

SOCIAL RESPONSIBILITY IN INSTITUTIONS FROM PUBLIC ORDER AREA. CASE OF COUNTY INSPECTORATE OF GENDARMERIE CĂLĂRAȘI

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Abstract:

Organizations around the world are becoming increasingly concerned with need of a responsible approach. Constant expectations appear in the area of human resources and overall impact of the institution's activity on society and the environment. Social responsibility is becoming increasingly important as a strategic organizational approach, and not just a peripheral activity linked exclusively to the organization's reputation and image. If corporate social responsibility is a concept that emerged in the second half of the last century, social responsibility in public institutions it has been addressed much later, at the beginning of this century. If it is considered in the context of public sector organizations social responsibility (SR) should be seen as a way of governance that enables the creation and distribution of wealth by implementing and integrating ethical systems and sustainable management practices. In this paper we intend to analyze the social responsibility programs of a public institution and propose based on an analysis paths of improvement actions in this area through a strategic approach and not a random one.

Keywords: social responsibility, institutions from public order area, social responsibility programs, strategic framework, County Inspectorate of Gendarmerie Călărași

1. Introduction

Socially responsible organizations not only contributes to maintaining a clean environment, but also to improve living and working conditions, attracting and retaining the best professionals, carrying out activities in a transparent manner. Strengthening corporate social responsibility has become an integral part of public policies for private sector development (Sitnikov and Bocean, 2013).

Albareda, Lozano, and Ysa (2007) believes that corporate social responsibility is a mirror of how the public sector can achieve the objectives

of social, economic and environmental benefits that they fix. Trough responsible behavior the companies come to replace or supplement the actions of public institutions in the social and environmental areas (Whitehouse, 2003).

According to Cheung et al (2010) social responsibility aim to manage potential conflicts of interest between stakeholders on economic, environmental, social and ethical issues. Daza (2009) shows that social responsibility arises from interdependence established between an organization and society as a whole,

as defined by the variables that influence this relationship.

Pauzuoliene and Mauriciene (2013) consider that in public institutions, social responsibility is reflected in employee health and satisfaction, administrative innovation practices, in a cleaner environment. The most important role of public authorities in society is to lead by example and show the responsible way in which are carried activities of the public organization (Doh and Guay, 2006). Public institutions may be used for example as regards sustainable use of resources, motivating employees to perform responsibly in their duties, ensure transparency in public procurement, decision making, etc. (Albareda et al., 2008).

In the second part of the paper we analyzed through an empirical research social responsibility programs of a public institution from the public order area (County Gendarmerie Inspectorate of Călărași). Based on the observations made in the third part of the paper we propose ways to improve actions in this area through a strategic approach.

2. Analysis of programs in local communities in which is involved County Gendarmerie Inspectorate of Călărași

The tasks from public order and safety citizens area undertaken by the County Gendarmerie Inspectorate Călărași primary aim to protect citizens and public institutions by measures to

prevent and combat criminal acts, defending fundamental rights and freedoms, ensure individual and collective security, ensure protection for public and private property, ensure a climate of safety and security to facilitate institutional functioning of the state.

County Gendarmerie Inspectorate of Călărași is an active player in social responsibility programs in partnership with various other institutions and non-governmental organizations, programs developed in local communities. The relevant programs synthetically are presented in the Table 1.

Within these social responsibility programs are involved most people from County Gendarmerie Inspectorate of Călărași. Besides the representatives of the departments which have direct participation in the tasks of social responsibility programs, at such activities can participate and other employees as volunteers and chief inspector and deputy chief inspectors as legal representatives.

Further, are presented the main programs of social responsibility in which is involved County Inspectorate of Gendarmerie Călărași in local communities from Călărași County area (County Gendarmerie Inspectorate of Călărași, 2015).

2.1. *„Gendarmerie Explained”* represents the most important program of the gendarmerie conducted in local communities.

Table 1. The main social responsibility programs in which is involved County Inspectorate of Gendarmerie Călărași

Program	Short description
<i>Gendarmerie Explained</i>	program for information, prevention and social dialogue initiated by the Romanian Gendarmerie.
<i>Let's do it, Romania!</i>	ecologization program that aim to increase environmental awareness. Through this program gendarmes trying to prove once again that they care about the environment and the community, not only during the execution of specific tasks, but in terms of restoring normal relations between nature and man.
<i>We care about the environment!</i>	Program whereby at the level of the department of Information, Public Relations were developed informational materials containing legal provisions on environmental protection and picnic activities, materials distributed by gendarmes to tourists in tourist areas of the county.
<i>Together for Safety</i>	crime prevention program.
<i>Too rebel to be led!</i>	action programs for drug prevention.
<i>Life, the most expensive drug!</i>	
<i>Developing crime prevention component</i>	general plan of action for preventing antisocial acts.
<i>Stop violence! Violence does not help your favorite team!</i>	educational program for the prevention of antisocial acts regarding sports phenomenon.

Source: County Inspectorate of Gendarmerie Călărași, 2015

The "Gendarmerie Explained" program was born from the need to inform the public about the roles and objectives of the Gendarmerie in general, and County Gendarmerie Inspectorate of Călărași in particular, in area of individual and collective rights and freedoms of citizens. The main objective of this program is to inform all citizens of the county of Călărași on the ways in which this public institution are

involved and participate in the life and daily activities of citizens of the county.

Among the objectives of the program it may list: understanding the role of the gendarmerie; ensure transparency, openness and systematic and accurate information to the public; combating antisocial acts, participation of County Gendarmerie Inspectorate of Călărași employees in activities with students, in preventing and combating

juvenile crime; strengthening public support and public trust; develop relationships with national minorities; initiating an open dialogue with non-governmental organizations, opinion makers and media representatives about the issue of respect for human rights. The target group is formed by all citizens of Călărași county, human resources involved in the program being Information and Public Relations Officer, Preventing and combating antisocial acts department and other employees who are asked punctually.

The program is structured around three major components: a component on informing citizens on prevention component and a component antisocial acts involving social dialogue. The organizers of this social responsibility program are County Gendarmerie Inspectorate of Călărași, City Hall Călărași and Călărași County School Inspectorate.

To implement the program objectives are being considered the following ways of achieving objectives: visits and educational activities of the gendarmerie employees in schools (presentations, debates, recreational activities, etc.); production of newsletters; press releases to reflect gendarmerie activities in local media; providing documentation to journalists from local media regards specific issues of the institution; preparation of leaflets on the activities of the gendarmes and their public presentation; organization of "Open Day" action in which is presented the activity of experienced professionals as image vector or gendarmes from Călărași County.

2.2. *"Let's Do It, Romania!"* is a project which consists in establishing a day of cleaning by removing wastes, being one of the most actual and comprehensive national projects,

inspired by model taken from Estonia (2008), Latvia and Lithuania (2009), Portugal and Slovenia (2010). "Let's Do It, World!" is an ecologist international movement (Let's Do It, Romania!, 2010).

The program have as general objective Romania cleaning of waste that is found in natural ecosystems, and actions to prevent its recurrence. Through this program aims awareness of the importance of a clean environment that can bring a plus in action to promote Romania's image as a country free of waste and a country in which a multitude of volunteers participate and are involved in programs and activities to improve the quality of life and environment.

The mission of "Let's Do It, Romania!" is to create the largest nation-wide action in public institutions, private companies, NGOs and individuals to collaborate and support each other to keep a clean natural environment and to changing citizens' attitudes towards waste and nature.

Since 2011 County Gendarmerie Inspectorate of Călărași participated in actions for greening the environment as a result of the cooperation protocol signed between the Romanian Gendarmerie and the Association "Future of dawn", having a partner quality in organizing and implementing the project Let's Do It, Romania. Through active participation in national greening day gendarmes from Călărași want to contribute to nature conservation, ecosystem restoration and public awareness regarding the need for proper storage of waste collection and showing that they engage with other community actors not just during the specific mission but also during leisure time.

In addition to the actions carried out in the "Let's Do It, Romania!"

gendarmes from Călărași were involved in other ecological programs such as "Earth Hour" and "Trees seeding month".

2.3. *Information, prevention and social dialogue program - "Together for Safety"* takes place over a year, targets students and aims to inform them about the role of Romanian Gendarmerie in society, the active mode in which this institution engage in everyday life of citizens and type of missions performed by gendarmes, but also about preventing and combating violence. There are two components which are developed under the protocol signed by County Gendarmerie Inspectorate of Călărași and County School Inspectorate Călărași: a component covering several travels to schools and has as particular target students in the age 11-19 years and a component is designed for children in 1-4 grades and their parents and will include activities for the distribution of informational materials, presentations and interactive discussions and organizing competitions.

County Gendarmerie Inspectorate of Călărași and Regional Center for Prevention, Evaluation and Counseling Călărași have signed a collaboration agreement whereby the two institutions will take place in schools activities to prevent and combat violence and hallucinogenic substance abuse.

2.4. *Drug Consumption Prevention Program "Too rebel to be led!"* is a project developed by specialists from Regional Center for Prevention, Evaluation and Counseling Călărași in partnership with representatives of County Gendarmerie Inspectorate of Călărași (Preventing and Combating Crime Department and Information and public relations) and City Police Călărași.

The program has as overall objective awareness of the general population and the population aged 15-24, about the risks of drug use in general and about new substances with hallucinogenic properties in particular. Through this program people are informed about the risks of drinking vulnerable.

2.5. *"Life - most expensive drug!" program* is run by a partnership of the County School Inspectorate of Călărași, County Gendarmerie Inspectorate of Călărași, Directorate of Youth and Sport of Călărași County. The project aims to develop in each county a minimum local project that aim prevention of drug abuse in schools, in partnership with local government structures, NGOs and the media. The program contained eight schools (all high schools in the city of Călărași). The program included meetings involving students and teachers, distributed 460 leaflets drugs, two athletic contests involving students and teachers.

All these programs from social responsibility area are the visible part of the social responsibility strategies established in County Gendarmerie Inspectorate of Călărași. The existence of a strategy in the social responsibility area confirms organization's commitment for accountability and sustainability and consideration for environmental, social, ethical issues, not just for economical ones. To be perceived as responsible Romanian Gendarmerie must base its strategies on the following priorities: increasing the presence and visibility of actions undertaken by this institution among citizens which will lead to improved confidence; promoting a culture of performance by improving activities so as to satisfy all the needs of citizens; increasing the productivity and efficiency in such a way as to obtain

maximum effect with the minimum of effort; exercising public function with professionalism by increasing accountability, learning from mistakes, reducing the points with poor performance, improving organizational governance, supporting diversity and multiculturalism.

To fulfill their mission, the County Gendarmerie Inspectorate of Călărași will need in the future in addition to traditional methods and strategies to catalyze or be co-participant in a number of social responsibility initiatives. Through these initiatives, County Gendarmerie Inspectorate of Călărași are more concerned about community issues involving citizens reverse in actions they carry out. In this way, final scope, serving the interests and needs of citizens, is satisfied with good results. The values that should underpin both the core activity of the County Gendarmerie Inspectorate of Călărași and the social responsibility programs and actions should be: professionalism, responsibility, integrity, dedication, excellence.

3. The need to ensure a strategic framework for social responsibility area

In order to be effective social responsibility programs and activities of

the institution from the public order area should be placed in the institution's strategic plan (Burlea Schiopoiu, 2009). Thus, we proposed implementing a strategic grid enabling efficiency of the core activities and full and coherent integration of social responsibility programs and actions of the institution in its core strategy (Table 2).

In order to improve support programs and actions carried out by the Gendarmerie Călărași in social responsibility area we consider that it necessary to develop a model of creation and implementation of social responsibility strategies, model intended to provide a strategic approach to the concept of social responsibility. The steps of this model, which will be the spring for further research process underpinning the premises on future research, are:

- organization's mission statement, establishing priority areas in SR field,
- establishing long-term strategies in SR field, establishing annual targets,
- implementation planning for strategies and objectives,
- implementing strategies and objectives,
- monitoring, evaluation and reporting of the fulfillment of objectives.

Table 2. Strategies and objectives for social responsibility area

Strategies	Objectives
Developing an effective human resources	Recruitment and promotion using the criterion of value, integrity, honesty and respect for diversity
	Ensuring good working conditions and labor relations
	Developing an organizational culture based on respect, fairness, transparency, equal opportunities
	Promoting a culture of performance
Improving delivered services	Improving the safety of citizens by adapting services to their needs
	Treating citizens with dignity and respect
	Consultation with citizens about ways to improve services
Stronger involvement in the community	Getting the trust of citizens treating equally all groups of the community
	Involvement in partnerships that promote responsible actions in terms of social and environmental issues
	Supporting the local economy through responsible purchasing policy
	Support to vulnerable groups
Minimizing negative environmental impact	Adopting a model of effective and sustainable consumption of energy by using renewable resources
	Waste reduction
	Supporting biodiversity and environmental quality by preventing crime and offenses related to environmental pollution and through voluntary actions
Improving organizational governance	Applying modern standards and practices in terms of accountability, control, transparency and reporting to increase the quality of management
	Increasing transparency regarding the fulfillment of tasks and public spending
	Influencing all stakeholders to adopt a responsible behavior
	Implementing a management system to support sustainable development

The proposed model is a model designed to ensure a strategic approach to social responsibility programs and actions (linking social objectives and activities with the core

objectives and activities), but also to increase the chances of success of the responsible behavior implementation in organizational culture (Figure 1).

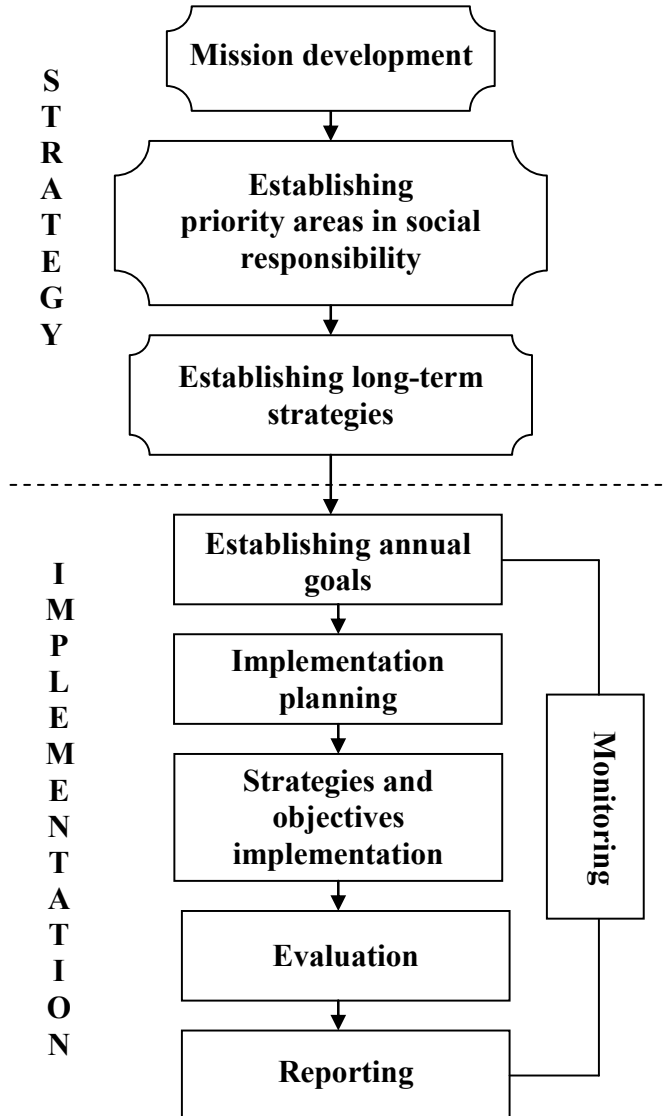


Figure 1. The process of developing and implementing strategies of social responsibility

4. Conclusions

Following the changes on economic and social context, in which public institutions operate, have increased expectations for their responsible behavior. Constant expectations appear in the area of human resources and in overall impact of the institution's activity on society and the environment. Social responsibility is becoming increasingly important as a strategic organizational approach, and not just a peripheral activity linked exclusively to the organization's reputation and image.

To fulfill their mission, the Romanian Gendarmerie will need in the future in addition to traditional methods and strategies to catalyze or be co-participant in a number of social responsibility initiatives. Through these initiatives Romanian Gendarmerie are

more concerned about community issues involving citizens reverse in actions they carry out. In this way, final scope, serving the interests and needs of citizens, is satisfied with good results. The values that should underpin both the core activity of the Romanian Gendarmerie and the social responsibility programs and actions should be: professionalism, responsibility, integrity, dedication, excellence.

To ensure efficiency of social responsibility programs and actions it needs to be integrated into the strategic plan of the public institution. The existence of a social responsibility strategy and its implementation in practice lead to increased public confidence, prevent and reduce antisocial acts, increase safety and security, improve service quality.

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