards for logistics department, including the definition of roles and clearer roles
3. STRATEGIC MANAGEMENT DEVELOPMENT AND STRATEGIC PLANNING IMPLEMENTATION	<ul style="list-style-type: none"> Training managers to carry out the planning effectively, since the retro information (feedback) is compromised
4. SAFETY AT WORK	<ul style="list-style-type: none"> Allocation of a professional expert in occupational safety area to promote and monitor the physical condition of the logistics department

Source: Research Report Extracted from 2013/2014.

5 FINAL CONSIDERATIONS

People management, specifically the strategic management of people is indispensable instrument to the new administration, either in the private or public sector, since the administrative approaches have become considerably in recent decades.

Individuals are no longer considered simply as employees and become part of the list of employees of the companies, because they are depending on the services provided by them. Administrative standards turn to human resources as a key performance and success of the institutions; given that all other resources are operated by people and that these skills have to be channeled and utilized in the pursuit of business objectives and the individual, generating competitive advantage and social value.

The leader plays a key role in the management of this resource, because it depends on the commitment and motivation of its employees, as well as the proper evaluation of the performance of the team and its members, the definition of goals and objectives and the strategies to be followed.

The structure and organizational culture are important factors in people management, as result of which greater openness to the implementation of new strategies, or institutional rigidities in old paradigms.

About the logistics department of this municipal institution, the sector is strategic for improving the quality of services to society. Specifically, it notes that there is a paradox between the pursuit of modernization of administration and some institutionalized paradigms, which involve the people management area in order to develop the functional and individual performance, maintenance and ascension, including and especially in positions directive. Faced with this contradiction is a troubling point: the need for improved qualify the managers of the divisions that area.

The difficulty in implementing management politics appropriate to the institution as a whole cause insecurity and demotivation of the workforce, leading to low internal satisfaction reflecting on the quality of service provision.

The people management takes new direction, turning to servers as participants assets of the institution, but far from comparing the criteria used by private companies, even if saved the necessary characteristics of public institutions. This statement is justified in the fact that people, regardless of area of operation, are the driving force of the organizations to which they belong, their skills and potential, if managed well become a competitive advantage and return in the form of profit or quality service. If the administrative policies are appropriate to the

institution's needs, but geared to individuals who compose it, the result may be internal and external satisfaction, reflected in the quality and effectiveness of services.

The survey retracted the importance of this management tool, not only diagnose the perception of the servers about their work environment, but also because power supply of several indicators of the strategic management plan of this public institution.

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