

The Outsourcing of the Project Management Activity in a Public Company of the Exploration and Production of Oil in Brazil

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Summary: The outsourcing process allows the contracting company to focus its efforts and resources on its core business while an outsourced company performs services in its core business. In the extremely competitive market of oil exploration and production companies, outsourcing is increasingly strong, and present in everyday life. The decision to invest in developing the production of an oil field is an extremely complex problem, because there are countless variables and uncertainties, both technical and economic. The main objective of the research carried out in this work was to demonstrate whether, or not the outsourcing process of specialized technical project management services of a multinational company in the oil industry brought gains to its project management activity. Based on the main premise of the researched company, we conclude that despite the negative points of the process, there was indeed an expected gain. Thus, we hope that the presented practice can become a good way to manage the outsourcing service, minimizing the negative impacts and maximizing the positive ones effectively and efficiently.

Keywords: Outsourcing, Services, Competitive Advantage.

1. Introduction

The outsourcing theme has been in evidence in the business, academic, legal and union environments and has, at the same time, established itself as an efficient practice of organizational flexibility in the search for specialization and rationalization of resources. It is a tool widely used by companies that are looking to achieve the advantages it provides. In the oil exploration and production market, this practice is increasingly strong, especially in the areas of general maintenance, support services for exploration activities on platforms, transportation, food, specialized technical services, among others. This is an extremely competitive market, not only among oil companies, but also among companies that revolve around the oil industry.

The theme is fundamentally characterized by the delegation of non-essential functions of the contracting party to third parties. Thus, with outsourcing, the company stops producing a good or service internally, to acquire it from another company. The process allows the contracting company to focus its efforts and resources on its core business.

The main objective of this article is to demonstrate whether, or not the outsourcing process of specialized technical services for project management of a multinational company in the oil industry brought gains to the management activity in its projects.

The outsourced activity, in this case, belongs to an area that is increasingly being valued worldwide, which is project management. The decision to invest in developing the production of an oil field is an extremely complex problem, because there are countless variables and uncertainties, both technical and economic. The range of technologies available, the existence of the deposit itself, the dynamic complexity of reservoirs, alternatives for draining hydrocarbons, the well network, recovery methods, elevation methods, the underwater network, types of platforms, oil price, gas demand, inflation, interest rate. And these are just a few examples. Oil field operating companies around the world seek to add value daily. Such positioning refers, in addition to price, to factors that can add value to quality, schedule, efficiency, safety and other key indicators for the success of the business.

The work supports the hypothesis that the outsourcing of specialized technical project management services adds value to the outsourcing project. In this way, the presented practice becomes a good way to manage the outsourcing service, minimizing the negative impacts and maximizing the positive ones effectively and efficiently. Therefore, talking about outsourcing would require an approach that comprises a large space of time.

2. The Case of the Company Under Study

With the growth of the national oil industry and the new discoveries of hydrocarbons in the pre-salt layers, Brazil has become one of the world's greatest powers in the field. The investments and the volumes to be produced jumped in scale and, likewise, carried with them obstacles and risks, each time bigger and more challenging. The decision-making process became more demanding and investing in a project to develop the

production of an oil field began to demand an even more complex analysis. In addition to the numerous variables and technical uncertainties, the risks regarding economic attractiveness began to alarm investors.

The methodology for preparing a Technical-Economic Feasibility Study (EVTE), combining the best project management practices, in accordance with the guidelines recommended by the PMI (Project Management Institute), one of the world's leading associations in project management, currently with over of 240,000 associates worldwide, recommend investment analysis and propose the preparation of a consistent and cohesive technical and economic analysis, adding greater robustness to decision-making.

In this context, it is increasingly required that project management professionals have constant training, improving skills that allow this professional to transit through different areas such as planning, quality, costs, risks, economic analysis, technical knowledge, and others. PMI and other institutions disseminate good practices in the area of project management, and new professional courses, undergraduate courses and specialists in the area are constantly being created. Oil exploration and production companies are faced with the question of whether, or not to outsource the project coordination activity. The study under analysis demonstrates the mixed option of a multinational that chose to have an own employee as coordinator, however, outsourcing several activities with the implementation of an outsourcing project capturing professionals in the market.

The company studied is a large multinational that has been operating for 35 years in oil exploration and production using its own employees and outsourced professionals. The management areas of large projects and the company's project office have always worked with their own employees, considering that, despite the high degree of specialization required of professionals, the investment was worth it, bearing in mind that the professional's preparation period is long, complex, and expensive, as well as involving highly confidential information.

Six years ago, the organization opted to outsource the support services of the project management sectors, obligatorily keeping the project coordinator as its own employee, and outsourcing part of the support activities of the project office.

The organization has its own system for managing projects based on the guidelines recommended by the PMI, in addition to two systems, one for planning and managing financial resources and another for managing projects and all other project resources. As the systems were custom developed for the firm, it needs to train the outsourced workforce to perform these system activities, in addition to other training related to its information security policy, industrial security and environmental management.

Among the objectives of the project management area are:

a) Project office:

- ensure that projects are conducted according to the company's own system, based on the PMI system;
- provide advice, consultancy and technical services in project management practices;
- manage the project portfolio;
- coordinate and provide consultancy in the internal audit process in the project area.

b) Project Coordination:

- elaborate project plans that adhere to the company's strategic planning;
- coordinate the project team, in order to ensure compliance with the best project management practices recommended by the PMI and the company's internal system;
- prepare and manage all project plans to meet all assumptions and restrictions, ensuring the perfect compliance with the dimensions of cost, time, scope, and quality, among others.

The company established as a basic premise of its outsourcing process, the maintenance of its technical staff focused on its core activity and, to start this process, negotiated a first contract for the provision of specialized technical services in project management with one of its partners, for a period of 2 years. The contractor was unable to meet the contractual requirements regarding qualification and professional experience. The contract provided for the use of 45 professionals on the work fronts and was terminated after a year of execution due to the difficulty of attracting qualified professionals in the market.

Due to the termination of the contract, it was necessary to hire new professionals urgently, until a new contract was revised and negotiated. A basic contingent of professionals was defined, and a new company was hired for a period of six months, until a market survey was carried out regarding specific professional qualification for project management.

After the survey, the organization reduced the qualification and professional experience requirement of its service provision contract and negotiated with another of its partners that conducted the contract with low initial performance, later recovering, but maintaining an average performance and with difficulties in capture

professionals in the market. The contract provided for the use of 53 professionals on the work fronts for a period of two years.

At the end of the contract, the contractual requirements were revised, maintaining only the requirement that services be performed by professionals with a higher education level. A new contract was negotiated with a new partner, for a period of 5 years. The contract provides for the use of 75 professionals on the work fronts and has been in progress for 3 years, however the specialized technical services have been carried out by professionals with no experience in the project area.

3. Outsourcing

According to Fontanillas (2017), the transformations and profound changes that the world of work has been undergoing can be portrayed in the processes of flexibilization and precariousness of work and in its forms of insertion in the productive structure that mark these times around the world.

The 1980s were marked by great technological leaps, automation, robotics, and microelectronics that invaded the universe of factories, inserting and developing in labor relations and capital production. In factories, the tendency was to break the rigidity of Taylorism, centered on mass production, and of Fordism, characterized by the assembly line and series production. Taylorism and Fordism were joined by other productive processes, forming new work processes.

Production flexibility, flexible specialization, the pursuit of productivity, new ways of adapting production to market logic, Quality Control Circles (CCQs), participatory management, flexibility of the production apparatus, flexibility of the organization of work and other processes emerged not only in Japan, but also in advanced capitalist countries and in industrialized areas of third world countries.

Despite the more participative action of the worker and the demand for his better qualification, the capitalist system depends on a market logic for its fundamental decisions about “what to do, how much and when to do it”, factors that restrict the autonomy of the worker. As flexibility depends on fluctuating demand, some tasks are assigned to contracted or outsourced companies.

The unfolding of these processes reached historical achievements of workers and labor rights, which are made more flexible and even eliminated from the world of production to provide capital with the necessary instrument to adapt to its new phase and have the workforce in direct function the needs of the consumer market.

Employees, formerly united by unions, with outsourcing weaken and lose their ability to claim new rights and maintain achievements already made. Workers' unions increasingly adhere to participation and bargaining unionism, which accepts the order of capital and the market.

About these transformations Antunes (2007, p. 42 and 43) observes:

These transformations, present or ongoing, to a greater or lesser extent, depending on numerous economic, social, political, cultural conditions, etc., in the different countries where they are experienced, directly affect the traditional industrial working class, leading to metamorphoses in work. The crisis also affects intensely, as is evident, the universe of consciousness, the subjectivity of work, its forms of representation. Unions are stunned and exercising a practice that has rarely been so defensive.

The world of work no longer finds in its union representation bodies, a willingness to fight with anti-capitalist traits.

These transformations require ease in adapting to new production and market requirements, impart a flexible character to management and result in the transfer of management responsibilities to a third party, throwing workers into precarious working, health, and employment conditions.

Despite this, outsourcing is increasingly used. According to Harvey (2009, p. 144), the current trend in labor markets is to reduce the number of “core” workers and increasingly employ a workforce that enters easily and is fired without cost when things get bad.

According to Santos (2008, p.79), the outsourcing started with the merchandise, which is cited in the literature as its earliest historical antecedent. It is a commercial practice that reduces man to an authentic commodity and aims exclusively at profit in the face of other people's work, since it only obtains profit from the only element it supplies and makes available, which is labor. Thus, the greater the difference between the remuneration paid to employees by the contracted company and the value it receives from the contracting company, the greater its profit from the sale of human labor.

The concern with the merchandise arose in 1848, in the French Revolution that prohibited its practice under the argument that the work, for not being a commodity, could never be intermediated. For these same

reasons, from the second half of the 19th century, its practice was prohibited in other countries. Today, such a practice is repelled by doctrine and legal systems around the world.

According to Giosa (1997, p.12), in current terms, as a management process, outsourcing began in the United States of America, on the occasion of World War II, as a way found by the industry to meet the great demand of war material, as this industry needed to direct all its resources to the production of armaments, its main activity, delegating peripheral and support activities to third parties, that is, the middle activities of the company.

This basic concept of horizontal production, in times of change, evolved into verticalization, with the company concentrating its technical and administrative activities related to its operation, under its coordination. With the transformations that have taken place in recent decades, the first change effort was the introduction of downsizing, which consists of reducing intermediate hierarchical levels, reducing the number of positions, and streamlining decision-making.

Considered a partial evolution in the companies' attempt to become more agile, the practice of *downsizing* led the transformations to a questioning about the true mission of a company ("What is my business?"), starting to concentrate all your efforts in your core business.

Outsourcing emerged, which literally means "supply from outside", which was then fully adopted by companies. The application of the term ended up being expanded and today it refers both to outsourced services within the contracting company and outside it. In this concept, your only objective is cost reduction.

According to Santos (2008, p.80), another important antecedent of outsourcing is temporary work. The history of outsourcing is intertwined, in part, with the history of temporary work. This type of work originated in Anglo-Saxon countries through the figure of personal leading corresponding to some objective needs of companies. It quickly expanded across Europe where specialized services were provided in the domestic and hospitality sectors. However, it is in the period between the two world wars that the birth of labor transfer companies in Europe is safely registered.

The expression "outsourcing" has its origin in the word third, understood as intermediary or intervening. According to Ferraz (2003, p. 239) the expression "outsourcing" was created by the companies' administration area, aiming to emphasize the corporate decentralization of activities to others, a third party to the company.

Outsourcing is fundamentally characterized by delegating the execution of non-essential functions of the contracting party to third parties, understanding as "non-essential" those activities that are not linked to the core activity of the company. Thus, with outsourcing, the company stops producing a good or service internally, to acquire it from another company. The process allows the contracting company to focus its efforts and resources on its core business, that is, its core business.

For Teixeira (2009, p.6), outsourcing is contracting services through a company, intermediary between the service taker and the workforce, through a service provision contract. The employment relationship is between the worker and the service provider, and not directly with the contractor (taker) of these. It is an administrative procedure that makes it possible to establish a managed transfer process, to third parties, of the company's core activity, allowing it to concentrate on its main activity.

Outsourcing, as an efficient and effective alternative for the company, provides agility, simplicity and competitiveness to the rapid changes in the market, gaining leadership in the business. It is also a process of seeking partnerships determined by the business vision and market impositions, because it is no longer possible to transfer prices to costs, without this affecting the quality, competitiveness, agility in decision-making, efficiency and effectiveness that result, equally, in the maintenance of customers and consumers.

So brinho emphasizes that (2008, p.78), outsourcing is the business strategy that consists of a company transferring to another, and under the latter's risk, the attribution, partial or full, of the production of a commodity or the performance of a service, aiming – individually or jointly – at specialization, cost reduction, decentralization of production or temporary replacement of workers.

Faced with all these concepts, the main objective of outsourcing is not only to reduce costs, but also to bring agility, flexibility, competitiveness to the company and to win in the market.

4. The Fundamentals of Outsourcing

The dealership is a figure that manifests the simple commercialization of the provision of services, or its lease, through the intermediation of an intermediary company, for exploitation by the borrower, who is the one who benefits from the provision of services, with workers directly subordinated to him. It has always been fought in labor law. So that, once its existence is verified, it will imply the formation of the employment relationship directly with the service taker in accordance with Precedent 331 of the Superior Labor Court (TST), Item I, except in the case of the Temporary Worker, foreseen form of work in Law 6.019/74, which will be seen below.

In Brazil, it is the summary 331 of the Superior Labor Court, which in its item III, allows the outsourcing of surveillance, conservation, and cleaning services, as well as specialized services related to the activity of the borrower if there is no personal and direct subordination between the contractor's executor and the service taker's representative.

The aforementioned factors of "personality" and "subordination" when present in outsourcing end up mischaracterizing it, because they are the main elements that characterize the employment relationship and therefore, it is necessary to obey some legal criteria in the adoption of outsourcing: may outsource the core activity and the relationship between the contracting party and the outsourced professional cannot be of the "standard-employee" type.

"Personality" means that it is impossible for the employee to be replaced by another person and "subordination" is configured whenever the contractor keeps the outsourced professional under his orders and command, distributing tasks, modes of execution and others.

However, before carrying out a process in this context, the company must observe the essential conditions to avoid the risk of creating an employment relationship with the hired professional. Temporary work, which is often confused with outsourcing, is regulated by Law No. 6,019, of January 3, 1974, which provides for Temporary Work in Urban Companies, and by Decree 73,841, of March 13, 1974, which regulates the Law n° 6,019.

By law, temporary work must be restricted only to filling vacant positions when, for example, there is an increase in demand due to seasonality, that is, to meet the employer's transitory needs.

Law n° 6,019 defines temporary work as "that provided by an individual to a company, to meet the transitory need to replace its regular and permanent staff or the extraordinary addition of services", and the operation of a temporary work company depends on registration at the National Labor Department of the Ministry of Labor and Social Security.

After registration, the company can act in the placement of specialized personnel to meet the transitory needs of the service taker, in the states where it has a branch, agency or office.

There is also the possibility of a temporary work company operating in places where it does not have a branch, agency, or office. To do so, simply enter, when registering with the Temporary Employment Companies Registration System (SIRETT), the details of the temporary employment contract entered at these locations.

Temporary work is provided through a contract, which must be written, which must include the reason justifying the demand for this activity, as well as the modalities of remuneration for the provision of service. The duration of the contract is defined in the legislation and cannot exceed 180 consecutive days.

There are other licit hypotheses of outsourcing work that will not be dealt with here because they do not apply to the purpose of the work, which are outsourced hiring in the Public Service and Work Cooperatives, but which could not be left unmentioned.

4.1 Outsourcing in Brazil

In Brazil, outsourcing represents the main practice of work flexibility, which started significantly in the 1970s and accelerated the process with the arrival of multinational companies, mainly from the automobile sector in the 1990s.

During this period, neoliberal governments also emphasized the outsourcing process, using it to promote the dismantling of the State and state-owned companies, replacing the hiring of employees with outsourced labor, thus failing to invest in hiring, training, and improvement of civil servants.

One of the structural problems of outsourcing in Brazil, pointed out by union leaders in the private sector, is the deepening of the outsourcing process, also called "super-outsourcing", which surpassed the middle activity defined in Precedent 331 of the TST (Superior Labor Court) and began to occupy space in the core activities of companies, such as supervision, management, and production itself. This mechanism has intensified the precariousness of wages and the hiring of so-called PJs - Legal Entities (PJ), forcing the worker to set up a firm to exempt entrepreneurs from paying labor rights, such as vacation, 13th salary and maternity leave.

However, the numbers of outsourcing, both in Brazil and in the world, prove that the phenomenon is an economic reality present in the dynamics of the productive systems of the advanced economies, probably for this reason the service sector has acquired notorious relevance in the world economies and the outsourcing of the work has become a new form of contract, resulting from this new work relationship: the outsourced work relationship.

As highlighted by the president of IPEA, Márcio Pochmann (2009), there is yet another ongoing process of internationalization of outsourcing, where large companies send services to be performed in other countries, as is the case in India.

According to the Special Survey regarding Outsourcing, carried out in April 2009 by the National Confederation of Industry (CNI), 54% of Brazilian companies use outsourced services, and this index reaches

almost 75% when it comes to large companies, exceeds 60% in medium-sized companies, and already reaches more than 40% in small companies, that is, the larger the size, the greater the use of outsourcing.

Companies in the South and Midwest regions are the ones with the highest percentage of outsourcing services, 58% and 56%, respectively. In 12 of the 27 sectors of the manufacturing industry surveyed, the percentage of companies that outsource their services is greater than 60%. Among these sectors, the following stand out: Editing and Printing (72%), Petroleum Refining (71%), Machinery and Equipment (69%), Alcohol (69%), Pharmaceuticals (68%) and Other Transport Equipment (67 %), according to the 2009 Special Survey of the National Confederation of Industry.

The survey points out that, in sectoral terms, there is considerable heterogeneity between the participation of outsourced workers in industrial companies. The sectors of the manufacturing industry with the most intensive use of outsourced workers are Oil Refining, Pulp and Paper and Clothing, in addition to the Extractive Industry. On average, the share of outsourced workers over the total number of workers in these sectors is 25%, according to the 2009 Special Survey of the National Confederation of Industry.

According to the 3rd. Edition of the Sectorial Survey carried out in 2008 and 2009 by the Union of Companies Providing Services to Third Parties, placement, and management of labor and temporary work in the State of São Paulo, Brazil has 7.1 million workers outsourced, which represents 1.9% of outsourced occupations in the world. There are 20.8% of employees with a formal contract (34 million workers) and represent 7.4% of the economically active population (92.6 million people).

Meanwhile, there is yet another form of outsourcing that is already widespread in Brazil, which is outsourcing, when a subcontracted company subcontracts another company to perform all or part of the services for which it was contracted, also called cascade outsourcing.

It is also called outsourcing the contracting of another company to manage the administration of outsourced companies, a company that specializes in this purpose. This topic will not be discussed further here as it does not apply to the study.

4.2 Positive Aspects

The practice provides several benefits to companies, especially if the process follows judicious organizational strategies that seek economic competitiveness, better quality and efficiency in the essential services of companies that adopt it, allowing the concentration of greater efforts in the core activity.

According to Giosa (1997, p.85), the advantages of outsourcing would be:

- A - economic development;
- B - specialization of services;
- C - competitiveness;
- D - search for quality;
- E - adequate controls;
- F - improvement of the costing system;
- G - training and professional development efforts;
- H - decrease in waste;
- I - appreciation of human talents;
- J - agility of decisions;
- K - lowest cost;
- L - increased profitability and growth.

For Martins (2010, p.31), the main advantages of outsourcing would be:

- A. have an alternative to improve the quality of the product or service sold;
- B. have an alternative to improve productivity;
- C. obtain full quality control within the company;
- D. decrease labor and social security charges, in addition to reducing the final price of the product or service;
- E. De-bureaucratize the company's organizational structure, simplifying the business structure.

For Queiroz (1998, p.63), the main advantages of outsourcing would be:

- A. specialized service providers;
- B. quality management in services provided;
- C. basic, simple and agile structure;
- D. productive reuse of spaces;
- E. investments directed towards the core activity;
- F. supervision involved in the product and concern for quality;

G. Competitive Results.

Analyzing the advantages presented above, it is observed that outsourcing is a strategic tool that can bring very positive results, when used properly, but that can also bring major problems when used incorrectly. Below, the disadvantages from the perspective of the same authors will be presented.

4.3 Negative Aspects

Just as there are advantages in the process, we present below some disadvantages that this type of hiring can entail.

For Giosa (1997, p.85), the main disadvantages of outsourcing would be:

- A. ignorance of senior management;
- B. resistance and conservatism;
- C. difficulty finding the ideal partnership;
- D. contract coordination risk;
- E. lack of internal cost parameters;
- F. cost of layoffs;
- G. conflict with Unions;
- H. lack of knowledge of labor legislation.

4.4 Care in Planning and Implementation

To facilitate the implementation of the project and minimize the risks involved, the company must identify which sectors of the company can be outsourced and have a greater chance of success, so the analysis of the steps to be taken must be careful.

Teixeira (p.31), points out some steps that should be analyzed:

- identify outsourced areas very carefully;
- define the adequate profile of the provider to be identified;
- analyze the level of quality to be demanded from the provider, so that it is well defined;
- the specialization of the provider to be hired must be clearly defined;
- investigate the service provision market, as well as pre-qualify providers;
- check the following items from potential providers:
 - technical capacity;
 - operating conditions;
 - legal status;
 - financial situation;
 - administrative situation;
 - labor situation.

Obtaining success in contracting and monitoring companies is a task that has been pursued with the main objectives of reducing costs and concentrating the efforts of service takers on their core competencies, failing to carry out services that they consider not to have the necessary technology or so-called services. of support".

Next, the data referring to the outsourcing process of the referred company will be analyzed.

5. Contract Comparative Analysis

After analyzing the data resulting from the documentary research carried out, the following table was obtained:

Table 1: Survey of Contractual Data

Contract Numbers	Company A	Company B	Company C
Total employees used in the performance of the services	27	58	44
Number of replaced employees	15	14	18
Replacement percentage	55.6%	24.1%	40.9%

Total employees who remained working	12	44	26
Percentage of employees working	44.4%	75.9%	59.1%

Source: Researched company

5.1 Main Positive and Contrary Aspects of Outsourcing Observed in this Process

Main positive aspects (advantages)

Table 2: Positive aspects of outsourcing observed in the document analysis

Giosa (1997)	Martins (2010)	Queiroz (1998)	Kardec and Carvalho (2002)	Teixeira	SEBRAE
Specialization of services.	Decrease labor and social security charges	Investments directed towards core activity	Transfer of supplementary processes to those who have them as core activity	Frees resources for application in other technologies	Simplified administrative structure, since you will not have to register dismissals, salary payments, FGTS, INSS of employees and others
Competitiveness	Reduce bureaucracy the company's organizational structure, simplifying the business structure		organizational flexibility	Focuses efforts on planning new services	More participation of directors in the core activities of the company
pursuit of quality	Basic structure, simple and agile				Focusing talent on the company's core business
lowest cost					Possibility of termination of the contract according to the pre-established conditions

Main contrary aspects (disadvantages)

Table 3: Opposite aspects of outsourcing observed in the document analysis

Giosa (1997)	Queiroz (1998)	Kardec and Carvalho (2002)	SEBRAE
Difficulty finding the ideal partner	Problems may occur in the process: poor choice of provider	Increased risk of labor liabilities, depending on the quality of the contract.	Inspection of the services provided to verify that the service provision contract is being fully complied with, as agreed
			Risk of hiring an unqualified company.

6. Final Considerations

The instigating question of the investigation was to demonstrate whether, or not the outsourcing process of specialized technical project management services of a multinational company in the oil industry brought gains to its project management activity.

From the initial decision to outsource a service of high technical specialization to date, the studies carried out have led to the conclusion that:

- of the total of 27 outsourced professionals who participated in the first contract signed with Company A, only 4 of these professionals remained over time in the provision of professional services, that is, 14.8% of the professionals;
- of the total of 74 outsourced professionals used in the total number of contracts signed with companies A, B and C, only 26 of these professionals remain in the provision of services today, that is, 35% of the professionals;
- 100% of the professionals themselves remain in the company performing services in the area of project management, performing support tasks for their respective coordinators or acting as project coordinators;

- among the outsourced professionals, all acted as members of the project team, not assuming the role of project coordinator, keeping the strategic activity under the control of the company.

Negative aspects:

- the high turnover of personnel in the outsourced company, jeopardized the quality of the services provided, generated the loss of time with constant periods of training and adaptation of new employees, in addition to the associated cost;
- Analyzing the data above, it is concluded that, in its outsourcing project, the company studied has been training labor for the market due to the high turnover among outsourced workers.

Positive aspects:

- the use of outsourced labor to support project management activities, allows the company's technical staff to focus only on its core activity;
- outsourcing makes it possible to rely on market professionals, some trained to develop this activity, others with experience in different fields;
- Allows frame reduction at the end of each project.

From the analyzed documentation, it was not possible to analyze which analysis and planning was carried out by the company, before opting for the outsourcing process.

Finally, we can conclude that the outsourcing of specialized technical project management services adds value to the outsourcing project in the research target company, despite the setbacks mentioned above. This statement is based on the premise established by the company to keep its technical staff always engaged in essential activities.

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