Social Responsibility Initiative Implementation in the Public Sector in Latvia

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Abstract

The public sector provides many different jobs in Latvia; however, the number of people employed in the public sector is small. Sometimes private sector organisations with a socially responsible culture are more attractive for specialists. The authors propose to evaluate Social Responsibility's (SR) importance, benefits, and ways of possible implementation for several types of public sector organisations.

The objective of this paper is to enquire what kind of activities organisations need to carry out to be included in the Sustainability Index rating and overview the possible reasons of difficulties encountered by public organisations.

The authors describe the structure of the public sector and the Sustainability Index (SI) mechanism in Latvia and evaluate public organisations included in the SI rating by their activities directed to sustainable development; i.e., socially responsible (SR) activities.

Keywords: Social Responsibility, Public Administration, Employment

Introduction

There are different opportunities for job seekers in the public sector (PS) in Latvia. The public sector provides jobs for specific occupations like fire-fighters, physicians, police officers, etc. There are a lot of administrative jobs in the Latvian public sector. In 2013, 25% of people employed in the Latvian public sector were employed in the administrative and support services as well as public administration, defence, and compulsory social security services. This is a mere 9% of the total employed people in these areas in Latvia. The other 91% is employed in the private sector (Central Statistical Bureau of Latvia, 2014). The private sector in Latvian economic circumstances and politics provides more job places than the public sector. The authors would like to explore one of the possible reasons for the private sector's attractiveness for job seekers.

Young specialists are mostly attracted by private sector organisations with a socially responsible (SR) culture. This fact was enquired from previous researches results (Voronchuk and Stariņeca, 2014a; Stariņeca, 2014) and from other authors' publications; e.g. Matthewman (2011). As of 2010, a Sustainability Index (SI) initiative makes private and public organisations compete for top places on the list of the most successful organisations in Latvia that impact sustainable development. From 2010 till 2013 more and more private and public organisations were interested in participation in this initiative. In 2014, the number of participants from the public sector diminished (Sustainability Index, 2010-2014a). The topicality of the research is high due to the fact that the SR initiative is popular among organisations not only in Europe, but also in Latvia.

The objective of this paper is to find out what kind of activities organisations need to be carried out to be included on the SI rating and overview the possible reasons of difficulties encountered by public organisations. This is an original theoretical and empirical research that targets PS organisations.

The tasks of the research are to:
1. Describe the structure of PS in Latvia
2. Describe the SI mechanism in Latvia
3. Evaluate public organisations included in the Sustainability Index rating by their activities directed to sustainable development; i.e. SR activities.

The main methods used are statistical data analysis, monographic research, literature review, synthesis, coding, categorization, and comparison.

The Public Sector and its structure in Latvia

The authors define what kind of structure the Latvian Public Sector has based on official data and literature overview on the topic. There are two main economic sectors by ownership:
1. Public (the military, police, public transit and care of public roads, and public education, along with healthcare and those working for the government itself, such as elected officials) (Barlow et al., 2010)

2. Private (business – for profit; voluntary – not for profit). Sometimes the voluntary sector is supposed to be called the 'third sector' (Borzaga and Defourny, 2001).

According to definition, the public sector in a mixed economy is 'a part of the economy that includes the public authorities and enterprises' (Latvijas Zinātņu akadēmija, 2005-2014) So, PS itself also has several subsectors. They can be defined as (Wickens, 2008, p. 11):

1. The nonmonetary public sector—the general government sector, nonfinancial public corporations, and nonmonetary financial public corporations

2. The monetary public sector—the general government sector, nonfinancial public corporations, and monetary public corporations.

It is possible to outline one more sector - the nonfinancial sector that consists of the general government sector and nonfinancial public corporations (Wickens, 2008, p. 11). General government usually consists of three levels (Wickens, 2008, p. 12; Lewin, 1988, p. 24):

1. Central (for unitary states like Latvia) or Federal (for federations like Russia) Government

2. State Government (for federations)

3. Local Government(s) – municipalities.

In the case of Latvia, PS 'is central and local government institutions and their commercial companies, commercial companies with central or local government capital participation 50% and over,

foundations, associations, funds and their commercial companies' (Central Statistical Bureau of Latvia, 2013). Table 1 summarizes some examples of Latvian public organisations and institutions according to the Latvian public sector structure. The authors found the examples of Latvian PS representative institutions and split them into the PS structure adapted to the Latvian Republic. There are 13 ministries in the central government in Latvia and 161 subordinate institutions such as national agencies, offices, centres, inspections, policy, councils, administrations, services, boards, registries, secretariats, commissions, a museum, treasury, ward, library, and educational institutions (The Latvian School of Public administration, 2014). All are from the general government (1.1.) or Nonfinancial public sector (1.1.a). A big part of these organisations/institutions provides administrative work places.

For the average on administrative occupations such as:

- Administrative and support service activities
  - Rental and leasing activities
  - Employment activities
  - Travel agency, tour operator reservation service and related activities
  - Security and investigation activities
  - Services to buildings and landscape activities
  - Office administrative, office support and other business support activities

Table 1

Latvian Public Sector Structure

1. Public sector					
1.1. General Government		1.2. Public Corporations			
1.1.2. **Central government(s):**	1.1.3. **Local (municipal) government(s):**	1.2.1. **Nonfinancial public corporations (State-owned enterprises (SOE)):**	1.2.2. Financial public corporations		
			1.2.2.1. **Nonmonetary financial public corporations:**	1.2.2.2. Monetary financial public corporations	
				1.2.2.2.1. **The central bank:**	1.2.2.2.2. **Monetary public corporations other than the central bank:**
- The Parliament of Latvia (*Saeima*) - Ministries of Latvia (x13) - State Agencies - State Commissions - State Police - The Constitutional Court - Latvian Republic Supreme Court - Latvian Prisons - State Level Educational Institutions, etc.	- Latvian Cities municipalities - Latvian Cities' Committees - Cities Agencies - Cities Commissions - Cities Police - Cities and Regional Courts and Administrative Courts - Latvian Cities Educational Institutions/ Schools, etc.	- airBaltic - Latvenergo - Latvian Railways (Latvijas Dzelzceļš) - Latvijas Gāze - Rīgas Satiksme - Public healthcare institutions (clinics, policlinics, and hospitals), etc.	- Citadele Life - The Treasury (*Valsts kase*) - Latvian development financial institution ATLUM, etc.	- The Bank of Latvia	- Citadele banka
1.1.a. Nonfinancial Public Sector			1.2.a. Financial public sector		

- Public administration and defence; compulsory social security
  - Public administration and defence; compulsory social security,

there worked about 10.74% from the total amount of employed people in Latvia in 2013. 69% of them are employed in PS, specifically by the PS structure - 67.76% worked in general Government (1.1.) and 13.84% are employed by local government institutions (1.1.3.).

The authors pay attention that all public sector subsectors can be taken into account on the organisational level in the frame of social responsibility; however, the authors are focused only on PA organisations that are not connected with the political decision-making system directly. The next section is devoted to the SR initiative; besides this, the authors will describe the Latvian SI mechanism. Analysing is included into the SI rating nonfinancial public corporations (1.2.1) (Central Statistical Bureau of Latvia, 2013).

Social Responsibility Initiative

The initiative for Social Responsibility is the 'initiative, programme or activity expressly devoted to meeting a particular aim related to social responsibility' (ISO, 2010). The SR initiative in Latvia was based on European and international examples. To clarify the meaning of the SR as a term, it is useful to check, e.g., the International Organization for Standardization (ISO) 26000 (2010) standard on social responsibility. SR there is defined as 'a responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behaviour that:
  - Contributes to sustainable development, including health and the welfare of society
  - Takes into account the expectations of stakeholders
  - Is in compliance with applicable law and consistent with international norms of behaviour, and
  - Is integrated throughout the organization and practised in its relationships.

Searching for any information about SR in scientific literature in English, it is possible to find a lot of articles (e.g., Socias Salvà and Horrach Rosselló, 2012; Šarotar Žižek and Mulej, 2013; Pejic Bach et al., 2014; Baden and Wilkinson, 2014; etc.) and books (e.g., Prašnikar, 2006; Crowther and Aras, 2010a, 2010b; Derickson and Henley, 2007; etc.) that cover the concept of Corporate Social Responsibility (CSR) that focuses only on corporate organisations rather than social responsibility itself. For example, Vandekerckhove (2006, p. 104) uses the term Organisational SR 'to denote the CSR-network-stakeholder concept for any kind of organisation,

where they are corporate or non-corporate actors'. Shastri and Banerjee (2010, p. 2) devote only few sentences to SR defining social responsibility as 'the combined effort by mankind to make this world a safer, more nurturing, and caring place'. This definition is too general. Wueste (1994, p. 2) also explains SR only at the beginning of his book by emphasizing the essence of SR as 'norms that express legitimate and stable expectations respecting the conduct of persons in positions of public trust or power within a social practice or institution'. However, the main source that explains the concept of SR more clearly and with more detail used by the authors within this study is ISO 26000. 'ISO 26000:2010 provides guidance rather than requirements, so it cannot be certified to unlike some other well-known ISO standards. Instead, it helps clarify what social responsibility is, helps businesses and organizations translate principles into effective actions and shares best practices relating to social responsibility, globally.' (ISO, 2014) The application of this standard is mostly relevant for corporate organisations (public or private) in the case of Latvia; however, the authors enquired that principles of SR according to the ISO 26000 are shared also with many other PS organisations from the General Government (1.1) subsector; additionally, an organisation is defined in the standard as an 'entity or group of people and facilities with an arrangement of responsibilities, authorities and relationships and identifiable objectives' (ISO, 2010). Social responsibility principles stated in the standard are (ISO, 2010):
  - Accountability
  - Transparency
  - Ethical behaviour - 'behaviour that is in accordance with accepted principles of right or good conduct in the context of a particular situation and is consistent with international norms of behaviour'
  - Respect for stakeholder ('individual or group that has an interest in any decision or activity of an organization') interests
  - Respect for the rule of law
  - Respect for international norms of behaviour - 'expectations of socially responsible organizational behaviour derived from customary international law, generally accepted principles of international law, or intergovernmental agreements that are universally or nearly universally recognized'
  - Respect for human rights.

Following these principles, organisations have a chance to contribute to the sustainable development; i.e., to 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs' (ISO, 2010). This umbrella, quite philosophical idea is possible

as an outcome of the hard work of past and present decisions and activities of the organisation that covers also the holistic areas of SR core subjects. There are seven of these defined in the standard (ISO, 2010):

1. Human rights
2. Labour practices
3. The environment
4. Fair operating practices
5. Consumer issues
6. Community involvement and
7. Community development.

The authors would like to highlight five defined issues focused mostly on the organisation internal environment of such subjects as Labour practices (ISO, 2010):

1. Employment and employment relationships
2. Conditions of work and social protection
3. Social dialogue
4. Health and safety at work
5. Human development and training in the workplace.

All these issues and also other SR subjects' issues are examined by evaluating organisations that applied for the competition of Sustainability Index in Latvia. Voronchuk and Stariņeca (2014b, p. 6) outline 'when an organisation has a status of SR organisation, it becomes more attractive for job seekers and current employees'. However, it is hard to understand, if an organisation is truly socially responsible or not. Therefore, there are a lot of different kinds of measurement tools developed in Latvia as well. The Sustainability Index initiative 'is a strategic management tool developed on the grounds of global methodology, in order to help Latvian enterprises to establish the level of sustainability and corporate responsibility'. However, 'it also sets objective criteria for the community as well as public and non-governmental organisations'. Besides that, the SI 'initiative is to praise and support the enterprises contributing to the long−term sustainability of the Latvian economy, environment, and society'. (Sustainability Index, 2010-2014b)

The SI is of course developed based on the ISO 26000 standard as well as on Global Reporting Initiative (GRI) guidelines, the Dow Jones Sustainability Index, and others, and adapted to the local features. The first best organisations in SR were included into the Sustainability Index rating in 2010. Since that time more and more organisations in Latvia participate in the competition; annual participants are trying to increase their score in contribution to sustainable development.

The procedure of participation is rational and simple in use for participants. There is a special period of time for an application once per year. During this period each enterprise registered in Latvia can take part in the competition. It is important to highlight that the procedure presumes a non-financial performance evaluation of the organisations applied. The organisation needs to register on the SI WEB site (ilgtspejasindekss.lv). The next steps are described below (Sustainability Index, 2010-2014b):

1. Organizers must be sent a statement of assurance that consists of several documents, such as:
- Application and reporting provisions
- Provision of information and rules on the communication and use of information.
  - The manager's statement certifying that:
- The company has no tax debts
- The company is not involved in insolvency proceedings
- The company effects payments are in line with the laws and regulations of the Republic of Latvia
2. Organisation representatives can participate in specially organized seminars on each section (sections will be outlined further in the text) of the self-evaluation form
3. Organisation representatives can have a consultation on filling in the self-evaluation form
4. The self-evaluation form must be filled in
5. The analysis of the information from the self-evaluation forms happens when experts:
- Make statistical analysis
- Verify references
- Draw up individual recommendations for improvements in the analysed areas
- Select the best practice
6. The closing event and public announcement of the organisations included into the SI rating usually take place at the beginning of June.

The areas that are assessed have their own weight in the index and correspond to the SR core subjects (Voronchuk and Stariņeca, 2014b, p. 9; Sustainability Index, 2010-2014b):
- Strategy (15% of the total score weight) corresponds to Fair operating practices
- Society (15%) - Community involvement and development
- Work environment (25%) - Human rights and Labour practices
- Market relations (20%) - Fair operating practices and Consumer issues
- Environment (25%) - Environment.

Each areas assessment is influenced by the following criteria (Sustainability Index, 2010-2014b):
- Management (policy, documents, principles, goals, etc.) – 30%
- Integration (decision-making, stakeholders participation, reporting, responsible people training) – 25%

- Actual performance and impact assessment – 40%
- Appreciation, certificates, etc. – 5%.

The evaluation of the organisation's self-evaluation form is fulfilled by experts in the appropriate field or the criterion. The total maximum amount of criteria per section is 100%. The experts give points for each answer from the self-evaluation form in the scale from 0 to 100, where 0 means the answer is negative--the question is not answered and no reference to publication is provided, and 100 means there is a complete activity in the appropriate field and reference to the publication is provided. The sustainability index is a sum of strategy, society, work environment, market environment, and environment indexes. Respectively, e.g., the Index of strategy (1) is a multiplication of the strategy weight in the Sustainability Index with the sum of multiplication of each criterion weight and its number of points given by experts (Sustainability Index, 2010-2014b).

$$\text{Index of strategy} = 0.15*(0.3a+0.25b+0.4c+0.05d), \qquad (1)$$

where

a is the number of points for answers from the self-evaluation form given by experts according to the management criterion,

b is the number of points for answers from the self-evaluation form given by experts according to the integration criterion,

c is the number of points for answers from the self-evaluation form given by experts according to the actual performance and impact assessment criterion, and

d is the number of points for answers from the self-evaluation form given by experts according to the appreciation, certificates, etc. criterion.

According to ISO 26000 (2010), impact is defined as 'positive or negative change to society, economy or the environment, wholly or partially resulting from an organization's past and present decisions and activities';, therefore, participation in the SI competition gives an organisation the opportunity not only to become visible and recognized SR initiative implementers, but also to receive consultation for further improvements in its areas.

The SI rating includes organisations with a resulted Sustainability Index score that is more than 40%. There are four groups in the SI rating (Sustainable Index, 2010-2014b):
- Platinum (total SI above 90%)
- Gold (80–89.9%)
- Silver (60–79.9%), and
- Bronze (40–59.9%).

In the last two years there have been two organisations that have kept their positions in the platinum group - one of them is SOE – JSC 'Latvenergo'. An analysis of the activities of this organisation and some others from the public sector included in the Sustainability Index rating is provided further in the paper.

Research methodology

One of the research tasks is to evaluate public organisations included in the SI rating by their activities directed to sustainable development. This task fulfilment is based on publicly available information from these organisations' web pages (the date of information collection is August 11-13, 2014). This helps to define the organisations' external expressions of those activities that help them on the way to the sustainable development. As the issue discussed in the article is connected to the potential employees' attraction, this type of information source is the most reasonable. Job seekers can evaluate potential employer and analyse its web page information, which is the main source of information about it from the employer's own perspective. Information will be taken from the web pages' sections on social responsibility or sustainability as many companies mix up terms and definitions, using them interchangeably. The main task is to describe how many and what kind of information these organisation have and write out SR activities by criteria of SI (five main evaluation areas) – strategy, society, work environment, market relations, and environment.

For the analysis, only organisations from the Sustainability Index rating in 2014 – 12 from 40 included are chosen: public sector organisations mostly SOE or municipality-owned enterprises (seven) and the best example of private sector SR organisation from the rating in 2014 from the platinum group to have an overview on the best example from the private sector in Latvia. Analysed organisations are (Sustainability Index, 2010-2014):
- Platinum group representatives:
  - State Joint Stock Company (SJSC) 'Latvenergo'
  - Joint Stock Company 'Aldaris'
- Golden group representative SJSC 'Latvijas loto'
- Silver groups representatives:
  - Joint Stock Company 'Rīgas siltums'
  - Municipal Joint Stock Company 'Daugavpils siltumtīkli'
  - State Higher Education Institution 'Riga Technical University'
  - Municipal Limited Liability Company (LCC) 'Ventspils reiss'
  - SJSC 'Road Traffic Safety Directorate of the Republic of Latvia'
  - SJSC 'Riga International airport'
  - SJSC 'Latvijas dzelzceļš'

- SJSC 'Latvijas autoceļu uzturētājs'
- LCC 'VTU Valmiera'.

Analysed organisation activities are sorted within the criteria group and compared with the analysed private sector organisation activities. Thus, coding and categorization as qualitative data analysis methods are used. The outcome of the comparison is a list of advice for other the public sector organisation in Latvia that would like to implement and express their social responsibility.

Analysis of research results

The authors summarized and analysed the abovementioned organisations' activities that they implement and that are defined by them on their web sites under the sections related to SR. These kind of sections have such names as *Corporate Sustainability* (Aldaris, 2014), *Corporate Social Responsibility* (Latvenergo, 2014), *Good goals program* (Latvijas Loto, 2000-2002), etc. Some activities are not defined exactly according to the experience rather defined in the generalized forms as policies, priorities or principles, describing what the organisations accepts or not and in what kind of areas some activities are implemented. Organisations mix up CSR and SR, do not understand the difference, and use wrong terms on their published documents and web pages (e.g. Latvijas dzelzceļš, 2011).

A lot of implemented activities are too specific – focuses on the main area/field of the organisation activity, thus they cannot be generalized and proposed

Table 2

SR organisations' activities from the SI rating by SI assessment areas – Strategy and Market relations

Strategy	Market relations
- Provide a wide range of services relevant to the development of the national economy - Ensure the quality of the product/service - Involve development into the investment project - Evaluate existing projects for at least 10 years perspective - Make economically justified, sustainable investments, increasing efficiency and diminishing the environmental impact - Prevent the organisation's operations negatively influencing factors - Define organisation politics application, integration, ensuring compliance with them, and the reporting system of the implementation - Define, integrate and follow the mission, vision, objectives, goals, tasks and strategy - Base the organisation's activity on clearly defined values - Continue the organisation's course of action and procedure development - Ensure the improvement of service quality - Keep up with the latest trends and the successful operation of technologies in key areas and put them into practice - Modernise technologies - Develop, integrate, implement and control a Code of Ethics - Develop, integrate, implement and control an anti-corruption measures organizational plan - Create activities to prevent bribery - Do not support 'Incentive payments' to public officials - Do not support political parties - Do not donate money to political parties - Add gifts, meals and entertainment acceptance, as well as conflict of interests, as a subject of business ethics document - Protect confidential information - Make employees follow anti-fraud procedures	- Implement public benefit marketing - Develop, integrate, implement and control the Marketing Communication Policy - Detailed customer research performance - Communication segmentation by age groups - Processes and formats for market messages between traders and the system operator development - Customer service restructure to ensure the necessary resources for servicing the increasing customer flow - Continue to work on the improvement of network marketing, development and customer service quality improvement, focusing on co-operation with the start of the big network partners - Communicating with clients to ensure courtesy, responsiveness and quality, responsibility, and privacy protection - Provide the opportunity to ask questions on-line on the Internet site - Provide accurate, objective and useful information to customers/clients - Provide the opportunity to meet with key personnel - Listen to citizens and legal persons to provide correspondence - Provide information on the impact of the production/service - External communication on Health and safety questions - Provide information on the structure, competencies, responsibilities, and financial activities and use of funds - Publish financial statements - Publish annual report - Promote the development and competitiveness of the organisation - Publish information on job categories and projects participated in and gained awards - Be an active member and representative in a number of industry and non-governmental organisations - Organize excursions in the organisation for pupils - Provide space for exhibitions - Provide services to customers in a convenient place and time

Sources: (Aldaris, 2014; Latvenergo, 2014; Latvijas Loto, 2000-2002; Rīgas Siltums, 2014; Daugavpils Siltumtīkli, 2013; Riga Technical University, 2013; Ventspils reiss, 2014; Road Traffic Safety Directorate of the Republic of Latvia, 2013; Riga International airport, 2009; Latvijas dzelzceļš, 2011; Latvijas autoceļu uzturētājs, 2007; VTU Valmiera 2014)

to be taken into the account as a good example for practice for many other especially PS organisations. For example, SJSC 'Latvenergo' adapt their activities focused on society and environment to energy and energy topics, while JSC 'Aldaris' specializes in the alcoholic drinks production; therefore, they try to communicate on some specific topics related to some issues that can be caused by alcohol drinks usage, etc. However, all specific activities are on the environment and market relations topics.

Table 3

SR organisations' activities from the SI rating by SI assessment areas – Society, Work environment and Environment

Society	Work environment	Environment
- Cooperate with stakeholder also on the basis of such principles as inclusivity, materiality, and responsiveness - Prevent discrimination against young mothers, young parents and people with disabilities - Invest in society's interests - Provide sponsorship - Support social projects - Initiate social campaigns - Support extensive community groups aiming to reduce social tensions - Provide several social support measures; e.g., develop charity/ donation evaluation criteria - Assist in organising events that support the preservation of national values in the culture and support environmental and sports activities and movements - Do not support activities with an unclear formulation of principles and/ or questionable social importance, oriented towards selfish and mercantile interests, of religious and/or political nature, or any activity that might be associated with such content - Support charitable organizations - Financially and materially support children's health, social well-being, education level raising, education and learning culture, talented children's education and talent development (charity activities) - Educate children and the youth on matters of the organisation's working areas (e.g. taxes, elections organisation and administration) - Express interest in the preparation of qualified graduates and be aware of the importance of applied research - Regularly participate in various projects to promote science and education - Implement information and education projects - Help by providing information to researchers, scientists, pupils and students - Award scientists that are working on a specific working field of the organisation	- Develop management and records-keeping system - Ensure the efficient and effective use of human resources in departments - Be able to provide a legally sound service in all departments - Provide the ability to quickly respond to changes in workload - Implement equal treatment in recruitment and promotion prospects and work and performance evaluation - Sign an employment contract based on the agreement of both sides - Work on safety medical emergency and accidents at the working place - Ensure the development of employee competencies - provide employee training and integration (including the integration of new, young employees; e.g., graduates of universities) - Ensure employees' life-long education and encourage employees' career opportunities - Stimulate employees' professional promotion and attract young professionals - Do not discriminate against employees - Respect the right of employees to join trade unions and sign collective agreements - Protect employees from harassment - Provide fair working hours, remuneration and social security - Be honest in terms of vocation - Ensure work and rest time and fair labour compensation - Provide competitive wages and social guarantees - Encourage employee engagement and opinion expression - Encourage employee awareness - Ensure a motivating work environment - Report on cases that might indicate a violation of rights - Provide skill development and encourage individual employee responsibility and initiative - Grant employees the right to well-being - Do not accept child employment - Prohibit forced employment	- Certify work according to the ISO 14001 standard, if applicable - Pass the quality, environmental and safety management system certification process - Sign a declaration of submission of the environmental impact assessment (EIA) report to the Environment State Bureau - Asses the investment and procurement impact on the environment - Assess and reduce the impact on the environment - Take measures necessary to ensure the sustainable use of water and the effective use of all forms of energy - Move to an e-documentation system - Regularly evaluate opportunities to use renewable energy - Use environmentally friendly energy - Reduce the amount of packaging materials and promote their recycling and reuse - Use natural resources efficiently (e.g., set economical types of water tapes in the office bathrooms) - Ensure wastewater treatment - Have an open and unbiased dialogue on environmental issues with all stakeholders - Regularly and openly inform the society and stakeholders about environmental activities - Act in an environmentally-friendly way and urge the society and partners to act similarly - Participate in environmental EU projects

Sources: (Aldaris, 2014; Latvenergo, 2014; Latvijas Loto, 2000-2002; Rīgas Siltums, 2014; Daugavpils Siltumtīkli, 2013; Riga Technical University, 2013; Ventspils reiss, 2014; Road Traffic Safety Directorate of the Republic of Latvia, 2013; Riga International airport, 2009; Latvijas dzelzceļš, 2011; Latvijas autoceļu uzturētājs, 2007; VTU Valmiera 2014)

The authors sorted activities by the Sustainability Index's five main evaluation areas and outlined (Table 2 and Table 3) only those that can be implemented by each other organisation that does or would like to strive for sustainable development and be socially responsible, as well as can be applicable for public organisations without specifying their nature (Table 1), except for some specific activities in the environmental area (Table 3). Some activities were already categorized by organisation; e.g., such activities as 'Publish financial statements' and 'Publish annual report' are related to the market relationships development as this kind of information attracts mostly current and potential investors. Some organisations (Latvenergo, 2014; Rīgas Siltums, 2014) mention these activities in the context of market relations.

Activities focused on the environmental questions (Table 3) are mostly applicable for manufacturing/production organisations rather than administrative or service ones. However, a lot of administrative and service organisations can make their small impact in daily activities to classify their work more environmentally friendly; e.g., moving to e-documentation system or regularly evaluating opportunities to use renewable energy. These activities are real for implementation in offices.

Some activities are already usual and regular for many organisations from the public sector. Of course many market relations activities are applicable only for corporative organisations such as the implementation of public benefit marketing (Table 2) or the certification to work according to the ISO 14001 standard (Table 3).

The authors can mark that both platinum group organisations are more detailed and structured describing their SR activities on their web pages. Information is provided under a specific section in more than one language. In the lower level of the Sustainability Index rating group, less structured, clear and differentiated information is provided.

The activities of JSC 'Aldaris' do not differ a lot by the range and content of other observed SI rating platinum, gold and sometimes even silver group PS organisations. The difference is the more clear and structured information expression. Some activities are also specific; i.e., adapted to the specifics of the organisation working area.

Other observed organisations also implement certain activities that are specific for their working area (energetics, logistics, education, etc.). Of course, working in a lottery sphere or alcoholic drinks production, companies are more sensitive to the exact type and range of social issues that can arise as the result of their activity, production and service *consumption*.

All mentioned activities in Table 2 and Table 3 should be implemented after a risk analysis and assessment by benefits and financial criteria. The decision on the implementation of this kind of activities or not should be reasonable for the organisation and depends on its financial and economic status and possibilities, the availability of resources, and its official and legal status, as well as its size in general. A provided list of activities is a good example of practices that can be used by practitioners, if their organisations would like to join the group of SR implementers.

Conclusions and Discussion

Social Responsibility can be described as the philosophy of an organisation's daily activities in general; however, it can be characterized by some specific activities in several specific areas. According to SI in Latvia these areas are: Strategy, Society, Work environment, Market relations, and Environment, and are related to the ISO 26000 standard's SR core subjects.

There are not many authors that devote their work and research to SR separately; they usually link it to the CSR theory and approach. However, the authors consider that in the case of PS organisations, the social responsibility approach is more relevant than the CSR approach that is adapted for corporate organisations. Therefore, it is important to create a relevant information kit for non-SR for public sector organisations (non-financial and financial alike).

The objective of this paper is to highlight the possible reasons why the fulfilment of some SR activity is difficult for public organisations and provide an answer to the question: 'What can it influence?' The answer is obvious – the goals of corporate and other PS organisations are completely different. The Social Responsibility approach is developed as a CSR concept and is more relevant for corporate organisations. Therefore, it is natural that PS organisations that are included in the Sustainability Index rating in Latvia are enterprises.

Some may be sceptical of the SR approach as CSR in Latvia and worldwide. Despite this scepticism, participation in the competition for being included into the SI rating in Latvia is popular and organisations try to act according to SR principles. They consider it important for their and society's sustainable development.

Participation in the competition for the recognised status of the socially responsible organisation in Latvia (being included in the SI rating) is hard. It requires not only working on SR expression, but also devoting time and other resources for self-assessment, and preparation (taking part in courses, getting

acquainted with requirements of the program, being ready to administrate, keeping records, reporting on SR activities, etc.). The implementation of socially responsible activities requires being disciplined, clear, and being able to motivate employees to follow the idea of *goodwill*.

The Latvian Sustainability Index rating summary of SR activities that SR organisations implement shows that all activities can be implemented by each public sector organisation. Managers of organisations may consider this easy but time-consuming. The authors propose that these kind of activities become the usual daily activities of PS organisations. Organisations need to implement risk analysis, assess the benefits to implementing these activities, and evaluate the financial and economic circumstances. It is possible to draw a conclusion that the implementation of many activities is mostly beneficial and bears a positive impact for the organisations' and society's sustainable development which is essential for PS organisations.

The decision on becoming and being a socially responsible organisation or not should be rational for the organisation. In some cases, the SR approach is not that relevant because of a lack of possibilities to devote time and resources to it. The authors believe that SR activity is going to become the usual and natural expression of many public sector organisations in the future.

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Осуществление инициативы по социальной ответственности в государственном секторе Латвии

Summary

Государственный (*Public*) сектор предоставляет множество различных рабочих мест в Латвии, однако число людей, занятых в государственном секторе невелика. Иногда организации частного сектора с культурой социальной ответственности являются более привлекательными для специалистов, чем работодатели государственного сектора.

Среди научной литературы есть множество трудов, которые охватывают понятие корпоративной социальной ответственности, которое фокусируется только на корпоративные организации, а не на социальную ответственность в чистом виде. Таким образом, основным источником, который объясняет концепцию социальной ответственности, был выбран стандарт Международная организация по стандартизации номер 26000 (*ISO 26000*). Авторы принимают во внимание, что принципы социальной ответственности в соответствии с ISO 26000 являются общими и для организаций частного и государственного секторов.

Цель данной работы - узнать, какого рода деятельность необходимо осуществлять организациям, чтобы быть включёнными в рейтинге Индекса устойчивости (*Sustainability Index*), и выделить возможные причины того, почему это трудно выполнить организациям государственного сектора.

Главными задачами авторов были: описать структуру государственного сектора и механизма Индекса устойчивости в Латвии; оценить государственные организации, включенные в рейтинг Индекса по их деятельности, направленной на устойчивое развитие.

Авторы проанализировали одиннадцать государственных организаций и одну частную организацию (первую) из рейтинга 2014 года по информации об их деятельности в области устойчивого развития. Она была получена с их веб-сайтов. Все выявленные мероприятия организаций были распределены в соответствии с областями оценки Индекса устойчивости на пять групп: стратегия, рыночные отношения, общество, рабочая среда, окружающая среда. Необходимо отметить, что все организации государственного сектора, которые принимают участие в конкурсе и включены в рейтинг Индекса устойчивости являются государственными или муниципальными предприятиями, они относятся к не финансовому подсектору государственного сектора.

Мероприятия анализируемой частной организации особенно не отличается от мероприятий анализируемых государственных организаций, единственным отличием является разнообразие мероприятий, их чёткая и конкретная формулировка. Чем ниже позиция организации в рейтинге, тем менее конкретную информацию об их социально ответственных мероприятиях можно найти на их веб-сайтах.

Авторы обобщили и отобрали те мероприятия организаций, которые могла бы предпринять каждая организация, стремящаяся к социально ответственной деятельности, кроме нескольких специфических мероприятий в области окружающей среды. Также не были отмечены те специфические мероприятия, которые осуществляют предприятия в соответствии со спецификой своего рабочего сектора. В выборке

организаций есть предприятия, предоставляющие энергетические, логистические услуги, а так же предприятие, производящие алкогольные напитки, и предприятие, предоставляющее услуги в секторе азартных игр. Два последних предприятия особенно озабочены социально-ответственными мероприятиями, направленными на соответствующие социальные проблемы, вызванные потреблением их продукции и услуг. Многие мероприятия уже сейчас являются рутинными для многих государственных организаций из разных подсекторов, однако есть и те, которые не столь популярны, но легко осуществимы (к примеру, переход на э-документацию, установку экономичных смесителей и кранов в ванных комнатах офисов и др.).

Участие в конкурсе за статус социально ответственной организации в Латвии (за честь быть включённым в рейтинг Индекса устойчивости) трудно. Это требует не только повышения социальной ответственности, но и выделения времени и других ресурсов для самооценки, для подготовки к участию (т.е. принятие участия в курсах, ознакомление с требованиями программы, быть готовым управлять, вести учет, составлять отчет о социально ответственной деятельности и т.д.). Реализация социально ответственной деятельности требует быть дисциплинированным, конкретным, уметь разъяснять и мотивировать всех сотрудников следовать идее «доброй воли».

Руководство организаций может подумать, что на самом деле осуществлять социально-ответственные мероприятия, обобщённые авторами, просто, но это отнимает много времени. Авторы предполагают, что такого рода действия и мероприятия становятся обычным и естественными в повседневной деятельности организаций государственного сектора, однако, организациям перед этим необходимо осуществлять анализ рисков, оценку преимуществ осуществления этих мероприятий, оценивать финансовые и экономические обстоятельства. Можно прогнозировать, что реализация многих таких мероприятий наиболее выгодна и имеет наиболее положительное влияние для устойчивого развития организаций и общества, что особенно важно для организаций государственного сектора.

Решение о том, быть или не быть социально-ответственной организацией, должно быть рациональным. В некоторых случаях социально-ответственный подход не является подходящим, уместным из-за нехватки возможностей посвящать этому время и другие ресурсы, тем не менее, авторы считают, что социально ответственная деятельность вскоре станет обычным и естественным выражением повседневной деятельности многих организаций государственного сектора.