PEOPLE MANAGEMENT IN PUBLIC SECURITY INSTITUTIONS: AN ANALYSIS OF STRUCTURAL ASPECTS

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Cleonaldo José de Oliveira e Silva[1]

SUMMARY

People management is important for institutions, as they seek the constant development of employees. From this perspective, the objective was to analyze the use of People Management within the scope of public security institutions, clarifying some relevant points about the management of these institutions. To this end, a documentary research was carried out on the main specific legislation on the subject, a study of the principles, methods and sources of knowledge in the area of   People Management, making it possible to understand how these institutions apply them in their work environments. Furthermore, the most relevant points of the institutions' organizational structure were addressed, from selection to qualification, followed by the management model, job and career plan and the use of employees' individual skills. Thus, it was possible to see that the institutions are on the right path. However, there is the possibility of improving the form of management, both structurally and in the way skills are used. Making the organization more focused on taking advantage of skills by modernizing its progression model, predominantly meritocratic, and reducing the hierarchical structure, which will provide greater efficiency to the institution.

ABSTRACT

People management is extremely important for institutions, as they seek the constant development of employees. In this perspective, the objective here was to analyze the use of People Management within the scope of public security institutions, clarifying some relevant points about the management of these institutions. For this, documentary research of the main specific legislation on the subject was carried out, a study of the principles, methods, and sources of knowledge in the area of   People Management, enabling a better understanding of how these institutions apply them in their work environments . Furthermore, the most relevant points of the organizational structure of the institutions were addressed, from selection to qualification, following the management model, job and career plan and the use of individual skills of employees. Thus, it was possible to see that the institutions are on the right path. However, there is a possibility of improving the form of management, both in the structural part and in the way in which skills are used. Making the organization more focused on the use of skills through the modernization of its progression model, which is predominantly meritocratic, and with the reduction of the hierarchical framework, which will provide greater efficiency to the institution.

[1]University of Pernambuco – UPE, course academic Administration. Email: cleonaldoj2008@gmail.com .

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1. INTRODUCTION

The areas of knowledge are constantly evolving and the area of People Management is no exception to the rule. People Management began at the end of the 19th century with the Scientific Administration movement, which was marked by Frederick W. Taylor (1856-1915) and Henri Fayol (1841-1925). This movement aimed to provide a scientific basis for the standardization of administrative activities, so that improvisation and empiricism were replaced, causing the lack of organizational processes to be eliminated. Thus, this movement, together with the social changes experienced over time, both in the private and public spheres, can be considered as the result of the evolution of People Management.

This time, through this evolution, "People Management starts to assume a leadership role to achieve the organizational excellence necessary to face competitive challenges, such as globalization, the use of new technologies and the management of intellectual capital" (GIL, 2009, p. 60).

Thus, the evolution of people management contributed to personal relationships gaining strength and organizations began to pay more attention to the development and engagement of their employees.

Faced with these changes, it became clear that people were gaining prominence within companies, playing a fundamental role in the search for competitive advantage, and thus, organizations realized that they depend on human performance for their success, because "people's performance at work it can interfere with the preservation and added value of companies" (FISCHER, 2002, p. 12).

Therefore, it is important to understand that employee performance can be stimulated through motivations, which can be developed in all areas of the organization, and this will probably result in an increase in productivity, as well as a significant improvement in the organizational climate.

The organizational climate is a highly important factor for corporations, given that it makes the professional environment more productive and more harmonious in which to work, as it directly influences the behavior of employees, productivity and also the

company performance. A positive organizational climate makes the environment more pleasant and thus increases productivity, and thus can contribute to harmony among employees, since organizations are managed by people, each with their own role. According to Chiavenato:

> Organizational climate constitutes the internal environment of an organization, the psychological and characteristic atmosphere that exists in each organization. The organizational climate is the human environment within which the people of an organization perform their work. Climate can refer to the environment within a department, a factory or an entire company. Weather cannot be touched or visualized, but it can be perceived psychologically. (CHIAVENATO, 2006, p.273).

Thus, this entire context can be applied to public security institutions, especially because they also follow the general rules and standards assigned to companies in general, as they have obligations to bid, meet targets and respond for the same crimes committed within the scope of their administrative functions. , as well as complying with the principles of administration listed in art. 37 of the Federal Constitution, in verbis. Art. 37. The direct and indirect public administration of any of the Powers of the Union, the States, the Federal District and the Municipalities will comply with the principles of legality, impersonality, morality, publicity and efficiency (BRASIL, 1988, Art. 37).

Given everything explained so far, it is possible to see the importance of further deepening knowledge on the subject, as in many organizations there is an urgent need for qualified professionals who can implement adequate and efficient management in companies. And in public security institutions it is no different, as they share the same need, that is, finding qualified people to manage people so that they aim to increase the performance of the company and its employees.

Furthermore, it is common to find public security managers who know little or nothing about the application of management principles and models, especially when dealing with an area as specific as public security, and this makes it difficult to develop a work environment, making making the institution less efficient and productive. In this sense, Rolim clarifies that:

> As a rule, public security managers in Brazil are people who know little or nothing about the subject and who, not infrequently, manage their portfolios with sensitivity heightened by electoral objectives. Government officials, in turn, when thinking about "results" in public security, invest in projects that allow political capitalization in the short term, disregarding all initiatives that require longer maturation time. Most of the time, they authorize policies in the area without them having been selected based on a competent diagnosis and without them being coherent moments within a rational security plan. As

such initiatives are not evaluated, it is not possible to say anything about their effectiveness. The eventual "results" will always be those that their proponents disclose as marketing pieces (ROLİM, 2007, p. 38).

Therefore, the objective of this article is to analyze the use of People Management in public security institutions, identify the type of Management they use, describe the job and career plan and verify whether individual skills are being well used.

Therefore, it is essential to deepen academic knowledge in relation to People Management in Security Institutions, as this way a more effective model can be achieved. Because the information collected can be used to provide guidance to security institutions in relation to management, as well as being quite relevant for the general population, as through knowledge society will be able to demand more efficient service provision from these institutions.

2 THEORETICAL FOUNDATION

2.1 EVOLUTION OF PEOPLE MANAGEMENT

People Management is, par excellence, one of the most important functions of the administrator, whether in the area of   public or private administration, as it provides the manager or person responsible for human resources with the ability to develop a set of skills, methods, policies and practices , whose main objective is to strengthen human capital within organizations (SOBRAL; PECI, 2013).

This strengthening will be adequately effective depending on which people management model will be developed in the organization, as a well-structured people management model with mastery of methodological techniques is essential for obtaining more efficient results and contributes to the growth and development of the company. organization and the people who work there. (MAXIMINIANO, 2006).

The management model must consider people as its most valuable component of capital, a resource capable of generating wealth, institutional quality and appreciation of the organization. Efficient management provides quality to the institution and human value to its employees (MAXIMINIANO, 2006). In this sense, Ribeiro (2007) points out that a well-structured people management model requires well-defined objectives, mastery of techniques, methodologies

constantly updated, clarity and objectivity in the search for final results, in addition to the perception of the impacts caused by people's actions. Thus, the personnel manager has the function of managing people in their institutional environment and in their entirety, and for this it is essential to know the concept and techniques used to better detect the individual skills of their employees and this involves an entire process discovery process, which starts from recruitment and selection to qualification. This entire process is linked to people management, as the manager puts all his effort into ensuring that his ability to manage and administer is responsible for the success of the organization.

Furthermore, we know that the main objectives of people management are: ensuring efficient internal communication, managing based on skills, encouraging the training and ongoing development of professionals, as well as motivating employees, encouraging collaboration and teamwork. (MAXIMINIANO, 2006).

Therefore, it is essential that the administrator applies all his knowledge in people management, using the most modern knowledge so that the institution can achieve its objectives and goals. In the wisdom of renowned author Maximiano in his concept of managing people:

> To manage people using the most advanced concepts, it is necessary to learn how to deal with competencies, which are the attributes that a person must have to carry out the responsibilities or functions of their position. While the position describes the tasks and responsibilities, competencies are the behaviors that the person occupying the position must present and are described as observable behaviors or actions, which express the skills, knowledge, attitudes, experiences and other attributes, even emotions, that the position requires for superior performance (MAXIMIANO, 2006, p. 130).

People are behind all the work carried out in a company and it is no exaggeration to say that they are its main asset, and managing them properly will contribute to the success of the organization. "People are the organization's most valuable resource. We must treat people like people. The organization depends on people, an indispensable and invaluable resource." (CHIAVENATO, 2006, p. 142).

To carry out the task of managing people, many companies develop models to achieve the best results. And there are several management models, so it is up to each organization to choose the ideal model for their business.

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2.2 MAIN PEOPLE MANAGEMENT MODELS

Due to the diversity of management models, only those most relevant to this study will be addressed. Thus, Democratic Management is a management model that highly values   organizational talents. In this management, the objective of the democratic leader is to keep the team always united, sharing knowledge to achieve common objectives, always opting for teamwork, consulting employees whenever new challenges and demands arise in the company (FERRACCIU, 2021).

This type of management prioritizes a more active participation of employees, who have a voice in the institution and their ideas are valued, as this makes professionals seek, more diligently, to acquire knowledge and develop their skills, and with this they can contribute each more and more with the team.

Inspiring Management is a people management model that is based on an important premise: if we are positively inspired, we do better and become better at what we set out to do. Inspiring Management can be understood as the ability that a leader has to inspire people, its characteristic is that it requires great dedication from the leader to adopt good habits within the organization (FERRACCIU, 2021). This makes executing tasks and achieving results much more rewarding.

Authoritarian or Autocratic Management is a very common type of management in some institutions, but is more seen in those that have a strong degree of concentration of decisions. In this model, the autocratic leader is the one who centralizes all decisions in his hands, leaving no room for effective action by his employees, and only orders them to carry out pre-established tasks. When this type of management is applied continuously, it generates demotivation in the team and hinders the development of talent, leaving the organization stagnant (FERRACCIU, 2021).

 Meritocratic Management represents a fair and well-directed model of people management. Here, each professional has their value based on the effort they make and the results achieved in favor of the organization (FERRACCIU, 2021).

It is the opportunity for employees to show their value, as merit management brings great benefits to employees, who feel motivated to develop their skills.

skills, and this is very good for the organization, given that it will certainly reap the rewards arising from this commitment.

In Results-Focused Management there is greater participation of professionals, as responsibilities are divided. There is a tendency to strengthen teamwork, as together they can find innovative solutions to the issues and demands that arise in each type of organization (FERRACCIU, 2021).

Thus, in summary, it is possible to see that: Democratic Management arises when a hierarchical superior seeks to keep the team together, sharing knowledge in order to achieve common objectives. Inspiring Management is when the leader inspires his employees to perform tasks in search of achievements and results. In Authoritarian or Autocratic Management, the superior centralizes all decisions in his hands, leaving no room for effective action by his employees. Meritocratic Management occurs at the time of functional progression, when it takes into account the skills and qualifications that each security professional has. And results-focused management is one in which the leader must allow the team to have creative freedom so that results are achieved.

From this perspective, institutions can use one or more than one management model, that is, each department of the company can use different management models.

3 METHODOLOGICAL PROCEDURES

The methodology adopted to carry out this article was documentary research into the main specific legislation, addressing the most relevant points of the institutions' organizational structure. To this end, different forms of consultation were used, such as manual and electronic consultation.

Thus, a document as a research source can be written or unwritten, such as films, videos, slides, photographs or posters". These documents are used as sources of information, indications and clarifications that bring their content to elucidate certain issues and serve as evidence for others, according to the researcher's interest. (FIGUEIREDO, 2007)

Documentary research involves screening, from which it is possible to establish a plan for reading, analyzing and interpreting legislation, books and articles published on

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the subject, addressing the most relevant points of the institutions' organizational structure, which could serve as the theoretical foundation of the study. (FIGUEIREDO, 2007).

4 RESULTS AND DISCUSSIONS

Society is increasingly participating in matters of public order, especially in the social and public security areas, demanding higher quality in the services provided. And from this perspective, there is a need to use instruments that improve people management in security institutions, from their selection to the qualification of employees to make them more efficient.

The management of people in public security institutions follows the same principles and forms as other institutions, however, as they are institutions specifically focused on the security of the population, they use stricter, stricter and more discerning selection criteria. However, in your administrative activities follow the guidelines common to other companies and especially with regard to the selection of qualified and capable people. Thus, due to this similarity, we can establish a comparison with other organizations, even those that are part of the private sector. In this regard, I bring to the table the knowledge of the authors Pereira and Brunaldi who mention:

> When talking about HRM in public organizations, the ways of managing are compared with private organizations. Although public and private companies are different in some aspects, we observe similarities, especially in their main 'product': people. In both, qualified and capable people are needed, who contribute to the success of organizations. Furthermore, we can consider that the procedure for managing people in these sectors is practically the same, what mainly changes is the social function, the organizational culture and the specific legislation of the field of activity (PEREIRA; BRUNALDI, 2014, p. 26) .

Therefore, it is considered that people management in these institutions is responsible also for managing the institutions' human capital and using techniques that consist of a series of integrated activities that are: aggregating, applying, rewarding, developing, maintaining and monitoring people, aiming to contribute to reconciling employees' objectives with the organization's goals (GIL, 2007).

Furthermore, public security institutions, especially military institutions, are institutions based on the principles of hierarchy and discipline, and in their people management they use some methods that are also used by various civil institutions, such as the form of

entry of its staff, which is through the public examination, which has several phases. The phases or stages are generally divided into five: Objective test; Health check up; Physical test; Psychological or psychotechnical examination and social investigation. After all these steps, those approved proceed to a training course that varies in duration depending on the rank or degree, as well as the duration of the course differs for each state of the federation, however they basically follow the same pattern in the training structure. Currently, when we talk about recruitment and selection, it refers to one of the richest people management tools in organizations. It is through this process that organizations are realizing the importance of the people who make them up, not as mere employees, but as partners (GUIMARÃES; ARIEIRA, 2005).

Both recruitment and selection are part of a larger process that is to supply and provide the organization with talents and skills necessary for its continuity and success in a highly dynamic and competitive context (CHIAVENATO, 2009).

Therefore, the recruitment and selection process in these institutions occurs as follows: through filling vacant positions through a public competition, in which each stage of selection represents a moment of decision, aiming to increase the organization's knowledge of experiences, employee skills and motivation.

In this way, recruitment refers to the process that takes place between the decision to fill a vacant position and the grouping of candidates who meet the conditions to join the institution, aiming to select those who meet the best requirements sought by the recruiter (CÃMARA et.al .2003).

After training, public security professionals begin to carry out their activities providing an ostensible public security service, and for this they have a hierarchical structure distributed in Posts and Degrees, according to art. 8th of Decree-Law No. 667, of July 2, 1969, (BRASIL, 1969, Art. 8th), followed by the majority of states, with the following configuration:

> Art 8 The hierarchy in the Military Police is as follows:
> a) Police Officers:
> - Colonel
> - Lieutenant Colonel
> - Major
> - Captain
> - 1st Lieutenant
> - 2nd Lieutenant
>
> b) Special Police Stations:

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- Officer Candidate
- Students from the Police Officer Training School.

c) Police Stations:
- Graduates:
- Warrant Officer
- 1st Sergeant
- 2nd Sergeant
- 3rd Sergeant
- Cable
- Soldier.

One way to start an improvement in the organization and strengthen development, motivation and the organizational climate in teams would be to reduce the list of positions and functions, which within the scope of military public security institutions are made up of Ranks and Degrees. Because, according to (RIBEIRO, 2007), for there to be good people management, it is necessary to carry out actions of engagement, development and motivation of teams, improvement in the organizational climate and constant feedback, as well as identifying and developing new leadership.

Thus, all of this would contribute greatly to a more solid and efficient structure, which would cause less impact on the communications and interpersonal relationships of the corporation's components, as well as strengthen the institution and motivate employees in relation to career progression, thus providing an improvement in the institution's organizational climate.

State military public security institutions have a discipline and hierarchy similar to that of the Armed Forces, they have two cadres, those of officers and enlisted personnel. When joining as a security professional, the first position held is that of a soldier, which is the initial position in the hierarchy.

The positions are divided by hierarchy and to enter any of them you must enter through a public examination. Within these institutions there are several opportunities for progression, and in most states the requirements for promotion are quite similar.

Only the state of Pernambuco which, with the advent of COMPLEMENTARY LAW N° 320, of 23 DEC 2015, (PERNAMBUCO, 2015) implemented another type of progression, called Promotion by Ten-Year Seniority. A type of promotion that occurs every ten years of effective service. Thus, progression in military public security institutions is based on Seniority, Merit, Bravery and Postmortem, as provided in

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o Art. 4, items, I, II, III and IV of COMPLEMENTARY LAW No. 134, OF DECEMBER 23, 2008, (PERNAMBUCO, 2008) in verbis:

> Art. 4 Promotions will be carried out according to the criteria of:
> I - seniority;
> II - merit;
> III - bravery and; IV
> -*postmortem*.
> Single paragraph. In case of just cause, duly proven, there may be promotion in compensation for neglect.

By Seniority, promotion takes place when the vacancy arises, which will include the most senior in the hierarchical scale. The security professional's CV will be evaluated based on merit and through the sum of the score that is distributed across three functional assessment forms, the Objective Score Form, the Functional Assessment Form and the Promotion Form, which will be completed by the police officer, the Commander and the Square Promotion Committee, respectively.

The Objective score sheet will analyze all courses, undergraduate, postgraduate, master's and doctorate degrees, in addition to medals, commendations and the number of flagrant actions carried out by the professional, etc. In the Functional Performance Assessment Form, evaluated by the Commander, the police officer's personal and functional qualities will be verified, such as: attendance, initiative, responsibility, interpersonal relationships, quality of work, among others. The evaluation of functional performance allows the Administration to implement constant improvement, as it makes it possible to collect data regarding the quality of its employees and draw up a profile regarding the degree of training, both technical and productive, of these workers (SANTOS, 2014).

The idea, therefore, is not to bet all the chips on admission through the public examination, but also to evaluate essential parts of the public service, such as quality of work, quantity of work, self-sufficiency, initiative, training, collaboration, professional ethics , knowledge of work, functional improvement, understanding of duties and complementary aspects such as: attendance, punctuality, discipline.

Thus, it is possible to see that the people management model used is that of Meritocratic Management, especially because in the current model of promotion and progression established in the job and career plan of these institutions, the merit-based promotion model predominates. The job and career plan for public security professionals now follows what is recommended by LAW No. 13,954, OF DECEMBER 16, 2019, which Amends Law No. 6,880, of

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December 9, 1980 (Military Statute), Law No. 3,765, of May 4, 1960, Law No. 4,375, of August 17, 1964 (Military Service Law), Law No. 5,821, of November 10 of 1972, Law No. 12,705, of August 8, 2012, and Decree-Law No. 667, of July 2, 1969, and restructures the military career, as well as provides for the Military Social Protection System. This law revoked provisions and annexes of Provisional Measure No. 2,215-10, of August 31, 2001, and Law No. 11,784, of September 22, 2008.

Thus, there was a change from the Private Pension Plan to the Military Social Protection System, which changed the military contribution period, which previously was 30 years, now rising to 35. As well as, it included a toll of 17% for those who were already part of the corporation. These changes were implemented together with the pension reform for civil workers, a measure that attempts to adjust and balance federal and state public accounts.

Therefore, new changes will be necessary to adjust state laws to what was decided and approved in federal law, so that there is adequacy and harmony between legislation and national uniformity in relation to the Social Protection System of these institutions.

FINAL CONSIDERATIONS

People management in public security institutions is a topic that arouses interest in contemporary society, not least because it contributes to the adequacy of the work carried out by professionals in this area in fulfilling their social functions. Thus, when analyzing the people management of public security institutions, it is possible to see that they do not differ much from private institutions, and that they use, in their organizations, several management models, and there may even be a combination of these models.

When analyzing, in particular, state military public security institutions, it was possible to realize that the people management model used in these institutions is the Meritocratic Management Model, given that the current mode of progression established in their job and career plan predominates. promotion based on merit. Furthermore, the progressions, by seniority, bravery and post-mortem, depend on a future and determined fact, but of indeterminate occurrence. In the past, military public security institutions required incomplete primary education to join their corporations. Over time, the intellectual level gradually evolved, starting to require complete secondary education and

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in some states complete higher education. However, today we can find in corporations several bachelor's degrees in different areas, such as: engineering, medicine, law, psychology, administration, among others. Some of these professionals preferred to pursue a military career instead of continuing their profession for which they were trained. But, unfortunately, these professionals are not used by these institutions, they are talents that remain inert without being able to contribute to better service provision to society.

These professionals are often faced with situations in which their knowledge acquired during graduation could be used by the institution, but, however, the people management of these corporations fails when they fail to take advantage of the skills and training of these professionals. Therefore, it is to be expected that in the not so distant future, these institutions will evolve and begin to take advantage of the talents that make up their organization, enabling them to use the knowledge for which they were trained inside and outside the institution.

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