

**Knowledge Translation of Precarious Employment Research: Recommendations for
Implementation**

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Implementation

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Abstract

The ultimate goal of this research has been to provide evidence-based strategies for the dissemination of the Peterborough Precarious Employment Research Initiative (PERI) survey data. The purpose of this final report will be to summarize the main findings of the previous publications, both the literature review and background assessment. Specific examples of local resources and audiences are discussed, and the related dissemination guidelines, drivers for action, suggested actions, and strategies for PERI are outlined. Key research findings are referenced in the provided tables.

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Literature Review

Knowledge Translation of Precarious Employment Research: Recommendations for Implementation

Precarious employment is a term used to describe a non-standard work arrangement that lacks the security and non-wage benefits of standard, full-time employment (Poverty and Employment Precarity in Southern Ontario [PEPSO], 2018). Rather than a single definition, precarious forms of employment are located on a continuum, “with the standard of social security provided by a standard (full-time, year-round, unlimited duration, with benefits) employment contract at one end and a high degree of precariousness at the other.” (Benach, Muntaner, and Santana, 2007, p. 22). In 2011 and 2014, the Poverty and Employment Precarity in Southern Ontario (PEPSO) research group conducted surveys on the prevalence and socioeconomic effects of precarious employment in the Greater Toronto-Hamilton Area (Lewchuk et al., 2016). PEPSO developed the Employment Precarity Index (EPI), a primary measure that places employment situations on a continuum of precarious to secure employment (Lewchuk et al., 2016). Inspired by this research, the Peterborough Precarious Employment Research Initiative (PERI) group conducted a survey in 2016, using the same questionnaire, in Peterborough, Ontario (Peterborough Precarious Employment Research Initiative [PERI], 2018). The findings indicated 62% of the survey respondents were rated as being in vulnerable or precarious employment relationship (Peterborough PERI, 2018).

In both the PEPSO and PERI research, precarious employment was correlated with disadvantages for workers. The PERI survey indicated that lacking secure employment was associated with decreased mental and physical health, increased job stress, and poor financial security (Peterborough PERI, 2018). As well, the financial insecurity, irregular work schedules

and employment uncertainty related to precarious employment, led to delays in forming relationships and starting families; respondents with children reported difficulty accessing childcare due to uncertain work schedules and locations (Peterborough PERI, 2018). In regards to protective factors, the results demonstrated that higher educational attainment and unionization were linked to lower rates of precarious employment (Peterborough PERI, 2018).

From a health perspective, precarious employment poses risks to the well-being of community members. Exclusion from the support networks available in secure employment puts part-time and temporary workers at higher risk of injury and illness (Benavides et al., 2006; Howard, 2017). One element of precarious employment is a lack of health benefits, which means that precariously employed individuals have less access to drug coverage, dental benefits and sick leave (Lewchuk et al., 2003). Over time, this lowers the resilience of employees and their families. Negative mental health impacts have also been connected with precarious work (Artazcoz et al., 2005; Virtanen et al., 2005 Rönblad et al., 2019). A Canadian qualitative study found that intermittent work creates a dissonance between workers' employment situation and what they value; "their desire to reach a socially recognized place in the labour market" and the ability to participate in family life, were in conflict with the reality of precarious employment (Malenfant et al., 2007). Insecure employment has been identified as a determinant of health by the World Health Organization (Benach et al., 2007).

The next step in the PERI project is to mobilize the survey findings with the intent of inspiring action that will either mitigate the negative effects of precarious employment or create more secure employment in the Peterborough community. The intent of this literature review is to serve as a resource for planning a dissemination strategy for this data. There is currently a scarcity of resources that discuss the implementation and assessment of knowledge translation

(KT) as a strategy for the mitigation of precarious employment and its effects. As a result, the review of the literature will attempt to combine two bodies of knowledge. Firstly, a review of existing recommended interventions against precarious employment will be presented, and relevant target audiences will be identified. As PERI is a community-based group, the focus will be on local interventions. Secondly, the information will be integrated with existing literature on knowledge translation. This will serve to determine relevant strategies that serve the goal of combatting precarious employment through mobilization of research data.

As per the Canadian Institutes of Health Research, knowledge translation is defined as “a dynamic and iterative process that includes synthesis, dissemination, exchange and ethically-sound application of knowledge to improve the health of Canadians, provide more effective health services and products and strengthen the health care system.” (Canadian Institutes of Health Research [CIHR], 2004, para. 6). The field of knowledge translation (KT) and community engagement has been extensively reviewed and several guides exist, including a locally developed Community Engagement Guideline (City of Peterborough & Peterborough Public Health, 2017). Lavis, Robertson, Woodside, McLeod, and Abelson (2003) suggest starting the knowledge translation process by asking the following questions: “What should be disseminated? To whom should it be disseminated? By whom should it be disseminated? How should it be disseminated and with what effect should it be disseminated?” (p. 244). In regard to the Peterborough PERI research, the questions of audience, dissemination method, and evaluation of effect remain.

Identifying Audiences and Impacts

At this point in time, PEPSO has produced the greatest number of publications on precarious employment in Ontario. The PEPSO EPI survey has been reproduced in other Ontario communities including Peterborough, London and Niagara; these communities have also produced written online publications on their findings (Kerr, n.d.; Poverty & Employment Precarity in Niagara [PEPiN], 2018; Peterborough PERI, 2018). PEPSO (2018), based on their most recent published report on precarious employment in the Greater-Toronto-Hamilton area, identifies three categories of recommended actions: expanding decent work through employment standards and ladders to opportunity, creating a floor of basic income and social supports available to precarious workers, and ensuring background and circumstances are not a barrier to the labour market.

On a local level, they suggest that municipal and regional governments should develop methods to support the precariously employed and promote secure employment (PEPSO, 2018). While municipal scope may be limited for the regulation or enforcement of labour practices, cities can “leverage their own purchasing power and leadership role to promote and help develop decent work practices...” and “... encourage other large organizations within [the] sphere of influence, including other municipalities and anchor institutions in the public and private sectors, to work with and celebrate quality employers who offer decent work.” (City of Toronto, 2017, p. 6). Based on these suggestions, targeting key stakeholders at the municipal and regional government levels would influence top-down change in the community.

Another commonly suggested intervention against the negative effects of precarious employment is the development of a multi-level government-based basic income program, that would include basic social supports such as “income, pensions, health benefits, housing benefits

and quality childcare.” (PEPSO, 2018). However, until this is achieved, smaller changes at the provincial, regional and municipal level are needed to expand access to childcare, provide supplemental health benefits, and provide access to affordable housing (PEPSO, 2018). This suggests a strategy of collaborating with representatives from social services, non-profit groups, as well as regional and municipal government. PEPSO (2018) also advocates for the reform of Employment Insurance (EI) through the federal government, such as lowering the required hours needed to access EI benefits and training. EI has poor coverage for part time and temporary workers, mainly due to the fact that qualification criteria is based on the hours worked in the year preceding unemployment (Busby & Muthukumaran, 2016). This may be beyond the scope of the PERI group, however, dissemination of the research in order to promote public awareness can impact the political choices of individuals. The selection of an audience not only needs to consider targeting parties who can take direct action against precarious employment, but also targeting audiences that can influence those who can act directly (Lavis et al., 2003).

Other interventions include the creation of diagnostic toolkits for employers that enable secure employment practices, and demonstrate ways to improve working conditions that lead to better business outcomes (PEPSO, 2018). The United Way and KPMG published a business case framework for employers that provided research-based evidence of the business benefits of increasing workforce security (United Way Toronto & York Region and KPMG, 2017). This report was based on previous exploratory research, including interviews and round-table forums with business leaders from diverse labour sectors, which highlighted deficits in knowledge of the effects of precarious employment (United Way Toronto & York Region and KPMG, 2014). Targeting employers to invest in their employees through improved health benefits, training and childcare access can be framed through the lens of positive business outcomes such as improved

productivity and employee retention (United Way Toronto & York Region and KPMG, 2017). One potential role for a local organization, such as the PERI group, could be to share resources that help employers improve workplace practices and share successful cases of secure employing strategies among employers (PEPiN, 2018). The PERI group can leverage their relationships with the local Workforce Development Board and the Peterborough Labour Council to promote dissemination to employers.

The PEPSO (2018) report also calls for workforce development that is coordinated with different levels of stakeholders: provincial and municipal, labour and community foundations and non-profit groups (PEPSO, 2018). This means providing training that matches employer needs, with adequate supports to circumvent the barriers workers face that prevent them from participating in workforce development programs such as “childcare, health or mental health services, housing benefits and soft skills training (PEPSO, 2018). In terms of education, PEPSO (2018) urges college programs to adopt career-pathways programs that develop basic skills for a specific sector or industry, leading to opportunities for more education and higher levels of employment over time. Developing a relationship with local post-secondary educational institutions would allow PERI to promote career-driven programs; this needs to be supplemented with collaboration with local social services that would alleviate the barriers preventing individuals from accessing these programs. Community engagement with educational institutions, such as Trent University and Fleming College, will also promote further study of precarious employment and related fields; ideally, this will help discover and promote business and human resources models that promote secure employment (PEPiN, 2018).

Finally, PEPSO (2018) brings attention to the unique barriers faced by women and racialized individuals and calls for additional research to address racism and sexism in

employment. Research shows that women and recent racialized immigrants are disproportionately affected by precarious employment (Cranford & Ladd, 2003). The development of group-specific programming, such as women's only employment programs, helps meet the specific needs of the participants (PEPSO, 2018). This could present an opportunity for program development with Peterborough United Way and Peterborough Employment Services.

In a report about Canadian union activity, Cranford and Ladd (2003) identify another potential strategy for reaching marginalized groups: the development of community unions, where temporary and contract workers can self-organize in order to campaign for employee rights and fight against violations. Traditional industrial unions are not equipped to represent workers who have multiple, temporary jobs between several employers; they also are unable to represent individuals identified as self-employed (Cranford & Ladd, 2003). Disseminating the PERI research in the community can serve as a driver for the development of self-organized community unions that advocate for their own members.

Based on these recommendations, the ideal knowledge translation strategy for PERI's precarious employment research needs to target audiences on several levels. With consideration to the scope of influence attainable by a local working group, the emphasis will be on community engagement. Firstly, developing a relationship of knowledge exchange with members of the local municipal and regional government would serve to leverage their leadership role and financial power. Secondly, it is crucial to target local business and human resources leaders in order to raise awareness about the harms of precarious employment and the business benefits of secure employment strategies. As an addendum to this, dissemination of the PERI research to local union leaders would promote action for potential union representation for those in precarious employment situations. Thirdly, a general campaign to spread awareness to the public

would serve to promote self-advocacy by employees and community unionization. In addition, local educational institutions would benefit from collaboration with PERI, both to engage further academic research and to inform the creation of educational programs that would promote secure employment. Leaders in the social services and non-profit sectors are another group that should be considered part of the community audience relevant for the dissemination of the PERI research. The strategies for successful engagement with each group will vary, but the overall goal is to empower the community to combat precarious employment and its ill effects.

Identifying Dissemination Methods

Dissemination activities need to be planned around the needs of the audience that will be targeted, which includes modifying the message and medium being presented; this suggests the need for multiple audience-specific messages rather than a single approach (Gagnon, 2011; Lavis et al., 2003). This will be an important consideration for precarious employment research as there is a broad scope of differing audiences identified as targets. Other considerations include the size and nature of the audience, the resources available to the disseminating organization and their perceived credibility (Gagnon, 2011). There is also evidence that interactive exchange is the most effective method for promoting uptake of knowledge, rather than a one-way push of knowledge from the messenger to the audience (Lavis et al., 2003; Reardon et al., 2006). Using an integrated approach, where key stakeholders are involved in the development of an execution plan has been shown to improve uptake and implementation of research knowledge (McGrath et al., 2009).

Additionally, planning the desired impact of each knowledge transfer activity informs the selection of the transfer method (Reardon et al., 2006). Indirect use implies a change in knowledge, awareness or attitude, whereas direct use is defined as a change in behaviour

(Reardon et al., 2006). When seeking direct change, developing actionable messages for decision makers is crucial rather than simply sharing research results; decision makers are more likely to be influenced by ideas as opposed to raw data (Lavis et al., 2003). Knowledge needs to be adapted to the local context, which involves understanding the utility of the knowledge to the problem, setting and situation (Graham et al., 2006).

At this point, no research studies have been published regarding knowledge dissemination practices and impact in relation to precarious employment. Due to limited literature, the selection of dissemination strategies should be based on knowledge translation theory and existing strategies utilized by other precarious research groups in Ontario. In Ontario, PEPSO has employed several dissemination strategies. As a university-affiliated organization, members have produced academic publications based on their research, including three major reports that outline the findings of their Greater-Toronto-Hamilton-Area survey results (PEPSO, 2013, 2015, 2018). These reports are publicly available on the PEPSO website for download, alongside other affiliated precarious employment research by faculty. Other strategies have included local and national newspaper publications, and audio and video interviews; PEPSO has also held conferences and presented directly to politicians, academics, the community sector, labour, and the private sector (*Publications*, n.d.). In London, Ontario the London Poverty Research Centre (LPRC) have published the general results of their EPI survey on the LPRC website in the format of a slideshow presentation and user-friendly infographics; they have also held a community panel where the data was presented to members of the public with an opportunity for interaction with the researchers (*Precarious Employment—London Poverty Research Centre at King's*, n.d.). Poverty & Employment Precarity in Niagara (PEPiN) has used similar strategies such as the publication of an academic report in affiliation with Brock

University, mixed with other informal dissemination methods. PEPiN has hosted an online webinar on the benefits of secure work practices for employers, they also share relevant social media posts on platforms such as Twitter and publish blog posts on their website. PERI has already utilized some of these dissemination strategies, but future planning could include reproduction of other successful methods.

It may also be useful to engage with representatives of each audience group and receive input on which dissemination strategies they feel would be well received as KT theory indicates that effective knowledge dissemination involves tailoring the message to the audience. PERI has the benefit of being associated with Peterborough Public Health, Peterborough and District Labour Council, Literacy Ontario Central South, Peterborough Workers' Action Centre, Trent Community Research Centre, United Way of Peterborough, Workforce Development Board, Trent University and other prominent, respected community institutions, which results in high credibility and access to funding. The next step should be the development of actionable, idea-based, audience-specific messages for each identified target group. Within budget constraints, the priority should be interactive engagement as this promotes knowledge uptake. Lastly, an evaluation plan should be developed prior to the initiation of each community engagement campaign, to assess the effectiveness of the strategy (Reardon et al., 2006).

Literature Review Conclusion

The PERI (2018) research has provided local evidence of the prevalence and negative effects of precarious employment. Mobilization of their findings is needed as the next step to combat the issue in the community. A review of similar precarious employment studies and publications in Ontario has yielded options for target audiences for dissemination. Based on this, community engagement should target regional and government representatives, employers,

social services, non-profits, colleges and universities and employees (with a focus on those at greatest risk: racialized and marginalized individuals). The literature on knowledge translation demonstrates important elements of a successful dissemination campaign. The main conclusions are the importance of adapting the research to produce a message specific to each audience that will be effective and actionable, and prioritizing interactive approaches that offer opportunities for key stakeholders to participate in the planning and dissemination of the message. Integrating these strategies will result in an effective dissemination campaign for the PERI research.

Background Assessment: Audience-Based Knowledge Translation Strategies

The following background assessment will elaborate on specific dissemination strategies for the Peterborough PERI findings. As identified in the InfoBriefs, the research produced by PERI identified the levels of precarious employment in Peterborough, and the social, economic and health impacts that result from it (Peterborough PERI, 2018). The previous review of the precarious employment and knowledge translation literature helped identify which audiences to target, in addition to suggesting general strategies for research dissemination. Employers, local government, and employees will be the primary focus, due to the large availability of evidence on knowledge translation strategies for these audiences. The evidence will be applied to the local context with specific suggestions for the Peterborough campaign.

Dissemination by Audience: Employers

The literature shows that successful engagement with employers requires aligning with the self-interest of businesses and understanding that employers respond to a language based on value propositions. As such, negative connotations about businesses seeking profit should be avoided; effective dissemination strategies need to acknowledge that the purpose of a business is to generate profit and not create a culture of shaming businesses for having self-interest (Harris, Switzer and Gower, 2017; Institute of Medicine, 2015). Research data also needs to be translated into actionable messages for employers in order to be effective at engagement (Institute of Medicine, 2015; Lavis et al., 2003). When framed from the perspective of employers, the concern with precarious employment is the negative effect it has on business outcomes such as decreased operating income, high turnover and absenteeism, and higher direct costs for non-standard workers (United Way Toronto & York Region and KPMG, 2017). The desired impact of dissemination to employers is to generate a change in organizational culture, therefore the

message needs to both provide motivation for the change as well as examples of actionable policy for businesses to implement (Institute of Medicine, 2015). The messages to employers need to focus on the benefits of secure employment practices, and the way that these practices mitigate the negative effects of precarious employment on business outcomes.

There are also other important considerations for knowledge translation to a business audience. Not all businesses are willing to make the changes necessary to improve population health; large corporations may be unwilling to engage at the local level as they want to avoid being perceived of geographic inequity (Institute of Medicine, 2015). Employers may also be wary of working with others in the same industry, due to concerns over sharing internal practices with their competitors (Spaulding & Martin-Caughey, 2016).

One example of successful employer engagement is the method utilized by United Way Toronto & York Region and KPMG. They initiated their knowledge transfer strategy by gathering employer perspectives on precarious employment through qualitative interviews, followed by an employer roundtable (Procyk & Maisonneuve, 2017). Using the data gathered from this approach, they were able to gauge awareness, identify knowledge gaps, and confirm interest in the issue. Subsequently, they developed a toolkit for employers in the private sector which included a business case framework, a series of case studies that highlighted employers who were successful in implementing secure employment practices (Procyk & Maisonneuve, 2017). They also created an assessment tool that provided employers with a guide to making incremental changes towards secure employment practices (Procyk & Maisonneuve, 2017). The recommendation for the Peterborough Precarious Employment Research Initiative (PERI) is to follow a similar strategy, but on a local scale. The first step would be to collect specific information about the private-sector business community in Peterborough to determine key

stakeholders. Peterborough PERI can act as a neutral group that can reach out to executives in human resources, operations and finance in various sectors. Reaching out for interviews with key individuals will help determine their awareness level regarding precarious employment, as well as identify organizations that would be willing to champion the issue and share stories of successful business cases of secure employment. Face-to-face interaction has been identified as the most effective method of knowledge translation. (Lavis et al., 2003).

Following this, PERI can establish themselves as a neutral organization that helps employers share and improve workplace practices relating to precarious employment. Taking on this role will likely require additional funding. Publishing online resources on a dedicated website, such as local case studies of successful businesses that provide secure employment, diagnostic tools for employers to assess their existing employment practices, and guides for improvement would be several examples of this dissemination method. Publicizing these resources through continued contact with local business leaders, partnership with the local chamber of commerce, business advisory services and traditional media will be necessary to ensure high utilization. Web analytics can provide information on traffic and popularity to assess the effectiveness of this knowledge translation strategy.

Dissemination by Audience: Local Government

Based on the existing literature, there are several considerations for targeting decision-makers in local government. A Canadian randomized controlled trial of different knowledge translation strategies utilized by health departments found that passively providing access to research evidence was inadequate for generating evidence informed decision making; rather, the evidence needed to be actively delivered to decision makers in tailored form (Dobbins et al., 2009). In a systematic review, it was found that audience-specific messages that were sent to key

individuals, when they were part of an organization that supported evidence use, led to positive results. (Armstrong et al., 2013). In regard to the City of Peterborough municipal government, this will require identifying decision-makers for whom the precarious employment data would be of use, and then actively targeting these key individuals or groups with tailored messages.

Another study found that when targeting policymakers, dissemination strategies that focused on qualitative evidence, such as presenting narratives about the impact of social determinants of health on the lives of individuals, were persuasive in shifting opinions (Bryant, 2002). This approach allows the voice of those affected by the issue to be heard and creates a motivation for political activity from the public as well as policy actions on the part of the government (Raphael, 2008). Based on this evidence, collecting anecdotes on the impact of precarious employment from local residents could be one strategy for influencing policymakers and the general public.

From the perspective of the Peterborough municipal government, precarious employment should be a concern due to the negative economic, social and health effects it poses to the community (Peterborough PERI, 2018). This suggests creating a message that aims to present the issue of precarious employment as a threat to developing a thriving community. A study published by TD bank suggested that the wage insecurity generated by precarious employment results in lowered consumer spending, leading to a decrease in profits and reduced funding by investors (DePratto & Bartlett, 2015). Presenting the PERI research data, alongside supporting evidence that demonstrates the harm caused to the community, will be part of an effective dissemination campaign.

Concern for community well-being can be translated into an actionable message for the local government. One option is the idea that their buying power can be used to promote decent

work practices (City of Toronto, 2017). Prioritizing decent work employers when purchasing goods and services for the city, known as social procurement, is one method of developing a secure workforce for Peterborough. In addition, the city can also act as an example for other workplaces by promoting secure employment practices within its own organization.

Unfortunately, assessment of the extent to which research can shift government policy is limited, due to the fact that many different elements of influence play a role in the end result (Armstrong et al., 2013). There is also evidence to indicate it is difficult to predict the effectiveness of knowledge translation strategies because of the different characteristics of target audiences, knowledge providers, dissemination interventions and organizations in each specific situation (LaRocca, Yost, Dobbins, Ciliska and Butt., 2012). Therefore, providing a concrete, empirically measurable assessment plan for this strategy is not feasible.

Dissemination by Audience: Employees

The other major target audiences for the Peterborough precarious employment research are the employees themselves. Targeting employees means targeting a much larger audience; this requires a dissemination strategy that has increased reach and gives the audience the ability to increase motivation and to use the research evidence to inform action. Awareness of the prevalence of precarious employment, as well as the harms it causes and protective factors that can promote secure employment needs to be raised. This can help employees advocate for their needs to employers and form collectives to fight for decent work practices. Likely, those in precarious employment situations already understand the ways that their situation impacts them personally. For this subgroup, promoting an actionable message is key. However, spreading awareness to those who are securely employed can also serve to increase support for those affected by precarious employment.

In terms of reach, social media is a cost-effective method of dissemination that creates opportunities for audience interaction (Lister et al., 2015). Social media engagement can be measured through analysis of user clicks, shares and “likes”, which allows for measurable assessment of campaign success (Lister et al., 2015). Another benefit is that a social media campaign can be used by PERI to provide a voice to those affected by precarious employment. The use of a narrative form of communication has been shown to support health behavior change by increasing information processing and the persuasiveness of the message (Hinyard & Kreuter, 2007). Therefore, a potential strategy could be based on collecting and sharing the stories of the precariously employed among the Peterborough community, including examples where individuals were able to successfully fight against their precarious work situation. One study found that social media posts containing video content were shared more often, suggesting a higher engagement level (Kite, Foley, Grunseit and Freeman, 2016). Additionally, the same study found that public health messages containing informative messages were shared more often on Facebook than emotional, call-to-action appeals (Kite et al., 2016). The implication may be that combining the statistics from the PERI research with a narrative video approach would result the highest potential for community engagement on social media.

Desired actions include self-organization, such as the example of community unions. Based on the 2016 PERI survey, being part of a union was shown to be a protective factor for job security in Peterborough (Peterborough PERI, 2018). One of the actionable messages for employees can be a call to promote unionization in workplaces. The goal of engaging the community will be to promote awareness and to support movements to organize against precarious employment.

Background Assessment Conclusion

The main consideration for this background assessment has been to determine the most effective knowledge translation strategies for employers, employees and local government, based on existing published evidence. There are overlapping principles that influence each category, as well as special considerations. Of key importance in all of the strategies is identifying the interests of each targeted group and then creating a tailored message that caters to this, alongside an actionable message. This paper has offered suggestions for audience-specific messages that follow this principle, and when possible, methods for assessing the success of the campaign. The engagement strategies have been chosen based on the message, the local context and the nature of each audience. Ideally, this information can be used in Peterborough to effectively disseminate the PERI data in the community.

Knowledge Translation of Precarious Employment Research: Recommendations for Implementation

Employers, Local Government and Employees

The richest source of data on interventions to combat precarious employment in Ontario was found to be the Poverty and Employment Precarity in Southern Ontario (PEPSO) research publications. Their most recent report provides three categories for actions: expanding decent work through employment standards and ladders to opportunity, creating a floor of basic income and social supports for all precarious workers, and ensuring background and circumstances are not a barrier to the labour market (Poverty and Employment Precarity in Southern Ontario [PEPSO], 2018). Based on the 2018 PEPSO publication suggested actions, several target audiences have been identified. This final report divides them into three main categories: employers (Table 1), local government (Table 2), and employees (Table 3). This selection has been made based on the availability of research data for dissemination strategies. Each table will identify local examples of target audiences, as well as key findings from the background assessment and literature review, such as dissemination guidelines, drivers for action, suggested actions, and strategies for PERI.

Table 1: Employers

Target Audience:
Service Industry/Manufacturing, Construction, Trades and Transportation/Knowledge/Creative Sector: <ul style="list-style-type: none"> • 64% of the respondents employed in the service sector were vulnerably or precariously employed (Peterborough PERI, 2018). • 65% of respondents working in the manufacturing, construction, trades, and transportation sector were vulnerably or precariously employed (Peterborough PERI, 2018). • 55% of respondents working in the knowledge and creative sector were vulnerably or precariously employed (Peterborough PERI, 2018).
Local Resources:
Local Chambers of Commerce: <ul style="list-style-type: none"> • <u>Peterborough Chamber of Commerce</u> <ul style="list-style-type: none"> ▪ <u>Peterborough Business Directory</u> • <u>Kawartha Chamber of Commerce</u> <ul style="list-style-type: none"> ▪ <u>Kawartha Lakes Business Directory</u> Regional Economic Development Agencies: <ul style="list-style-type: none"> • <u>Peterborough & the Kawarthas Economic Development</u> <ul style="list-style-type: none"> ▪ <u>Business Count Survey (upcoming)</u> ▪ <u>Peterborough & the Kawarthas Business Advisory Centre (BAC)</u> • <u>Workforce Development Board</u>
Dissemination Guidelines:
<ul style="list-style-type: none"> • Avoid disparaging businesses for being profit-focused (Institute of Medicine, 2015). • Understand that some employers may not be altruistically motivated; link community/workforce health to profits and costs (Institute of Medicine, 2015). • Translate academic data into messages that are actionable. What can be done, and what is the business benefit (Institute of Medicine, 2015)?
Drivers for Action:
<ul style="list-style-type: none"> • Precarious employment has negative business outcomes: decreased operating income, high turnover and absenteeism, and higher direct costs for precarious workers (United Way Toronto & York Region and KPMG, 2017). • Businesses with more engaged and satisfied employees tend to have higher operating income and growth in earnings (United Way Toronto & York Region and KPMG, 2017).
Suggested Actions:
<ul style="list-style-type: none"> • Assess the extent of precarious employment in their workforce, including the roles that precarious employees are most likely to hold and the driving reason behind the need for insecure workers (United Way Toronto & York Region and KPMG, 2017).

<ul style="list-style-type: none"> • Explore strategies for reducing the number of insecure, non-standard employment roles in ways that support both the workers and the business (United Way Toronto & York Region and KPMG, 2017).
<p>Strategies for PERI:</p> <ul style="list-style-type: none"> • Interview local business leaders to determine levels of awareness, knowledge gaps, and interest levels on employment precarity. • Identify local employers that are demonstrating secure employment strategies and showcase their results as a positive example for other employers. • Provide an online precarity assessment tool that allows employers to self-evaluate their existing practices. • Provide evidence that proves the business effectiveness of secure employment. • Provide access to resources that explain how to reduce precarious/vulnerable employment roles while promoting business success. • Partner with local chambers of commerce and business advisory services to promote use of these resources.

Table 2: Local Government

<p>Target Audience:</p> <p>Upper and Lower-tier Municipal Government:</p> <ul style="list-style-type: none"> • The scope of influence attainable by a local working group suggests that targeting the Peterborough region is the most feasible strategy.
<p>Local Resources:</p> <ul style="list-style-type: none"> • <u>Peterborough County Council members</u> • <u>Peterborough City Council members</u> • <u>2022 Municipal election candidates</u>
<p>Dissemination Guidelines:</p> <ul style="list-style-type: none"> • Presenting qualitative narratives about the effect of precarious employment on the lives of individuals creates motivation for policy change (Bryant, 2002; Raphael, 2008). • Active delivery of tailored messaging to key decision-makers is more effective than passive access to data (Dobbins et al., 2009). • Knowledge that supports the political ideology of the government constituents is more likely to be well received (Bryant, 2002). • Decision-makers cite in-person contact as the most influential factor towards using research evidence (Gagliardi, Berta, Kothari, Boyko and Urquhart, 2016).
<p>Drivers for Action:</p> <ul style="list-style-type: none"> • Precarious employment poses a threat to community well-being due to negative economic, social, and health effects (Peterborough PERI, 2018). • The income insecurity caused by precarious employment results in lowered consumer spending, leading to reduced tax revenues and higher government expenditures to provide social support for these individuals. (DePratto & Bartlett, 2015).

<ul style="list-style-type: none"> Lowered consumer spending also affects overall profits, reduces funding by investors, and hinders community growth (DePratto & Bartlett, 2015).
<p>Suggested Actions:</p> <ul style="list-style-type: none"> Utilize social procurement, where buying power is leveraged to promote secure employment (City of Toronto, 2017). Provide grants and incentives that encourage secure employment practices, including recognition and celebration of quality local employers that provide secure work (City of Toronto, 2017). Undertake a leadership role by demonstrating secure employment practices internally (City of Toronto, 2017). Expand access to childcare, and provide supplemental health benefits and access to affordable housing (PEPSO, 2018).
<p>Strategies for PERI:</p> <ul style="list-style-type: none"> Identify key decision-makers for whom precarious employment may be an issue of interest. Develop a relationship of knowledge exchange with members of upper- and lower-tier municipal government. Deliver communication in person when possible, and tailor the message to align with the political goals of the decision-maker. Collect and present stories from individuals in Peterborough who have been affected by precarious employment.

Table 3: Employees

<p>Target Audience:</p> <p>Younger Workers and Individuals with Low Income Levels:</p> <ul style="list-style-type: none"> 64% of respondents were under 34 years old and identified as being in precarious or vulnerable employment roles (Peterborough PERI, 2018). Precarious employment has a prevalence of 90% in respondents with income under \$30,000 per year (Peterborough PERI, 2018).
<p>Local Resources:</p> <p>Training and Development:</p> <ul style="list-style-type: none"> <u>Community Training and Development Centre Peterborough</u> <u>New Canadians Centre Peterborough</u> <u>Literacy Ontario Central South (LOCS)</u> <u>United Way Peterborough</u> <p>Employment and Job Search Services:</p> <ul style="list-style-type: none"> <u>Employment Planning & Counselling (EPC) Peterborough</u> <u>Agilec Peterborough</u> <u>Peterborough Employment Resource Centre</u> <u>Fleming CREW Employment Services</u>

<p>Unions:</p> <ul style="list-style-type: none"> • <u>Peterborough District Labour Council (PDLC)</u> <ul style="list-style-type: none"> ▪ <u>PDLC Affiliated Unions</u> • <u>Peterborough Workers Action Centre</u>
<p>Dissemination Guidelines:</p> <ul style="list-style-type: none"> • Social media can be a cost-effective, measurable dissemination method that allows for audience interaction and is preferable to mass media (Lister et al., 2015). • Social media posts containing video content have higher rates of sharing and engagement (Kite, Foley, Grunseit and Freeman, 2016). • Using a narrative form of dissemination increases information processing and message persuasiveness (Hinyard & Kreuter, 2007). • Social media messages about public health were shared more often when they contained informative messages (Kite, Foley, Grunseit and Freeman, 2016).
<p>Drivers for Action:</p> <ul style="list-style-type: none"> • Precarious employment increases risk of injury and illness (Benavides et al., 2006; Howard, 2017). • Precarious employment is linked to negative mental health effects (Peterborough PERI, 2018). • Vulnerable and precarious employment reduces financial security and leads to higher likelihood of experiencing financial difficulty (Peterborough PERI, 2018). • Low income combined with precarious employment affects ability to participate in family activities and, for some, leads to delaying starting a family (PEPSO, 2018; Peterborough PERI, 2018).
<p>Suggested Actions:</p> <ul style="list-style-type: none"> • Self-organization and unionization are recommended; being part of a union is a protective factor against precarious employment (Peterborough PERI, 2018). • Advocate for change in their workplaces and motivate employers to support their workplaces (Institute of Medicine, 2015). • Seek further education and training; educational attainment is another protective factor for increased secure employment (Peterborough PERI, 2018).
<p>Strategies for PERI:</p> <ul style="list-style-type: none"> • Create a social media campaign to disseminate PERI research to employees. • Promote and share individual stories about the effect of secure and insecure work on their lives. • Raise awareness of local community resources that can assist individuals in precarious employment roles. • Promote unionization in workplaces and support self-organization for those who are not in a position to be represented by traditional unions.

Future Planning

PERI's interest is in combatting precarious employment on a local level; therefore, targeting Peterborough-specific audiences is critical. The information above attempts to compile local examples of targets for dissemination of the PERI data and is not exhaustive. Further research and collaboration with academic institutions, such as the Trent Community Research Centre, is advised. The next steps for furthering this work involve identifying the key decision-makers and business leaders who would be receptive to using the PERI research data to influence change in their organizations. This would likely involve surveying or interviewing members of this group, which may be an opportunity for student researchers.

Another avenue that requires further work will be identifying local businesses that are positive role models for secure employment. Positive business role models can be used as case studies, which can be disseminated through media for the purpose of inspiring organizational change. Part of successful dissemination will also involve partnership with organizations that assist with business development, such as the local Chambers of Commerce and the Business Advisory Centre, as they have access to audiences that are seeking to start a new business or improve existing business practices. It is advisable to create and maintain a website that hosts a collection of evidence highlighting the business benefits of secure employment.

Lastly, qualitative data is needed to help create an influential campaign. An interview campaign is suggested for the purpose of collecting the stories of individual employees who have been affected by precarious and vulnerable work. Additionally, gathering anecdotes from individuals who feel that their employer demonstrates secure employment practices could be used as a positive example for change. Combining qualitative data with the existing quantitative

data will help create a persuasive message. This will also create content for a social media campaign that can be used to reach members of the employee audience.

Conclusion

The literature review and background assessment have resulted in the identification of specific strategies for the employer, employee, and local government audiences. Based on the research, each audience has unique characteristics that need to guide the design of the message being disseminated. This final report has attempted to consolidate this data into an accessible format that could serve as a reference in planning and executing a knowledge-translation campaign.

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