



**Jobs
Queensland**
Future **skills**. Future **work**. Future **Queensland**.

Supporting individuals in the transition to future work framework

December 2023

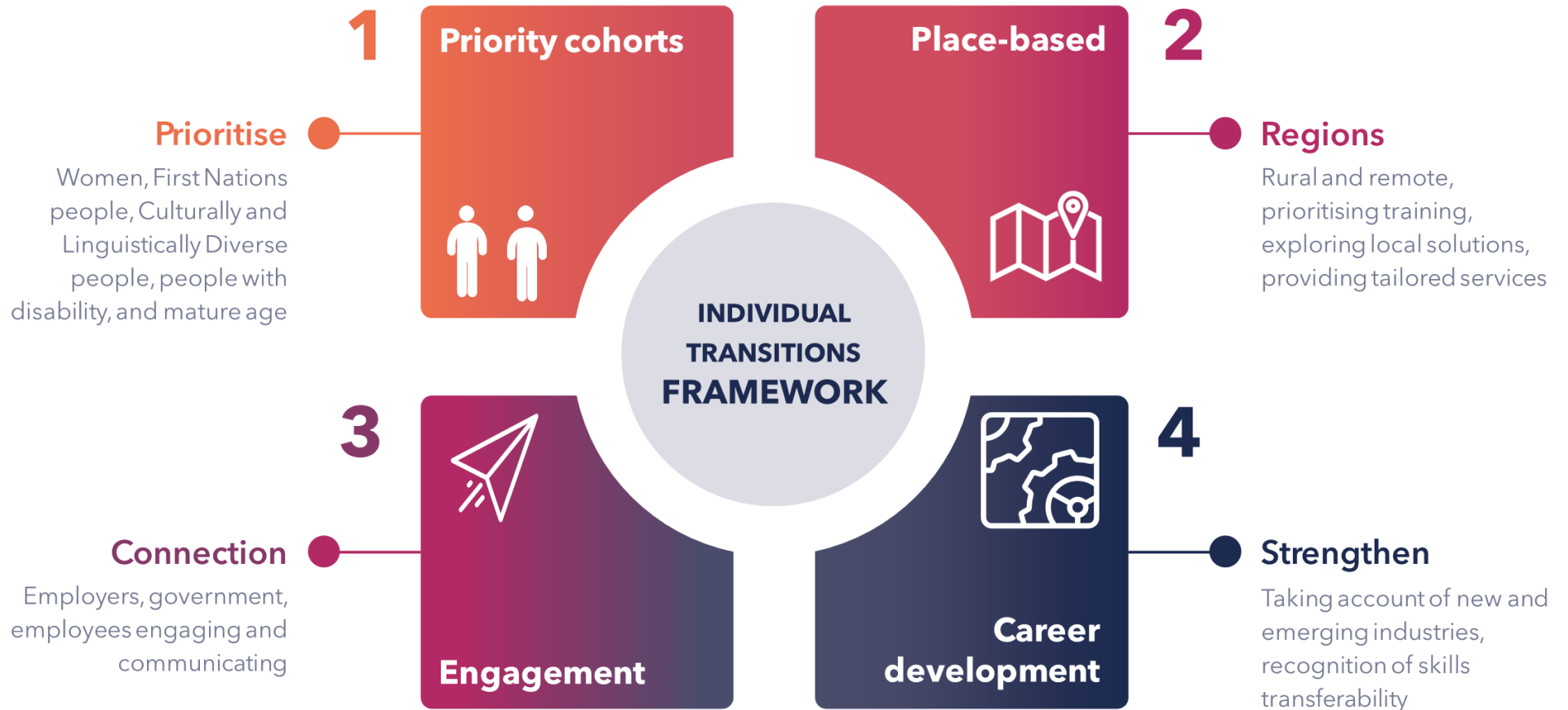


Contents

The framework.....	2
Executive summary	3
Methodology	6
Queensland context / industry consultation	7
Findings.....	9
Career transitions	9
Types of career transitions.....	9
Education to work.....	9
Voluntary transitions.....	9
Involuntary transitions.....	10
Impacts of transitions and success	10
Workers want agency over their transitions.....	10
Decision making and career transition	12
Financial	12
Stage of life	12
Labour market knowledge	12
Career advice and guidance	12
Connection to community and family is important for Queensland workers	14
Workers are reluctant to engage too early in planning for industry restructuring	14
Access to training is a barrier for people in regional areas	15
Self-employment is becoming more frequent	15
Justice system interactions and impacts.....	16
Unique needs of priority groups	16
Mature-age workers	16
Women	18
First Nations People	19
People from CALD backgrounds.....	21
People living with disability	22
Conclusion	24
Appendix 1: Consultation list.....	25
Appendix 2: Current resources and supports	26
References.....	33

The framework

Strategies and interventions to assist priority cohorts to successfully transition to future work.



The framework

Strategies and interventions to assist priority cohorts to successfully transition to future work.

1. Work transitions for priority cohorts: women, First Nations people, Culturally and Linguistically Diverse (CALD) people, people with disability and mature-age workers could be enhanced through greater consideration of diversity and inclusion, including:
 - a. prioritising cultural safety for all employers, including building partnerships with communities and supporting First Nations intergenerational relationships and cultural identity
 - b. consideration of place-based circumstances
 - c. culturally appropriate strategies and processes
 - d. valuing the diversity that culturally and linguistically diverse populations, including migrants and refugees, bring to workplaces and communities
 - e. promoting Queensland-specific supports that are available or could be provided to enable people living with disability to access meaningful work.
2. Place-based support for people and regions/communities in areas facing industry adjustment and underpinned by local economic and business opportunity analysis. These supports could include:
 - a. prioritising training that is affordable, accessible, and targeted for people in regional areas where industry adjustment is likely
 - b. exploring the wider use of one-stop shopfront services in regional areas that are accessible and can provide comprehensive information and assistance, including referral to case management or career guidance
 - c. exploring opportunities to enable workers and their families to remain in their communities through:
 - i. the establishment of local, tailored government services to respond to regional or industry-specific needs
 - ii. developing incentives for workers to retrain
 - iii. attracting new businesses
 - iv. encouraging and validating a range of possible employment responses, such as self-employment and staged retirement.
3. Employers and government should continue to engage early and communicate regularly with workers facing transitions:
 - a. All levels of government should further promote access to financial education and planning services for all communities facing disruption to labour markets.
4. Strengthening career development to:
 - a. take account of new and emerging industries
 - b. recognise skills transferability as an integral part of the transition of workers to engage with diversity through integrating holistic and multidisciplinary perspectives for accessible services.

Executive summary

The 2022 [Queensland Workforce Summit](#) highlighted the need to explore the skills and capabilities that individuals require to adapt to and navigate future opportunities emerging alongside rapid changes in the Queensland economy. The Queensland Government wants to ensure Queenslanders are equipped to capitalise on the opportunities presented by the ever-changing environment and minimise disadvantage. Jobs Queensland's *Supporting individuals in the transition to future work framework* does this by identifying decision points individuals make when undertaking work transitions and any barriers experienced.

This paper incorporates and references the principles of the *Good people. Good jobs: Queensland Workforce Strategy 2022-2032*. It aligns with the three pillars that the strategy is built on to **connect**, **educate** and **attract** the state's workforce to ensure the continued success of our economy, while enhancing Queensland's reputation as the best place to live, work and play.

Jobs Queensland reviewed the literature to develop a discussion paper as the basis for wider consultation with industry (see Appendix 1). The themes of these consultations are addressed against each of the sections arising from the literature review.

The discussion paper provides an overview of the types of transitions experienced by individuals. This includes from education to work, as well as a range of determining factors characterising voluntary and involuntary transitions.

The paper then examines the range of factors impacting the decisions individuals make in career transitions. These include a range of circumstances (for example, financial) and characteristics (for example, education level and age) that individuals take into consideration when choosing career transitions when faced with career disruption, or when considering the transition to (or staged steps towards) retirement.

As part of the project's focus on addressing the issues impacting transitions, the paper then addresses some of the key factors that influence an individual's success of re-employment after a transition. This analysis is accompanied by a collation of (known) existing state and federal government supports available to individuals and priority cohorts undergoing career transitions (see Appendix 2).

The paper pays particular attention to factors that specific priority cohorts may consider, and findings from a desktop review of national and international literature to guide assistance given to these groups overcoming barriers they might face, including mature-age workers, women, First Nations people, people of culturally and linguistically diverse (CALD) backgrounds and people with disability.

The findings from the literature provide valuable insights into the decisions facing individuals when faced with a career transition. The findings also serve to identify that people from target cohorts may face additional barriers or factors that may need to be considered.

The Australian Government and Queensland Government provide a range of supports and resources to assist people through transitions. However, there is no guarantee that these are sufficient for or accessible to all individuals who may need them.

Consultations with a range of Queensland-based industries conducted as part of this project inform advice about the:

- decisions facing individuals experiencing career transitions
- types of supports they require
- gaps in currently available resources.

The shared personal responsibility of each individual to the success of the transition process underpins this research. This is in alignment with the shared responsibility of the Queensland Workforce Strategy.

Methodology

Research for this report comprised a review of national and international literature about the factors that influence the decision-making of individuals from the priority groups during voluntary and involuntary work or career transitions, including a transition to staged retirement. The literature review also examined the barriers to, and strategies for, successful transitions. The supports that are currently available and funded by state and federal governments were mapped and potential gaps were identified.

Stakeholder consultation through one-on-one interviews and focus groups provided a deeper understanding of the Queensland context and further explored the gaps in support. Key questions included:

- What factors influence the choices of individuals deciding to voluntarily change careers or facing an involuntary career transition?
- Are there additional factors that impact women, First Nations people, those from CALD backgrounds, people living with disability and mature-age workers when faced with a career transition?
- What supports or strategies are necessary to successfully enable individuals, including priority cohorts, to transition to new work opportunities?
- Are there any gaps in the support available from government, employers or other organisations?

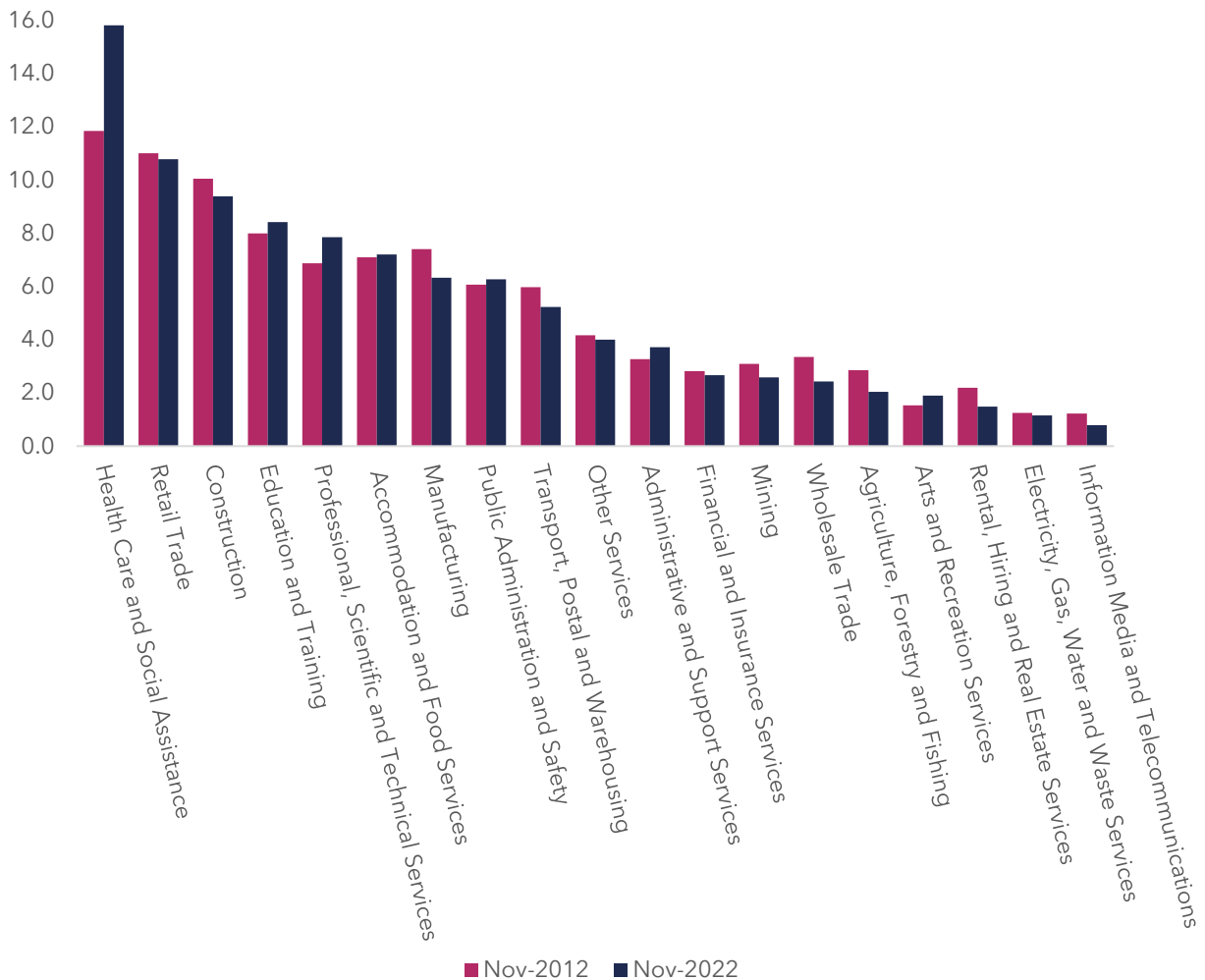
Stakeholders who participated in the consultation comprised representation of the priority groups, unions, employers and peak bodies. They are listed in Appendix 1.

This report synthesises the findings from the literature and stakeholder consultation and presents recommendations about the implications for workers, employers and government.

Queensland context / industry consultation

Like the rest of the nation, the Queensland economy and labour market have been changing. Over the past 10 years, jobs in health care and social assistance and many service industries have grown while jobs in traditional industries such as construction and manufacturing have declined, as shown in Figure 1.

Figure 1: Proportion (%) of total employment by industry, Queensland, November 2012 and November 2022.



Source: Australia Bureau of Statistics (Dec 2022).

While change is nothing new, events such as more frequent natural disasters, a global pandemic and growing international instability have seen economic changes escalate since 2019.

The seven megatrends, identified by CSIRO in 2022¹ have the potential to substantially disrupt the future and accordingly, where and how we work.

¹ CSIRO, 2022. CSIRO. Melbourne: Seven Megatrends That Will Shape the Next 20 Years. <https://www.csiro.au/en/news/all/news/2022/july/seven-megatrends-that-will-shape-the-next-20-years>

These megatrends are:

- 1) adapting to climate change
- 2) geopolitical shifts
- 3) leaner, cleaner and greener
- 4) increasingly autonomous
- 5) unlocking the human dimension
- 6) the escalating health imperative
- 7) diving into digital.

Businesses, governments and Queensland communities have already started to respond to the effects of these megatrends on work. For example, the commitment by the Queensland Government to 70% renewable energy by 2032² involves investment in extensive energy infrastructure across the state and the transformation of publicly owned coal-fired power stations to clean energy hubs.

This change has obvious implications for the regions in which these power stations are located. In recognition, the Queensland Government has implemented a Job Security Guarantee³ to support existing workers in adapting to this change.

Similarly, but at a local level, the Gladstone Regional Council recently released an economic transition roadmap⁴ to both mitigate the challenges faced as the region moves away from fossil fuel production and capitalise on opportunities such as hydrogen production and 'green' manufacturing.

The online boom in digitisation and the associated rise in online services and remote work during the pandemic saw an increase in the workforces of technology companies across the globe, including Australia. According to McKinsey, e-commerce grew between 2 to 5 times faster than before the pandemic in every country globally by 2021.⁵

New technologies are playing a part in the restructuring of the Queensland economy and are helping industries in various ways. While technological change may create some disruption, it also brings opportunities.

For regional centres, becoming a technology hub brings increased business opportunities and new industries (such as renewable energy), driving increased employment and the demand for highly skilled workers. Access to supporting infrastructure, such as reliable internet, will be key to enabling regional and remote areas to take advantage of these opportunities.

The workforce of the future will require higher levels of skills and different skill sets.⁶ Work undertaken by Jobs Queensland with the manufacturing industry identified that this industry is already transitioning to a more highly skilled and knowledge-based workforce.

² Queensland Government, Department of Energy and Public Works, DEPW, 2009-2023. Brisbane: Queensland Energy and Jobs Plan. <https://www.epw.qld.gov.au/energyandjobsplan>

³ Department of Energy and Public Works, 2022. Queensland Energy and Jobs Plan, Queensland Energy Workers' Charter. Brisbane: DEPW. [queensland-energy-plan-workers-charter.pdf \(epw.qld.gov.au\)](https://www.epw.qld.gov.au/queensland-energy-plan-workers-charter.pdf)

⁴ Gladstone Regional Council, 2023. Gladstone: Gladstone Regional Council, Economic Development. <https://www.gladstone.qld.gov.au/economic-information>

⁵ McKinsey, 2021. 'The future of work after COVID-19', [www.mckinsey.com/ featured-insights/future-of-work/the-future-of-work-after-covid-19](https://www.mckinsey.com/featured-insights/future-of-work/the-future-of-work-after-covid-19) in: [Business Chamber Queensland Future of Work Report.pdf \(businesschamberqld.com.au\)](https://www.businesschamberqld.com.au/businesschamberqld.com.au)

⁶ Jobs Queensland, 2019. Ipswich: The Future of Work - Literature Review. <https://jobsqueensland.qld.gov.au/resources/reports-and-plans/>

Findings

Career transitions

In this paper, career transition refers to a 'period during which an individual adjusts to a different setting and/or work role'.⁷ In their life, most people go through several career transitions – initially when they move from education to work and then through career progression and/or career interruptions up until they leave the workforce. Career transitions are complex processes that can occur due to life changes, loss of job, change of interests, health and family-related issues, or through the acquisition of new skills.

Transitions to self-employment are becoming more frequent, driven by technology, lifestyle and demand. For example, the introduction of the National Disability Insurance Scheme (NDIS) has seen an increase in the number of self-employed individual carers and support workers. Older workers may choose to transition to retirement, working fewer weekly hours as they move toward exiting the workforce, or changing jobs to improve work-life balance.

Types of career transitions

Education to work

Work is an expected outcome of education and training for most people. This may involve young people entering the workforce directly from school, or after completing further education at a university or via vocational education and training (VET).

There is a large body of research around education-to-work transitions as well as a broad range of supports and resources within the education and training systems. For this reason, this paper does not focus on this type of transition.

Voluntary transitions

Driven by individual choice, voluntary transitions can occur at multiple points throughout a person's working life and can cross occupations, industries, organisations and even countries as global mobility increases. Voluntary transitions include people moving between occupations, industries and regions, people who exit and re-enter the workforce for caring purposes, people moving to a staged retirement, and those moving to self-employment.

Voluntary transitions are self-led, and may be motivated by:

- lifestyle choices, such as taking time out to study, work-life balance or retirement
- seeking a job more aligned with personal values, purpose and aspirations
- inadequate wages and conditions
- job insecurity driven by the mode of employment and conditions, or impending organisational or industry disruption.

Technology has often had a significant impact on driving transition. In the past, automation and technological change tended to impact blue-collar jobs. However, the encroachment of technologies like Artificial Intelligence is beginning to transform the jobs of many white-collar workers. While these impacts are more likely to change the way jobs are performed, in some cases occupations may be at risk, meaning job insecurity is increasingly a motivator for career transitions for all workers.⁸

Consultations found that for white-collar workers:

- employers are accepting that people are staying for shorter periods
- employees are more open to having conversations about career transitions
- employees are more willing to take on new roles.

⁷ Louis (1982) in Greer and Kirk, 2022. Overcoming Barriers to Women's Career transitions: A Systematic review of Social Support Types and Providers. *Front. Psychol.* 13:777110

⁸ Sullivan, S. and Al Ariss, A., 2021. Making sense of different perspectives on career transitions: A review and agenda for future research. *Human resource management review* 31, 100727.

Involuntary transitions

Involuntary career transitions may occur for reasons such as:

- incidents of illness or injury
- individual retrenchment or redeployment
- redundancy resulting from organisational changes or broader workforce impacts of industry restructuring.

While voluntary transitions are often perceived as a linear progression upwards in pursuit of improvements in wages, conditions or prestige, involuntary transactions may result in workers experiencing lateral or downward transitions and moving into insecure or less-well-remunerated work.

Impacts of transitions and success

There are a variety of impacts that may be experienced by an individual undergoing career transition. These can include psychological stress, loss of identity, significant physical adjustments, shifts in direction and a major investment of time and money. Many of the workers experiencing involuntary career transitions will move into other employment. However, some workers may exit the labour market, or be forced into early retirement, unemployment or onto a pension.

Whether voluntary or involuntary, career transitions require people to have the skills, knowledge, and psychological attributes to manage them effectively. Career adaptability, self-efficacy, resilience and an understanding of their value to an employer enhance an individual's employability.⁹ These sorts of psychological attributes are especially important to those experiencing involuntary transitions, as these are often unexpected, meaning the individual has less time and space to seek out supports and prepare for the change.¹⁰

Workers want agency over their transitions

For many people, work provides identity and purpose. The literature and consultation both highlighted that the extent people can exercise control over a change in jobs is important in ensuring satisfaction and the likelihood of remaining in work.

Studies show that it is mainly those better qualified in professional and managerial occupations who exercise most choice, in contrast to those who are less qualified or unqualified, in routine or semi-routine occupations and/or whose changes are due to factors out of their control, such as illness or retrenchment.¹¹

During the consultation, one stakeholder commented:

Workers want to know they can provide for themselves and provide for their families. They need to be able to put their head over the back fence and see and touch where they can go for themselves and their family. They want to know where they are heading. No one wants to go backwards in lifestyle. People would like to see comparable wages, conditions and lifestyles. People live to work, not work to live.

Another stakeholder commented:

People associate themselves with what they do for a living and their status in the community, and when leaving a job is not your choice, you can be left foundering.

⁹ Luke, J., and Neault, R, 2020. Advancing Older Workers: Motivations, Adaptabilities, and Ongoing Career Engagement. *Candain Journal of Career development*. Vol 19 (Issue 1).

¹⁰ Masdonati, J., Frésard, C.É., and Parmentier, M., 2022. Involuntary Career Changes: A Lonesome Social Experience. *Front. Psychol.* 13:899051. doi: 10.3389/fpsyg.2022.899051.

¹¹ McNair, S., Flynn, M., Owen, L., Humphreys, C., and Woodfield, S., 2004. *Changing work in later life: A study of Job Transitions*. University of Surrey Centre for research into the Older Workforce.

A shortage of housing is also influencing the work choices of individuals. Many people are reluctant to give up a rental property when it is not certain they will get another.

Lack of transport to work sites was also identified as a major barrier for First Nations people, single women and those in one-car families in regional and remote Queensland.

The consultation revealed that individuals' thinking has changed since COVID-19, especially since people are less inclined to want to travel or commute far to work and that fly-in fly-out work is now less attractive.

One stakeholder group observed that workers in their sector were unlikely to take on roles they were offered that were 2 hours away from their home.

Research suggests that the success of re-employment after a person leaves a job should be measured across four dimensions:

1. Re-employment status and speed - how quickly a new job is gained.
2. Re-employment basis - mode of employment (for example, full-time, casual, temporary).
3. Extrinsic rewards - location, wages and conditions, schedule.
4. Intrinsic rewards - satisfaction of an individual's psychological needs (for example, need for accomplishment) and person-job fit (match between person's skills and abilities with job demands).¹²

For individuals to achieve success in transitions, to be aware of their responsibility in the process and to feel both capable and empowered to transition, a variety of supports are required.

Researchers have identified 4 types of necessary support for individuals coping with career transitions:

- Emotional support - involves empathy, caring, love, and trust and includes building workplace relationships and support from personal networks.
- Instrumental support - involves providing someone with resources or materials, such as money or time.
- Informational support - involves the provision of suggestions, advice, directives, information and guidance, from the support provider to the recipient.
- Appraisal support - involves evaluative feedback for the recipient and includes explicit praise or refraining from criticism or negative feedback.¹³

State and federal government supports to assist priority groups transitioning to work in Australia are targeted at assisting workers in meeting industry skills needs and providing funds for employers and employees (including long-term unemployed and those made redundant). In some cases, supports are targeted to communities as well as individuals. For instance, the Queensland Government's Regional Economic Futures Fund is investing \$200 million to support communities affected by the Queensland Energy and Jobs Plan, with economic and community development initiatives such as locally-led planning.

Additionally, consultations on the data gathered have highlighted the need to consider overall cultural safety, including the need for cultural safety training and knowledge sharing.

Cultural safety should be considered not only in the position an individual is transitioning to but also in ensuring that the human capital supports and the physical resources (collateral) at the origin of the transition and the destination are suitably prepared.

¹² Wanberg, C.R., Hamann, D.J., Kanfer, R., and Zhang, Z., 2015. Age and Reemployment Success After Job Loss: An Integrative Model and Meta-Analysis. *Psychological Bulletin* May 2015.

¹³ TW and Kirk, A.F., 2022. Overcoming Barriers to Women's Career Transitions: A Systematic Review of Social Support Types and Providers. *Front. Psychol.* 13:777110.

Consultations highlight that for enhanced success rates, we cannot and should not assume current skill sets. Just because a person is working does not mean they do not have a skills deficit to contend with.

An example of this would be Language, Literacy and Numeracy (LLN). A worker may be excellent at their job. However, they may still need further assistance with LLN to transition successfully and having these supports in place is critical to success.

Current individual resources and support are listed in Appendix 2.

Decision making and career transition

The decisions made by those undergoing career transitions, whether voluntary or involuntary, depend on each person's circumstance and experience, the industry in which they are working, their geographical location and the supports available to them. There is a generic set of decisions that all people will need to make after a career transition begun.

The generic factors that individuals will consider when deciding on their next course of action include:

Financial

An individual's finances may motivate a career change or affect whether that person can afford to change. They will affect how changes are staged – is seeking employment prioritised over retraining or upskilling? Those involuntarily transitioning will need to consider the best use of any redundancy payment. Individuals may also consider the rules and restrictions around receiving government support before making future decisions.

Stage of life

People will make decisions according to their stage of life. It may be easier for a single person to move for work than someone with children, a working partner or caring responsibilities. Generally, mid-career adults undertake less training than younger adults. Reasons found for this include increased family responsibilities impacting available time, and less awareness of training available due to the time elapsed since formal education. Older workers with higher qualifications and incomes are more likely to retire by choice compared with others, but conversely are also more likely to remain working if their work is attractive.¹⁴

Labour market knowledge

To make the most informed decision possible, those facing career transition must understand their local labour market. An understanding of unemployment rates, industry composition and employment growth in their local area will help individuals make decisions about the potential for a successful career transition in their region.

Career advice and guidance

According to the Organisation for Economic Co-operation and Development (OECD), 51% of Australian adults have spoken to a career guidance adviser compared with 40% of adults in other OECD countries. However, a large part of these services focused on job matching rather than career guidance. Mid-career adults experiencing career transitions can benefit from skills assessment, identification of their transferable skills and formal recognition through recognition of prior learning.

Access to career guidance is vital for those workers whose jobs are at risk as the demand for skills changes in Australia, due to increased automation and a move toward a green economy. For those more likely to change jobs than exit the workforce, career guidance can link these individuals to training opportunities, guide them through a changing labour market and find employment in less at-risk occupations.

¹⁴ McNair, S., Flynn, M., Owen, L., Humphreys, C., and Woodfield. S., 2004. Changing work in later life: A study of Job Transitions. University of Surrey.

The OECD and other researchers also noted the importance of informal career development activities to assist individuals to better understand 'employment and training opportunities available to them, allowing them to think more concretely about their skills, ambitions, and career preferences'.¹⁵ The more diverse an individual's network of advisers, the more exposure an individual has to new career choices, networking opportunities and coaching and mentoring for job change.¹⁶

While decisions around career transition are presumed to evolve around a rational decision-making process, some researchers note that it is important not to discount the role that positive emotions play in career decision-making, which has implications for career advisers and policymakers.¹⁷

The consultation overwhelmingly found that it is difficult to map and keep up to date with supports, services and changing programs - even for people who are familiar with government systems and processes:

The general public sees government as one, but information is given by department - it's not connected (...).

The process of making applications can be overwhelming for people especially those with literacy barriers or mental health.

There is a lot of support available but it's hard to navigate what's best for each person.

Small businesses in regional areas are not aware of opportunities. They need to know where to access information, and they need help navigating what's relevant to them.

Stakeholders expressed overwhelming support for a physical presence in regional areas:

There needs to be broader community support, such as a shopfront in local communities that connects people with the range of support available, for example, small business loans:

- *a connection point where someone can facilitate all options available from government and other providers*
- *a connector needs to be face-to-face, not a portal.*

Our people look to us to provide support. It's hard for people to get access to employee assistance programs so we have engaged a local counselling service that visits on-site and is embedded in our business.

¹⁵ OECD, 2022. Strengthening Career Guidance for Mid-Career Adults in Australia, Getting Skills Right, OECD Publishing, Paris. <https://doi.org/10.1787/e08803ce-en>

¹⁶ Higgins, M.C., 2001. Changing Careers: The Effects of Social Context. *Journal of Organizational Behavior*, September 2001. Vol 22 (No. 6), page 595-618.

¹⁷ Murtagh, N., Lopes, N., and Lyons, E., 2011. Decision Making in Voluntary Career Change: An Other-Than-Rational Perspective. *The Career Development Quarterly*; March 2011. Vol 59, (No. 3); ProQuest Central, page 260.

Connection to community and family is important for Queensland workers

The literature found that the most common factors considered by individuals when deciding their next course of action included finance, stage of life, labour market knowledge and the availability of career advice and guidance.

The consultation revealed that in addition to these, connection to a community or region was a strong motivator to remain locally. When people, particularly families, were settled with access to local services, partners had local jobs and children were in local schools, they were reluctant to move to a new region.

One stakeholder commented:

If people know they can finish work - whether voluntary or involuntary - and they know there is an opportunity locally, that's going to be a big influence on their thought process. If they can see a job down the road, they are more likely to put their hand up for voluntary redundancy and less likely to end up in a forced redundancy.

Community connection is especially relevant in the context of structural adjustment in the energy sector and cultural considerations for First Nations people.

Another example of competing motivations for staying local includes workers having local businesses that connect them to the community, such as hobby farms.

Workers are reluctant to engage too early in planning for industry restructuring

The literature reinforced the importance of planning and preparing individuals for involuntary career change, especially when a major closure or downsizing creates an impact that cannot be easily absorbed by the economy or the community. For example, the transition to renewable energy sources will require fewer people to operate and some people will need to develop and practice new skills.

Despite this, one Queensland employer facing structural change in the energy sector observed that the appetite of workers to move early is not as high as was thought, which has slowed down individual transition planning:

We created development pathways, such as how to work on a wind turbine and renewable-specific roles, and when we called for expressions of interest we didn't have as many people as we expected.

This is mostly influenced by a need to keep the current power station operating at full capacity for 7 to 10 years. In this scenario, the employer is encouraging mature-age workers to stay in the workforce longer than usual:

It's not just how to keep them, it's how to keep them longer.

For another employer in the energy sector, most of their workers are men aged over 55 who will be looking for redundancy when the power station closes. Others, such as power station engineers, may be able to move to jobs in the main roads department and technical controller jobs could extend to other government agencies.

For that employer, a minimum of 5 years is considered the pathway to create a smooth transition.

Early involvement of workers in planning transitions is important. They need to have a seat at the table. The more participation, the better. Mistakes can be made due to a lack of engagement or if consultation is not thorough.

The employer is currently mapping its workforce to identify the existing skills, each person's appetite to transition, and what is required to enable those who want to transition to do so successfully:

We are filling in the unknown with as much certainty as we can give.

Many current workers have the qualifications required to transition to new roles, yet they are fearful about the unknown and daunted by the prospect of upskilling or cross-skilling.

We need to let them know it's easier than they think.

Access to training is a barrier for people in regional areas

Whether voluntary or involuntary, work transitions require people to have the skills, knowledge, and psychological attributes to manage them effectively.¹⁸

During the consultation, stakeholders highlighted a need to improve access to training for people living in regional Queensland.

Some stakeholders acknowledged that regional university services are starting to help bridge gaps in some areas and no-cost TAFE was producing tangible results. However, options remain limited for people who live outside South East Queensland.

Trainers are hard to get in regional areas, especially with current workforce shortages and often there's a big salary drop from industry work to training roles.

A further consideration is the impact of the cost of living, meaning that workers may not be prepared to pay for upskilling/reskilling training opportunities.

Self-employment is becoming more frequent

The literature found that transitions to self-employment are becoming more frequent, driven by technology, lifestyle and demand.

For example, the introduction of the NDIS has seen an increase in the number of self-employed individual carers and support workers.

The consultation confirmed NDIS and aged care reforms are affecting organisational design and workforce engagement, that a focus on the gig economy is forcing organisations to change and the number of people registering for Australian Business Numbers (ABNs) has grown since COVID-19.

People from CALD backgrounds are interested in self-employment in individual care and support roles, although they may experience barriers such as access to transport.

The consultation also revealed that the number of Indigenous businesses in Queensland continues to grow, with 3,500 currently. Several First Nations people are becoming sole traders, driven by a need to be in a culturally safe work environment and a desire to transition out of lower-paid jobs where wages are typically 17% less than non-Indigenous.¹⁹

¹⁸ Luke, J., and Neault, R., 2020. Advancing Older Workers: Motivations, Adaptabilities, and Ongoing Career Engagement. Canadian Journal of Career development. Vol 19(Issue 1).

¹⁹ Perscom: DSDSATSIP (August 2023).

Justice system interactions and impacts

Research revealed that First Nations people who have had interactions with the Justice system, whether as a youth or not, may experience significantly increased difficulty in transitioning or obtaining work, even if the interactions occurred long in the past.

This is supported by feedback received from stakeholders who identified that the impact may especially be experienced when a Working With Children Check (WWCC) is required to gain a Blue Card for employment, as this process considers all relevant offences back to when an applicant was 10 years of age, not just those that result in a conviction.

This impact occurs even though they have since become productive members of society who can and are making valuable contributions to the workforce and the community.

While this feedback was received specifically in the context of youths and First Nations people, the impacts are not confined to these groups and merit inclusion as a consideration overall.

Unique needs of priority groups

While the priority groups discussed in this paper will have to make similar decisions based on their circumstances, successful transitions are also influenced by institutional and social barriers (for example, age, gender, race and social class)²⁰ meaning some individuals, such as mature-age workers, women, First Nations people, people from CALD backgrounds and people living with disability may have additional factors to consider.

Stakeholders reported the lack of access to training has a compounding effect on the ability of people within the priority groups to find and remain in meaningful work.

For example, often, people from migrant or refugee backgrounds who are unskilled, who have low-skill levels or are in low-skilled work may be disproportionately impacted by the changing labour markets, and upskilling or retraining may be their best option for finding work and re-engaging in the labour market.

For First Nations people, there are sometimes limited education and training opportunities and jobs locally. In some cases, most local jobs are in government. To have a career they often have to move to capital cities and away from family and community. For example, Aboriginal or Torres Strait Islander staff who were transitioning to new skills with driverless cars and trucks found that being required to travel to Brisbane for their training was isolating.

Mature-age workers

There is an increasing body of research into career transitions of mature-age workers^{21,22}, driven by the imperative to retain or re-engage mature and older workers, given ageing populations and labour shortages.

Despite increasing life expectancies, mature-age workers are more likely to leave the labour force than change jobs when facing circumstances that prompt them to consider a career transition. This is especially true of workers who are lower-skilled and in routine or semi-routine jobs, who are often relatively poorly paid and most likely to continue working for the money. Considerations that may push older people to retire include:

- personal health, including chronic illness
- caring responsibilities
- physical requirements of the job
- effort involved in job search vs likelihood of gaining work.

²⁰ Luke, J., and Neault, R., 2020. Advancing Older Workers: Motivations, Adaptabilities, and Ongoing Career Engagement. *Candain Journal of Career development*. Vol 19 (Issue 1).

²¹ Honge Gong, C., and He, X., 2019. Factors Predicting Voluntary and Involuntary Workforce Transitions at Mature Ages: Evidence from HILDA in Australia. *International Journal of Environmental Research and Public Health*.

²² Wanberg, C.R., Hamann, D.J., Ruth, K., and Zhen, Z., 2015. Age and Reemployment Success After Job Loss: An Integrative Model and Meta-Analysis. *Psychological Bulletin* May 2015.

One Swedish study showed men are more likely to exit than women and demonstrated strong associations between different conditions and the likelihood of exiting the workforce via early retirement or receipt of a disability pension.²³

Due to the nature of the labour market when they began work, mature-age workers are more likely to be employed in industries in decline and to have worked with fewer employers than younger workers. This means they may lack industry-specific knowledge beyond their corporate setting and sector and be at higher risk of skills obsolescence. This is exacerbated in situations where there are lower levels of education and training compared with younger workers.

Longer tenure of employment also means that mature-age workers are less:

- likely to have experience with contemporary job search techniques and technologies (for example, social media and online job sites)
- likely to adequately prepare for interviews
- able to demonstrate the transferability of their skills.

In addition, as workers age, their social and professional networks tend to decrease, suggesting older workers will have smaller networks to call upon for career assistance.

Mature-age workers are also less likely to relocate for work, more likely to seek part-time or flexible work and seek wages based on previous pay levels and experience. Mature-age workers looking to re-enter the workforce or change careers may face additional barriers including:

- age discrimination by employers and other workers, particularly in industries such as retail and hospitality
- inability to commit to long-term contracts due to health issues
- concerns about engaging with a multigenerational workforce
- perceptions about being less suited to fast-paced jobs requiring greater energy.

However, relative to younger workers, mature-age workers display meaningful work preferences, contribute to society, are autonomous and help others. While financial security is important, other factors such as the desire to stay active, learn new skills and maintain professional social connections are equally important factors in persuading mature-age workers to remain in the workforce.

Given these factors, research suggests that policymakers consider the motivations of the mature-age worker when seeking to encourage their retention in the workforce. It is worth noting that efforts to extend the working lives of older women should consider the influence of traditional gender roles on employment.²⁴

Stakeholders confirmed a trend of mature workers returning to the workforce in a variety of roles, including retail and home care. The key driver is economic conditions forcing people to work longer and demand created by workforce shortages.

²³ Harber-Aschan, L., Chen, W.H., McAllister, A., KoitzschJensen, N., Thielen, K., Andersen, I., et al, 2020. The impact of longstanding illness and common mental disorder on competing employment exits routes in older working age: A longitudinal data-linkage study in Sweden. *PLoS ONE* 15(2):e0229221. <https://doi.org/10.1371/journal.pone.0229221>.

²⁴ Gender Roles and Employment Pathways of Older Women and Men in England.

Women

While substantial research has been conducted into women's career breaks due to child-rearing, less is available on career transitions for progression or due to involuntary reasons such as redundancies. Nevertheless, women's careers are likely to be less linear than men's, due to societal pressures and social norms around women being primarily responsible for domestic and caring duties in the home.

This means women are much less likely than men to:

- remain in one career or job long-term
- have time to reskill or conduct job searches because of the demands of unpaid care work
- move for work due to shared parenting obligations, and reliance on networks for childcare and family caring duties.²⁵

Women are also less likely to use career guidance than other workers, which has implications for their ability to promote and further their skills and develop an informed career plan.²⁶

Social interactions and personal relationships also heavily influence the trajectory of a woman's career, with job choices 'conditioned by domestic and caring responsibilities'.²⁷ For instance, a longitudinal study based on the English Longitudinal Study of Ageing showed that older women typically did not work at all or worked part-time, with their husband's employment being consistent with a 'male breadwinner' logic. Of those women who did work, they were more likely to retire when their husbands did, given they had fewer financial resources and contributed less financially to the household than men.²⁸ They were also more likely to undertake voluntary work rather than consider returning to the paid workforce.

When seeking career transition, women are disadvantaged by institutional barriers to developing strong ties to people in senior positions, reducing their access to career opportunities.²⁹ Women are also likely to consider the impact of their career choices on their family, as transitioning into a new occupation may require detrimental lifestyle changes such as relocation, changes to working hours or a reduction in income.

In some cases, women re-entering the workforce after a break may experience mixed feelings, including emotional impacts from leaving children in the care of others to reconnect with a working culture, and in some cases, relearn skills. Women can often be penalised both in seniority and financially.³⁰

A 2019 study by McKinsey argues that while women may experience job displacement at equal rates to men (although in different industry clusters) women may be more prone to partial automation of their jobs and must learn to work with automation. This will require women to acquire new skills - already problematic. Women also have less access to digital technology and lower participation in STEM fields than men.³¹

²⁵ Madgavkar, A., Manyika, J., Krishnan, M., Woetzel, J., Chui, M., Ellingrud, K., Yee, L., Hunt, V., and Balakrishnan, S., 2019. *The Future of women at work: Transitions in the age of automation*. McKinsey Global Institute, McKinsey & Company. <https://www.mckinsey.com/featured-insights/gender-equality/the-future-of-women-at-work-transitions-in-the-age-of-automation>

²⁶ OECD, 2022. *Strengthening Career Guidance for Mid-Career Adults in Australia*, Getting Skills Right, OECD Publishing, Paris. <https://doi.org/10.1787/e08803ce-en>

²⁷ McNair, S., Flynn, M., Owen, L., Humphreys, C., and Woodfield, S., 2004. *Changing work in later life: A study of Job Transitions*. University of Surrey.

²⁸ *Gender Roles and Employment Pathways of Older Women and Men in England*

²⁹ Higgins, M.C., 2001. *Changing Careers: The Effects of Social Context*. *Journal of Organizational Behavior*, September 2001. Vol 22 (No. 6) (September 2001), page 595-618.

³⁰ TW and Kirk, A.F., 2022. *Overcoming Barriers to Women's Career Transitions: A Systematic Review of Social Support Types and Providers*. *Front. Psychol.* 13:777110.

³¹ Madgavkar, A., Manyika, J., Krishnan, M., Woetzel, J., Chui, M., Ellingrud, K., Yee, L., Hunt, V., and Balakrishnan, S., 2019. *The Future of women at work: Transitions in the age of automation*. McKinsey

Research suggests that, given the barriers faced by women, a diverse support network is important in providing women with access to the 'full range of resources, information, career development, and psychosocial support needed to make a successful career transition'. This includes emotional, instrumental, informational and appraisal support and includes the self as an important source.³²

First Nations People

The 5-yearly Census of Population and Housing is a key source of data on the employment of First Nations people. There are limited other up-to-date sources. One study into occupational mobility in First Nations people highlighted several issues, including:

- First Nations people are more vulnerable to job losses due to the changing labour market, given their over-representation in lower-skilled jobs and under-representation in the highest-skilled occupations.
- First Nations workers at each skill level were more likely to move out of employment within 5 years than non-Indigenous workers.
- First Nations men in the highest-skilled occupations were far more likely to leave for lower-skilled occupations, and more likely to leave employment than were their non-Indigenous counterparts. Further research is required into the reasons for this.³³

This suggests that First Nations workers experience higher incidences than their non-Indigenous counterparts of career transitions, including exiting the workforce. Given employment rates for First Nations people historically lag that of Australians as a whole, most research into Indigenous employment tends to explore ways to address this. Some findings may prove applicable to the experiences of First Nations people undergoing a career transition.

For people living in remote communities, there can be limited opportunities to change jobs voluntarily or find alternatives if the transition is involuntary, which is more likely given the lack of long-term job opportunities. Research shows the circumstances and contexts behind Indigenous mobility can be influenced by connections to country and families as well as the desire to avoid racism and social exclusion.³⁴ People in rural areas are also less likely to use career guidance – this may be due to lack of access, lack of relevance or other reasons, but means First Nations people in these regions may not receive the full benefits of these services.³⁵

Other barriers to employment which may also impact First Nations people experiencing career transitions include:

- poor access to transport – two main contributing factors to this issue are the lack of transport from remote communities into regional hubs and the limited opportunities for First Nations people to obtain a driver's licence.³⁶
- institutional and personal racism are also considerations for First Nations people when experiencing career transitions and may well be the catalyst for a transition.³⁷

Global Institute, McKinsey & Company. <https://www.mckinsey.com/featured-insights/gender-equality/the-future-of-women-at-work-transitions-in-the-age-of-automation>

³² TW and Kirk, A.F., 2022. Overcoming Barriers to Women's Career Transitions: A Systematic Review of Social Support Types and Providers. *Front. Psychol.* 13:777110.

³³ Boyd, H., and Matthew, G., 2017. Occupational Mobility of Indigenous and Other Australians *Australian Journal of labour economics*. Vol 20 (No 2).

³⁴ Guerin, P.B., and Guerin, B., 2018. Mobility and sustainability of remote Australian Indigenous communities: A review and a call for context-based policies. *The Australian Community Psychologist*. Vol 29 (No 2).

³⁵ OECD, 2022. Strengthening Career Guidance for Mid-Career Adults in Australia, Getting Skills Right, OECD Publishing, Paris. <https://doi.org/10.1787/e08803ce-en>

³⁶ The Parliament of the Commonwealth of Australia, 2021. Report on Indigenous Participation in Employment and Business House of Representatives Standing Committee on Indigenous Affairs, Canberra.

³⁷ Morgan, J.D., De Marco, A.C., LaForett, D.R., Oh, S., Ayankoya, B., Morgan, W., Franco, X., and FPG's Race, Culture, and Ethnicity Committee. What Racism Looks Like: An Infographic. Frank Porter Graham Child Development Institute, University of North Carolina at Chapel Hill. What Racism Looks Like. May 2018, accessed at: <https://fpg.unc.edu/sites/fpg.unc.edu/files/resources/other-resources/What%20Racism%20Looks%20Like.pdf>

It is also important to consider the effects of large-scale, regional projects on First Nations people. For developments such as renewable energy projects that intersect the traditional lands and waters of First Nations people, consultation is an important first step. This includes in decision-making processes around the use of country, as well as to ensure First Nations people in those regional communities benefit from the economic and employment opportunities generated by these developments.³⁸

The consultation identified a need to recognise the different contexts, such as remoteness, circumstances, and disability, of First Nations people to enable support to be tailored and personalised.

Unique issues First Nations people face when transitioning into, across or out of the workforce include:

- First Nations people may face higher rates of chronic disease, disability and other health challenges that can impact their ability to enjoy a fulfilling work life. They may also have cultural perspectives on health and wellness that differ from non-Indigenous approaches that guide mainstream services.
- Because cultures are often central to individuals' identities, workforce changes can present challenges in terms of maintaining cultural traditions and connections to the community.
- Those who live in rural or remote areas often have limited access to healthcare, social services, and other resources.
- Many First Nations people face financial challenges in retirement due to a history of economic marginalisation and limited access to retirement savings plans and other financial resources, making it difficult to achieve financial security in retirement.

The consultation highlighted the importance of acknowledging these challenges and working toward developing culturally responsive programs and services that address the unique needs and aspirations of First Nations people.

The cultural safety of organisations for employing First Nations people is important. Supervisors and managers need to know how to practice cultural safety. Representation at the top influences workplace culture and practices.

Connection to community and geographic location is particularly strong for First Nations people, and yet leaving community and family is often the only opportunity for career progression:

Family is more important than work culturally, which can result in First Nations people leaving work to look after family. For example, they are expected to go home to attend every funeral.

³⁸ Norman, H., Briggs, C., and Apolonio, T., 2023. Advancing Aboriginal interests in the New South Wales renewable energy transition (Discussion Paper No. 01/23), Centre for Aboriginal Economic Policy Research, Australian National University. <https://doi.org/10.25911/BW7K-MM24>

People from CALD backgrounds

The definition of this cohort group is broad and intended to include migrants, refugees and first-generation children of the same. There was little Australian research identified about the circumstances affecting people from CALD backgrounds when considering career transitions, with most either exploring barriers to gaining initial employment or the lack of recognition of the qualifications of skilled migrants.³⁹ One study that examined the career choices of skilled migrants noted that educational qualifications were a significant factor in the upward mobility of skilled migrants in Australia.⁴⁰

International research points to experiences that may be shared by people from CALD backgrounds in Australia. The first was around experiences of racism and racial discrimination, which will be a consideration of people from CALD backgrounds seeking to change careers in Australia. The second was around negotiating familial and cultural obligations and responsibilities, especially for younger adults seeking to make career decisions. This was also related to the importance of making decisions about training, education and career choices based on values shaped by people's migration experience.⁴¹ The third experience is that of relying on informal social networks, mostly 'co-ethnic', in learning about career opportunities and receiving support when seeking to transition careers.⁴²

It is also important to consider the intersectionality of identities that people from CALD backgrounds experience, such as gender. For migrant and refugee women in Australia, economic participation depends on factors including country of origin, educational level and recognition of qualifications, English language proficiency and domestic or family context.

The employment rate for refugee women is significantly lower than that for refugee men, and migrant and refugee women also lag Australian-born women in terms of both economic participation and subjective well-being.⁴³

People from CALD backgrounds are more likely to be employed in lower-skilled occupations or insecure work. Therefore, they are more likely to face involuntary career transitions due to the challenges of technological development and changing skills needs. Research suggests that as skills demand shifts towards requiring higher level communication and social skills, some people from CALD backgrounds are disadvantaged compared with those who are native-born and have culturally specific 'social competence and language skills'.⁴⁴ This is particularly relevant given the changing skills needs apparent in the Australian labour market.

³⁹ Deloitte Access Economics, 2018. *Seizing the opportunity: Making the most of the skills and experience of migrants and refugees*. Department of Local Government, Racing and Multicultural Affairs Queensland.

⁴⁰ Syed, J., 2007. Career choices of skilled migrants: A holistic perspective. In M. Özbilgin & A. Malach-Pines (Eds), *Career Choice in Management and Entrepreneurship: A Research Companion*, 464-483. Cheltenham & New York: Edward Elgar.

⁴¹ Borgen, W., Buchanan, M., Mathew, D., and Nishikawarra, R., 2021. Career Transition of Immigrant Young People: Narratives of Success. *Canadian Journal of Counselling and Psychotherapy*. Vol 55 (No. 1), page 158-182. <https://doi.org/10.47634/cjcp.v55i1.69129>

⁴² Syed, J., 2007. Career choices of skilled migrants: A holistic perspective. In Özbilgin, M., and Malach-Pines, A., (Eds), *Career Choice in Management and Entrepreneurship: A Research Companion*, 464-483. Cheltenham & New York: Edward Elgar.

⁴³ Batainah, H., Hawkins, J., Miranti, R., 2022. Untapped potential: trends and disparities in the economic participation of migrant and refugee women in Australia. NATSEM/Settlement Services International.

⁴⁴ Syed, J., 2007. Career choices of skilled migrants: A holistic perspective. In Özbilgin, M., and Malach-Pines, A., (Eds), *Career Choice in Management and Entrepreneurship: A Research Companion*, 464-483. Cheltenham & New York: Edward Elgar.

According to the OECD, foreign-born people living in Australia are less likely to use career guidance than their counterparts, which means they risk missing out on the necessary information and supports to make informed career decisions.⁴⁵ Australian research into career guidance for migrants and refugees in universities notes that it is not necessarily tailored or promoted to graduates from CALD backgrounds.⁴⁶ Borgen et al suggest that to improve the efficacy of career counselling for migrants, especially young adults, it should draw on 'integrating parental expectations and family contexts ... creating opportunities of success through connections, and ... clarifying values based on learning experiences and failures'.⁴⁷

During the consultation, stakeholders emphasised the importance of acknowledging differences, including diversity, a multiplicity of identities and life experiences.

For example, some people from refugee backgrounds may have spent many years in refugee camps or transitory countries after being forced to leave their countries, while some might have been born in transition.

Length of time since the displacement from home countries and age may also influence outcomes, with younger people likely to be more able to adapt and engage in education and training.

Stakeholders also highlighted the importance of cultural safety, including the need for employers to be aware that some people may have been at war with each other in their home country before coming to Australia.

The benefits of people from diverse cultural backgrounds working together were acknowledged:

In the workplace, when diverse groups of people from CALD backgrounds work together, they get a sense of camaraderie, and they feel safe at work and valued in the work environment.

People living with disability

People living with disability are underemployed compared with those without disability, and much of the current literature deals with overcoming barriers to employment. Some of the findings from this research are transferrable to a discussion about the decisions made by people living with disability when they experience career transition.

One finding is around reinforcing the presumption of employability in the face of discrimination. This means reinforcing the concept that 'individuals with disabilities can learn the necessary skills to be successfully employed with the appropriate services and support, if and when necessary'.⁴⁸ Another is around the importance of combining career development activities with educational skill-building to prepare people with disability to manage transitions between work and education if they so choose. The career development activities should be varied and flexible to meet individual needs and may include job shadowing, coaching, career counselling, work-based learning and skills assessments.

⁴⁵ OECD, 2022. Strengthening Career Guidance for Mid-Career Adults in Australia, Getting Skills Right, OECD Publishing, Paris. <https://doi.org/10.1787/e08803ce-en>

⁴⁶ Newman, A., Baker, S., Due, C., and Dunwoodie, K., 2022. Career Guidance for Culturally and Linguistically Diverse Migrants and/or Refugees. Final Report for Student Equity in Higher Education Research Grants Program, 2019. Perth: National Centre for Student Equity in Higher Education, Curtin University.

⁴⁷ Borgen, W., Buchanan, M., Mathew, D., and Nishikawarra, R., 2021. Career Transition of Immigrant Young People: Narratives of Success. Canadian Journal of Counselling and Psychotherapy. Vol. 55 No. 1, page 158-182. <https://doi.org/10.47634/cjcp.v55i1.69129>

⁴⁸ Oertle, K.M., and O'Leary, S., 2017. The Importance of Career Development in Constructing Vocational Rehabilitation Transition Policies and Practices. Department of Special Education and Rehabilitation, Utah State University.

Research that explores transitions for people with disability often concentrates on the transition from supported work environments to hybrid or open employment. Identified barriers to open employment (that is, a job where people with disabilities and people without disabilities work together in the same or similar roles) include:

- lack of employer knowledge of supported employee experiences and an associated lack of confidence in recruiting, managing and supporting workers with disability
- reduced support provided to people with disability when they enter open employment
- subtle social stigma experienced by supported employees in open employment (assumptions about reduced ability or capacity)
- work environments that require specialised skills in the use of equipment or the need to work in unusual circumstances (such as working with animals), particularly where these environments are not tailored to the individual.⁴⁹

While not all people with disability participate in the NDIS, lack of flexibility in the individual funding model is identified as another barrier to people living with disability from moving into supported work environments or hybrid or open employment. For those who need it, access to workplace modifications and adaptive technology and other supports is vital for moving between jobs.

Case study: Supporting community and workers

By the end of 2018, the last 2 underground hard coal mines in the Ruhr closed, ending more than 200 years of coal mining and an industry that was once the economic and cultural backbone of the area. The German government worked with industry, unions and local communities over a decade to prepare for the tapering off of the coal industry.⁵⁰ Miners were guaranteed a wage over this time and other supports were put into place. These included social security benefits, early retirement schemes, personalised job search assistance, relocation assistance, and compensation.

A scheme was introduced to restore and transform brownfield industrial sites, with an emphasis on developing a knowledge-based economy. The transition was underpinned by a commitment to broad-based participation and ownership among stakeholders, although there are questions about its success in including the historically marginalised and addressing the particularities of class, gender age and race.

Future transitions should go beyond monetary compensations and include a broader sense of sociocultural wellbeing, such as even more participatory processes, mental health support programs, financial counselling, and support for community gatherings.⁵¹

⁴⁹ Campbell, P., Wilson, E., Crosbie, J., and Eversole, R., 2022. Connecting Pathways to Employment with the Work Integration Social enterprise (WISE) model, Centre for Social Impact, Swinburne University. <https://doi.org/10.25916/pt29-tq18>

⁵⁰ Coal mining in Ruhr Germany: An American perspective of an industry in transition by Christina Suarez, Stefan Möllerherm, Jürgen Kretschmann and Jürgen Brune.

⁵¹ Arora, A., and Schroeder, H., 2022. How to avoid unjust energy transitions: insights from the Ruhr region. *Energy, Sustainability and Society* 12:19. <https://doi.org/10.1186/s13705-022-00345-5>

Conclusion

Employers, workers and government all have a shared role in achieving successful transitions.

At the individual level, openness to lifelong learning, reskilling or upskilling, and access to career guidance is vital for those workers whose jobs are at risk.

Industry needs information about how to transfer knowledge and skills, and how to apply existing skills to new roles, industries and occupations.

Government support for the sector includes the Energy Workers' Charter and Job Security Guarantee to support workers in publicly-owned coal-fired power stations by guaranteeing opportunities to continue their careers within the energy business or pursue other pathways.

For individuals, early engagement with employers in planning, upskilling and/or reskilling options will help produce optimum outcomes.

For those in priority groups, case management and tailored career guidance are essential, taking into account each person's individual needs and circumstances.

All individuals, regardless of their work stage, should be encouraged to adopt a lifelong learning outlook.

Appendix 1: Consultation list

Organisation
Australian Manufacturing Workers' Union
Community Services Industry Alliance
CS Energy
Council of The Aging Queensland
Department of Child Safety, Seniors and Disability Services - Multicultural Affairs
Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts
Ethnic Communities Council of Queensland
Local Government Association of Queensland
National Retailers Association
Queensland Council of Social Services
Queensland Council of Unions
Real Estate Institute of Queensland
Stanwell Corporation

Appendix 2: Current resources and supports

The Queensland and Australian governments have a broad range of supports available for those who are seeking employment.

Career and skills exploration resources	
Queensland Government	<p><i>Anticipating Future Skills (AFS)</i></p> <p>Can be used by jobseekers to identify regional jobs growth or to help individuals make decisions about their future careers. It provides detailed employment projections to help people understand what Queensland's future labour market might look like and what skills gaps might exist for individuals wanting to pursue certain jobs in the future.</p>
	<p><i>Queensland Skills Gateway</i></p> <p>Search by occupation to learn about the skills and tasks involved in the job, and the training pathways available to get the right qualifications.</p>
Australian Government	<p><i>Australian Skills Classification</i></p> <p>An online resource to link occupations and skills. It provides two resources – one to discover what occupations are available for the skillset one possesses, and another to determine what skills are required for a desired occupation. Users can use this site to determine what occupations they can perform with their current skills and their skill gaps if they are looking for a diverse career transition.</p>
	<p><i>Explore your career</i></p> <p>Compiles occupation and industry information to assist jobseekers in finding a career that's right for them, and identifies what's required to get there.</p>
	<p><i>Jobs Hub resource</i></p> <p>Provides information about various industries, assisting jobseekers to tailor their job application and receive interview tips specific to their desired industry. It also allows jobseekers to identify available jobs matching their skillsets by describing the skillsets and values required for entry-level jobs for each industry.</p>
	<p><i>Labour Market Insights resource</i></p> <p>Offers a career quiz and employment projections to assist jobseekers in finding jobs suited to their skills. It also projects what industries will likely experience employment growth over the coming years, identifying potential future job opportunities.</p>
	<p><i>Myfuture</i></p> <p>Provides resources to explore career pathways and tools to develop self-knowledge to help with career decision-making.</p>
	<p><i>My Skills</i></p> <p>Allows jobseekers to search for, and compare, nationally recognised training courses and providers. This is supplemented by Explore your Career to find an occupation with which to use current skills and training.</p>

<i>Career and skills exploration resources</i>	
Australian Government	<p><i>Your Career platform</i></p> <p>Provides clear and simple career information to help people of all ages and circumstances to better plan and manage their careers.</p>
<i>Employment programs and resources</i>	
Queensland Government	<p><i>Pre-Employment Support Program</i></p> <p>Connects eligible jobseekers with a Back to Work Jobseeker Officer who assists them in understanding their career goals and employment pathways, and in developing a plan for the future. It is open to young (15-24-year-old), people with disability, First Nations people and long-term unemployed people who are either starting their career or looking for a career change.</p>
	<p><i>Skilling Queenslanders for Work</i></p> <p>Funds training and wrap-around support for unemployed or underemployed people, focusing on young people (including those in and transitioned from out-of-home care), First Nations people, people with disability, mature-age jobseekers, women re-entering the workforce, veterans and ex-service personnel and people from CALD backgrounds.</p>
	<p><i>Worker Transition Scheme</i></p> <p>The Department of State Development, Infrastructure, Local Government and Planning supports those who have been made redundant through its Worker Transition Scheme. It allows participants to receive coordinated assistance from government departments, monitor progress on payment of entitlements, engage with administrators to offer transition assistance, and, where possible, assist retrenched workers to find new employment and/or training schemes if new skills are required for the next job.</p>
Australian Government	<p><i>What's Next</i></p> <p>A self-help resource for those who have been retrenched or are looking for a new career. It has consolidated a variety of resources into one site, with a more specific direction for those who have been retrenched or those who are general jobseekers, to find information specific to their situation.</p>
	<p><i>Local Jobs Program</i></p> <p>Employment Facilitators establish a Local Jobs Plan tailored to each region to identify key employment priorities that will drive significant improvement in labour market outcomes. The plan identifies key employment opportunities, education and skill development requirements, labour supply, and cohort information to inform strategies for reskilling, upskilling and other interventions to meet the needs of employers and get people into work.</p>

Training programs	
Queensland Government	<p><i>Certificate 3 Guarantee</i></p> <p>The Certificate 3 Guarantee supports eligible individuals to complete their first post-school Certificate III qualification.</p>
	<p><i>Certificate 3 Guarantee Plus</i></p> <p>This program is for a true second-chance qualification aligned with local job opportunities. Back to Work Jobseeker Officers determine eligibility for this program. It is a second-chance option for those who may not be eligible for subsidised training under the Certificate 3 Guarantee program outlined above.</p>
	<p><i>Out of Trade Register</i></p> <p>Tradeapprentices.com.au is a free service funded by the Department of Youth Justice, Employment, Small Business and Training to support out-of-trade apprentices to re-enter their chosen careers.</p>
	<p><i>Fee-Free TAFE</i></p> <p>Offers fee-free TAFE to eligible Queenslanders studying priority skillsets, certificates, or diplomas at TAFE Queensland and CQUniversity, and is available to Australian citizens over the age of 15 not currently enrolled in study.</p>
	<p><i>Free Apprenticeships for under 25s</i></p> <p>Tuition-free apprenticeships are available to those under the age of 25 who choose a high-priority apprenticeship or traineeship.</p>
	<p><i>Free micro-credential course</i></p> <p>TAFE Queensland's free micro-credential courses (also known as online certifications, online short courses, nano degrees, or digital badges) are mini-courses that offer bite-sized training for busy professionals looking to refresh and update their skills and progress their careers.</p>
	<p><i>Higher Level Skills</i></p> <p>Covers a portion of the training costs for courses or the attainment of priority skills in priority industries so individuals can secure employment, career advancement, or transition to university.</p>
Priority groups	
Women	
Australian Government	<p><i>National Careers Institute Partnership Grants Round 3</i></p> <p>A series of projects funded to:</p> <ul style="list-style-type: none"> • create greater awareness of career pathways and career information for women, with a focus on women returning to work from a career break, women in non-traditional industries and occupations, or industries where women are under-represented (including at senior levels) • contribute to an evidence base for addressing the needs of women undertaking training and apprenticeships • enhance partnerships between industry, employers, schools and tertiary providers that support women through traditional and non-traditional career pathways.

First Nations people	
Queensland Government	<p><i>Indigenous Youth Leadership Program</i></p> <p>Targets 18-25-year-old First Nations people who can undertake a week-long program that provides them with training, employment opportunities, networks, and workshops to develop their leadership skills and prospective employment opportunities.</p>
	<p><i>Queensland Police Service</i></p> <p>Offers an Indigenous Recruit Preparation Program which, for successful participants, provides direct entry into the recruitment training program. It is a 10-week full-time course to prepare applicants for the training program.</p>
	<p><i>Youth Employment Program</i></p> <p>Directed at First Nations people completing high school or who hold a Certificate III qualification or higher, the program assists with finding job vacancies, connecting participants to culturally capable services, curating resumes and CVs, accessing training opportunities, and getting support for life challenges that make it difficult to find work.</p>
	<p><i>Indigenous Workforce and Skills Development Grant (IWSDG)</i></p> <p>Funds Indigenous-designed and led projects that support or respond to local training and workforce needs. The IWSDG program recognises that skills and training for Aboriginal and Torres Strait Islander peoples will be more successful when solutions are designed and developed locally and supported by the community. The program aims to create training and employment pathways for up to 800 Aboriginal and Torres Strait Islander peoples to increase their likelihood of greater economic and social participation. Aboriginal and Torres Strait Islander peoples may also be indirectly assisted by local Indigenous and non-Indigenous employers being supported to create culturally safe and responsive workplaces.</p>
	<p><i>Cultural Capability Information Resource</i></p> <p>As a key action under the First Nations Training Strategy, the Department of Youth Justice, Employment, Small Business and Training is about to release a new resource for small business owners to develop their cultural capability and to establish culturally safe workplaces for First Nations people. This resource will be accessible through the Business Queensland website and is expected to be available in October/November 2023.</p>
Australian Government	<p><i>Aboriginal Employment Strategy</i></p> <p>Provides support to First Nations people who are looking for employment by assisting with the development of curriculum vitae and career plans, identifying the best careers for applicants, providing interview coaching, and assisting with setting up their personal life and barriers to best service chances to employment.</p>
	<p><i>CSIRO Employment Opportunities</i></p> <p>Offers Indigenous employment opportunities, including traineeships, cadetships, graduate programs, postgraduate scholarships, and the Indigenous Time at Sea Scholarship. CSIRO also has a select number of roles where it requests Indigenous-identified candidates only.</p>

<p>Australian Government</p>	<p><i>Defence Jobs</i></p> <p>Provides access for First Nations people to speak with dedicated career coaches who advise those seeking guidance in beginning a career with the Australian Defence Force.</p>
	<p><i>Indigenous Apprenticeships Program</i></p> <p>Offers Aboriginal and Torres Strait Islander people to kickstart their careers in the Australian Public Service. It provides successful applicants with a permanent, full-time, entry-level job in government where they can develop their career skills in various areas of the Public Service. During the program, participants will complete qualifications in government to further their employment prospects.</p>
	<p><i>Indigenous Careers</i></p> <p>Connects Aboriginal and Torres Strait Islander peoples with Australian Government jobs, career development opportunities, and networks. It consists of the Indigenous Graduate Pathway, Traineeships and Apprenticeships, and connecting people to Aboriginal and Torres Strait Islander Networks. The Indigenous Graduate Pathway provides a career in the Australian Public Service for recent First Nations tertiary graduates via placements where they can develop skills for employment. The Traineeships and Apprenticeships program provides various opportunities for First Nations people to undertake apprenticeships, employment opportunities that lead to qualifications, and traineeship placement opportunities with the potential to develop as an employee within the placement organisation. The networking connects First Nations people with a variety of different networks that support progressing the employment and retention of Aboriginal and Torres Strait Islander employees across the service.</p>
	<p><i>Indigenous Employment Australia</i></p> <p>Provides facilities that can be utilised by First Nations people to help them identify jobs seeking First Nations people (preferentially or not) in the applicant's location and field of interest. They aim to deliver better information to Aboriginal and Torres Strait Islander jobseekers, businesses, and communities.</p>
<p>CALD backgrounds, including migrants and refugees</p>	
<p>Queensland Government</p>	<p><i>Diverse Queensland Workforce Program</i></p> <p>Directed at increasing employment opportunities for work-ready migrants, refugees and international students 18+ years. Not-for-profit organisations with cultural competency are funded to offer a one-stop-shop or hub, delivering client-centred employment and training services, which may be delivered or coordinated by partnering agencies or other organisations.</p>
	<p><i>Skills Recognition</i></p> <p>Recognises the skills of Queensland migrants that were earned overseas. Those who have not yet had their skills recognised and are looking to make a career transition towards an occupation that utilises their skills can apply to this initiative. It will allow them to have their skills recognised, after which they can apply for work related to their skills.</p>

Queensland Government	<p><i>Step to Work Program</i></p> <p>Delivered by Multicultural Australia, this is an eight-week program designed to provide CALD jobseekers with knowledge of industry pathways, skills for applying for work, networking opportunities, and confidence in digital literacy.</p>
Australian Government	<p><i>Adult Migrant English Program</i></p> <p>Offers the Adult Migrant English Program to migrant and humanitarian entrants. This is a free program delivered via distance education or face-to-face, with free childcare offered to those in-person attendees who require it. Attendees can attend these classes for as long as required to attain the necessary English level.</p>
<i>People with disability</i>	
Queensland Government	<p><i>Skills Disability Support</i></p> <p>Provides free, specialised support services to students living with an identified disability while undertaking a government-subsidised vocational education and training (VET) qualification. Whilst they do not assist with course fees, learning materials or teacher/training costs, they provide services to make learning accessible to students living with disability. For example, they can help provide services such as Auslan interpreters, disability support workers, notetakers and specialised computer services and assistive software such as screen-reading software. This support program can assist those wanting to undertake extra study to make a career transition. Funding is provided to the registered training organisation and the program is subject to an annual funding limit.</p>
Australian Government	<p><i>Job Access</i></p> <p>A national hub for workplace and employment information for people with disability, employers and service providers.</p>
<i>Mature-age workers</i>	
Australian Government	<p><i>Career Transition Assistance</i></p> <p>Assists people over the age of 45 years to build their confidence and skills to increase their employability. They assist with identifying current skills and their transferability to new occupations and with targeting job searches and job applications according to skills possessed. This aids participants in becoming more competitive in the local labour market. This program is free to access and requires a commitment of 75 hours over 8 weeks.</p>
	<p><i>Money Smart Retirement Income Resources</i></p> <p>Compiles numerous resources, including retirement planning checklists, retirement planners, income estimations from super and pension, and transition-to-retirement options. For those considering a transition to retirement, this can assist in preparing for a sudden or gradual transition.</p>
	<p><i>Skills Checkpoint for Older Workers</i></p> <p>Provides guidance and advice to older Australians who are at risk of becoming unemployed or are recently unemployed. It includes financial assistance to help individuals build skills to remain in the workforce, although a financial contribution must also be made by the applicant or their employer.</p>

<p>Australian Government</p>	<p><i>Skills and Training Incentive</i></p> <p>Assists mature-age workers to update their skills and stay in the workforce. The program provides funding to help train mature-age workers and operates as part of the Skills Checkpoint for Older Worker Initiative.</p> <hr/> <p><i>Work Bonus</i></p> <p>Designed to help eligible pensioners earn more income from working without reducing their pension. It is an offset calculated to reduce the eligible income included in the income test to assess pension payments.</p>
<p>Financial resources</p>	
<p>Queensland Government</p>	<p><i>Financial Literacy and Resilience Services</i></p> <p>Assists people in improving their financial literacy, accessing affordable financial products, and managing factors contributing to financial difficulty. The financial officers provide financial education and assistance on a case-by-case basis for individuals.</p>
<p>Australian Government</p>	<p><i>Australian Taxation Office</i></p> <p>Provides support in understanding the tax implications regarding any payments received upon termination, including redundancy payouts, employee termination payments, and leave entitlements. The ATO can also address any questions or concerns people have regarding their tax obligations.</p> <hr/> <p><i>Centrelink</i></p> <p>Staff provide advice about entitlements and how best to spend leave entitlements, ensuring maximum support as soon as possible. Social workers provide advice and care about community services that offer both financial and emotional counselling. Financial advisors provide advice to staff who are approaching age pension qualification or who are looking at retiring.</p> <hr/> <p><i>Fair Entitlements Guarantee</i></p> <p>Provides financial assistance to cover unpaid employment entitlements to eligible employees who lose their jobs due to the liquidation or bankruptcy of their employer. The Fair Entitlements Guarantee is a legislative safety net scheme of last resort with assistance available for eligible employees.</p> <hr/> <p><i>Money Smart</i></p> <p>Connects people with free financial counselling provided by not-for-profit community organisations. These advisors can assist with assessing someone's financial situation, provide advice, negotiate with agencies, and refer people to other services as required.</p>
<p>Other services</p>	
	<p>Other services include the Associated Career Management of Australia's online career management platform, which is not government-funded but provides relevant assistance for individuals looking to change careers. Outplacement Australia is another example of a non-government funded program that is paid for by the employer to assist individuals during career transition and career change.</p>

References

- Arora, A., and Schroeder, H., 2022. *How to avoid unjust energy transitions: insights from the Ruhr region*. Energy, Sustainability and Society 12:19.
- Asia-Pacific Economic Cooperation (APEC) Transportation Working Group, 2021. *Disruptive Technologies and the Changing Nature of Work in the Transportation Sector*.
- Australian Bureau of Statistics, 2022. *Labour Force, Australia, Detailed*. Employed persons by Industry group of main job (ANZSIC), Sex, State and Territory, November 1984 onwards.
- Batainah, H., Hawkins, J., and Miranti, R., 2022. *Untapped potential: trends and disparities in the economic participation of migrant and refugee women in Australia*. NATSEM/Settlement Services International.
- Borgen, W., Buchanan, M., Mathew, D., and Nishiskawara, R., 2021. *Career Transition of Immigrant Young People: Narratives of Success*. Canadian Journal of Counselling and Psychotherapy. Vol 55, No 1.
- Campbell, P., Wilson, E., Crosbie, J., and Eversole, R., 2022. *Connecting Pathways to Employment with the Work Integration Social Enterprise (WISE) model*. Centre for Social Impact, Swinburne University.
- Career Development Association of Australia (CDAA), 2022. *Navigating Life's Career Transitions: Essential Support and Services*.
- Causa, O., Abendschein, M., Luu N., and Cavalleri, M., 2022. *Getting on the job ladder: The policy drivers of hiring transitions*. Organisation for Economic Co-operation and Development. Economics Department Working Papers no 1710.
- Causa, O., Abendschein, M., Luu N., Soldani, E., and Soriolo, C., 2022. *The Post-COVID-19 rise in labour shortages*. Organisation for Economic Co-operation and Development. Economics Department Working Papers no 1721. <https://dx.doi.org/10.1787/e60c2d1c-en>
- Chadi, A., and Hetschko, C., 2021. *How Jobs Changes Affect People's Lives - Evidence from Subjective Wellbeing Data*. British Journal of Industrial Relations 59, John Wiley and Sons Ltd.
- Chamber of Commerce and Industry Queensland, 2022. *Future of Work* report. <https://www.cciq.com.au/business-voice/future-of-work/>
- Chamber of Commerce and Industry Queensland, 2022. *Pulse Survey of Business Conditions*, December quarter 2022. <https://info.cciq.com.au/rs/449-JDY-728/images/Pulse-MainReport-Dec22-4.pdf>
- Coppola, P.J., and Young, A.F., 2022. *Making the difficult career transition: Writing the next chapter during the great resignation or in the future*. Frontiers in Psychology. 13:905813. doi:10.3389/fpsyg.2022.905813.
- Delautre, G., Gardiner, D., and Verick, S., 2021. *Moving towards a life course perspective to labour market transitions: approaches and challenges*. EU-ILO Background paper no 1.
- Deloitte Access Economics, 2018. *Seizing the opportunity: Making the most of the skills and experience of migrants and refugees*. Department of Local Government, Racing and Multicultural Affairs Queensland.
- Greer, T.W., and Kirk, A.F., 2022. *Overcoming Barriers to Women's Career Transitions: A Systematic Review of Social Support Types and Providers*. Frontiers in Psychology. 13:777110. doi:10.3389/fpsyg.2022.777110.

- Higgins, M., 2001. *Changing careers: the effects of social context*. Journal of Organizational Behavior. Vol 22, No 6. Wiley.
- Hindle, T., Rao, S., and Gabler, N., 2021. *A Path Forward: Job Transitions in Canada*. Ottawa: The Conference Board of Canada.
- House of Representatives Standing Committee on Employment, Education and Training, 2022. *Don't take it as read. Inquiry into adult literacy and its importance*. The Parliament of the Commonwealth of Australia, Canberra.
https://parlinfo.aph.gov.au/parlInfo/download/committees/reportrep/024806/toc_pdf/Don'ttakeitasread.pdf;fileType=application%2Fpdf
- House of Representatives Standing Committee on Indigenous Affairs, 2021. *Report on Indigenous Participation in Employment and Business*. The Parliament of the Commonwealth of Australia.
[https://www.aph.gov.au/Parliamentary_Business/Committees/House/Former_Committees/Indigenousoportunities/Report](https://www.aph.gov.au/Parliamentary_Business/Committees/House/Former_Committees/Indigenous_Affairs/Indigenousoportunities/Report)
- Hong Gong, C., and Xiaojun He, X., 2019. *Factors Predicting Voluntary and Involuntary Workforce Transitions at Mature Ages: Evidence from HILDA in Australia*. International Journal of Environmental Research and Public Health. Vol 16, 3769.
- International Labour Organization, 2022. *ILO Monitor of the world of work. Tenth edition*. Geneva, Switzerland.
- Jobs Queensland, 2020. *Lifelong learning: The foundation of future work*. Brisbane: Queensland Government. <https://jobsqueensland.qld.gov.au/wp-content/uploads/2021/07/lifelong-learning-report.pdf>
- Johal, S., and Crawford Urban, M., 2020. *Understanding the Future of Skills: Trends and Global Policy Responses*. Public Policy Forum. <https://ppforum.ca/publications/understanding-the-future-of-skills/>
- Kanders K., Djumalieva, J., Sleeman, C. and Orlik, J., 2020. *Mapping Career Causeways: Supporting workers at risk*. London: Nesta.
- Lange, D., Heft Sears, S., and Osborne, N., 2016. *Comprehensive Services Tailored for the Transitional Success of Veterans in Higher Education*. Journal of Postsecondary Education and Disability 29(3).
- Luke, J., 2020. *Advancing Older workers: Motivations, Adaptabilities, and Ongoing Career Engagement*. Canadian Journal of Career Development. Vol 19, Issue 1.
- Mackey, W., Coates, B., and Sherrell, H., 2022. *Migrants in the Australian workforce*. Grattan Institute.
- Macpherson, E., and Rizk, J., 2022. *Essential Skills for Learning and Working: Perspectives from Education and Employment Leaders Across Canada*. Ottawa: The Conference Board of Canada.
- Madgavkar, A., Manyika, J., Krishnan, M., Woetzel, J., Chui, M., Ellingrud, K., Yee, L., Hunt, V., and Balakrishnan, S., 2019. *The Future of women at work: Transitions in the age of automation*. McKinsey Global Institute, McKinsey & Company. <https://www.mckinsey.com/featured-insights/gender-equality/the-future-of-women-at-work-transitions-in-the-age-of-automation>
- Masdonati, J., Frésard, C., and Parmentier, M., 2022. *Involuntary Career Changes: A Lonesome Social Experience*. Frontiers in Psychology 13:899051. doi: 10.3389/fpsyg.2022.899051
- Masdonati, J., Massoudi, K., Blustein, D., and Duffy, R., 2022. *Moving Toward Decent Work: Application of the Psychology of Working Theory to the School-to-Work Transition*. Journal of Career Development. Vol 49(I). doi: 10.1177/0894845321991681

- McCormick, S., Kurth, N., Chambless, C., Ipsen, C., and Hall, J., 2021. *Case Management Strategies to Promote Employment for Transition-Age Youth with Disabilities. Career Development and Transition for Exceptional Individuals*. Hammill Institute on Disabilities. Vol 44(2).
- McNair, S., Flynn, M., Owen, L., Humphreys, C., and Woodfield, S., 2004. *Changing Work in Later Life: a study of job transitions*. University of Surrey, Centre for Research into the Older Workforce.
- Mourshead, M., Jaffer, A., Cashman, H., Salazar Ruis, K., and Sikes, J. 2021. *Meeting the world's midcareer moment*. Generation.
- Murtagh, N., Lopes, P., and Lyons, E., 2011. *Decision Making in Voluntary Career Change: An Other-Tan-Rational Perspective*. The Career Development Quarterly. Vol 59.
- National Skills Commission, 2021. *The state of Australia's skills 2021: now and into the future*. Australian Government. https://www.nationalskillscommission.gov.au/sites/default/files/2022-03/2021%20State%20of%20Australia%27s%20Skills_0.pdf
- Newman, A., Baker, S., Due, C., and Dunwoodie, K., 2022. *Career Guidance for Culturally and Linguistically Diverse Migrants and/or Refugees*. Final Report for Student Equity in Higher Education Research Grants Program, 2019. Perth: National Centre for Student Equity in Higher Education, Curtin University.
- Naughtin, C.*, Hajkovicz, S.*#, Schleiger, E., Bratanova, A., Cameron, A., Zamin, T., and Dutta, A., 2022. *Our Future World: Global megatrends impacting the way we live over coming decades*. Brisbane, Australia: CSIRO. *Joint first authors #Corresponding author
- Nous Group, 2013. *Lessons learnt from large firm closures*. Department of Industry Innovation Science, Research and Tertiary Education.
- Obschonka, M., Hahn, E., and Bajwa, N., 2018. *Personal agency in newly arrived refugees: The role of personality, entrepreneurial cognitions and intentions, and career adaptability*. Journal of Vocational Behavior. <https://doi.org/10.1016/j.jvb.2018.01.003>
- O'Connor, E., and Crowley-Henry, M., 2019. *From home to host: The instrumental kaleidoscopic careers of skilled migrants*. Human Relations. The Tavistock Institute I-26.
- OECD, 2023. *Retaining Talent at All Ages, Ageing and Employment Policies*. OECD Publishing, Paris. <https://doi.org/10.1787/00dbdd06-en>
- OECD, 2022. *Strengthening Career Guidance for Mid-Career Adults in Australia, Getting Skills Right*. OECD Publishing, Paris. <https://doi.org/10.1787/e08803ce-en>
- Queensland Government, 2022. *Good People Good Jobs: Queensland Workforce Strategy 2022-2032*. https://www.publications.qld.gov.au/ckan-publications-attachments-prod/resources/ff453627-3e2a-4dc5-96c5-a3e7bdf963fa/final-queensland-workforce-strategy_2022-2032.pdf?ETag=01bfdc37789b9d96bf8baeda54b32273
- Queensland Government, 2022. *Queensland Energy and Jobs Plan*. <https://www.epw.qld.gov.au/energyandjobsplan>
- Queensland Government, 2023. Regional Economic Futures Fund. <https://www.statedevelopment.qld.gov.au/industry/queensland-new-industry-opportunities/regional-economic-futures-fund>
- Rudolph, C., and Zacher, H., 2021. *Adapting to involuntary, radical, and socially undesirable career changes*. Current Psychology.

Rutherford, K., McClamn, J., and Bainbridge, R., 2019. *The Post Schooling Transitions of Remote Indigenous Secondary School Graduates: A Systematic Scoping Review of Support Strategies*. Australian and International Journal of Rural Education. Vol 29 (2).

Shogren, K., Burke, K., Anderson, M., Antosh, A., Wehmeyer, M., LaPlante, T., and Shaw, L. 2018. *Evaluating the Differential Impact of Interventions to Promote Self-Determination and Goal Attainment for Transition-Age Youth with Intellectual Disability*. Research and Practice for Persons with Severe Disabilities. Vol 43(3).

Stergiou, D., and Airey, D., 2018. *Returning to education: a stressful experience?* In Cuffy, V.V., Airey, D. and Papageorgiou, G.C. (Eds), *Lifelong Learning for Tourism: Concepts, Policy and Implementation*, Oxon: Routledge.

Sullivan, S., and Al Ariss, A., 2021. *Making sense of different perspectives on career transitions: A review and agenda for future research*. Human Resource Management Review 31(2021) 100727.

The Next Economy, 2022. *Gladstone Region Economic Transition Roadmap*
<https://www.gladstone.qld.gov.au/>

Thew, J., 2011. *A Qualitative Examination of Strategies Used in Rural Districts to Prepare Students with Disabilities for Transition to Employment Post-Graduation*. UMI Dissertation Publishing.

Wignall, L., Roberts, A., and Scomazzon, J., 2022. *Review of the Australian Core Skills Framework and Digital Literacy Skills Framework and relevant assessment tools Final Report*. Australian Council for Education Research. <https://www.dewr.gov.au/foundation-skills/resources/review-australian-core-skills-framework-and-digital-literacy-skills-framework-and-relevant>