

# Beschäftigungsfähigkeit

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**Beschäftigungsfähigkeit** (auch: **Arbeitsmarktfähigkeit**) ist die Fähigkeit zur Partizipation am Arbeits- und Berufsleben. Die individuelle Beschäftigungsfähigkeit ist das Ergebnis der Übereinstimmung bzw. Differenz zwischen den Anforderungen der Arbeitswelt einerseits und den persönlichen, fachlichen, sozialen und methodischen Kompetenzen sowie der individuellen Gesundheit und Arbeitsfähigkeit andererseits. Die Gewichtung der Einflussfaktoren auf die Beschäftigungsfähigkeit ist umstritten. Eine eindeutige Definition liegt nicht vor. Die Mehrzahl aktueller Konzepte hierzu orientiert auf die Fähigkeit des Individuums zur Herstellung der eigenen Beschäftigungsfähigkeit. Wachsende Bedeutung erhält die Fähigkeit zur Erhaltung der Beschäftigungsfähigkeit angesichts der raschen Veränderung von Rahmenbedingungen und Nachfrage auf dem Arbeitsmarkt. Ein entscheidender Faktor hierbei ist der demografische Wandel, der zu einem Altern der Bevölkerung und Belegschaften führt.

Prozesse der Veränderung der Beschäftigungsfähigkeit tangieren persönliche Merkmale wie Einstellungen, Kompetenzen und Eigenschaften. Veränderungen der Rahmenbedingungen auf dem Arbeitsmarkt und in Unternehmen unterstützen und beeinflussen diesen Prozess. Praktische Bedeutung gewinnt das Konzept der Beschäftigungsfähigkeit im Bereich der Beschäftigungspolitik und Konzepten der Personalentwicklung. So wurde im Rahmen der Lissabon-Strategie der Europäischen Union 2000 vereinbart, die Förderung der Beschäftigungsfähigkeit zum Bestandteil der europäischen Beschäftigungsstrategie zu machen.<sup>[1]</sup>

Konzepte der Förderung der individuellen Beschäftigungsfähigkeit stellen Fragen der Kompetenzen und der Arbeitsfähigkeit in den Vordergrund. Die Begriffe der sozialen und methodischen Kompetenzen, die häufig unter „überfachliche Kompetenzen bzw. "Schlüsselqualifikationen“ zusammengefasst werden, sind erst einmal unspezifisch und wenig differenziert. Für ein Agieren und Entwickeln ist jedoch eine Konkretisierung (Messbarmachung, Operationalisierung) erforderlich. Es gibt einige Auflistungen, welche die beschäftigungsrelevanten überfachlichen Kompetenzen sind. Empirische Untersuchungen haben bei Unternehmen folgende Anforderungsmerkmale in Bezug auf Beschäftigungsfähigkeit identifiziert:

Merkmale und Anforderungen, die die individuelle Beschäftigungsfähigkeit beeinflussen sind:

- fachliche Kompetenz
- Initiative und Aktivität, das Erkennen und Nutzen von Chancen
- Eigenverantwortung für Entwicklung und Ziele
- Zielorientiertes Handeln
- Engagement und Ausdauer
- Lernfähigkeit und Lernbereitschaft
- Teamfähigkeit
- Kommunikationsfähigkeit und Wirksamkeit in Kommunikation
- Empathie, Einfühlungsvermögen
- Belastbarkeit, Fähigkeit zum Umgang mit ungewohnten Situationen
- Konfliktfähigkeit und Frustrationstoleranz
- Aufgeschlossenheit und Offenheit gegenüber neuen Sachverhalten, Ideen, Prozessen und Erfahrungen
- Fähigkeit zur Selbstreflektion

Die Auflistung der überfachlichen Kompetenzen stellt ein idealisiertes Profil dar (zusätzlich werden grundlegende Bedingungen der Arbeitsfähigkeit vorausgesetzt). Es wäre vermessen zu glauben, ein Mensch könne all die oben genannten Kompetenzen in optimaler Ausprägung besitzen oder entwickeln. Um ein umsetzbares, realistisches Bild von Beschäftigungsfähigkeit zu bekommen, ist daher ein anderer Blickwinkel vonnöten. Hier zeigt sich die grundlegende Philosophie des auf das Individuum zentrierten *Employability* Konzepts: „Veränderungen in den Anforderungen erkennen und nachvollziehen“ – das regelmäßige Auseinandersetzen mit der Übereinstimmung der eigenen Fähigkeiten, Einstellungen und Eigenschaften mit den Anforderungen des gewünschten beruflichen Umfelds

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bildet einen kontinuierlichen Entwicklungsprozess.

Nicht selten ruft das Anforderungsprofil der Beschäftigungsfähigkeit Verwunderung hervor, da das Vorhandensein der überfachlichen Kompetenzen als selbstverständlich angesehen wird. Empirische Untersuchungen zeichnen jedoch ein gegenteiliges Bild. Es ist durchaus nicht selbstverständlich, dass Beschäftigte diese Schlüsselqualifikationen mitbringen. Zwar werden die *employability*-bezogenen Qualifikationen für notwendig und wünschenswert erachtet. Die tatsächliche Ausprägung hingegen zeigt erhebliche Defizite. So ist ein deutlicher Unterschied zwischen dem Wunsch und der tatsächlichen Ausprägung der beschäftigungsfähigkeitsrelevanten Kompetenzen sichtbar. Lediglich die fachliche Kompetenz bildet eine Ausnahme.

Mögliche Erklärungen für die offenbar unzureichende Ausprägung könnten unter anderem in einer zu geringen Bedeutung liegen, die diesen Faktoren im Vergleich zu Fachwissen bislang im Bildungssystem, in der Sozialisation und gesellschaftlichen Wertschätzung zukommt. In der Literatur werden zum Teil weitere Faktoren angeführt, z.B. Konsequenzen des Sozialversicherungssystem auf die Einstellungen und Werte in der Gesellschaft und beim Einzelnen (umgangssprachlich „Vollkasko-Mentalität“) zu finden sein. Zu diesem Ergebnis kommen Untersuchungen am Institut für Beschäftigung und Employability der Fachhochschule Ludwigschafen.

*Siehe auch:* Flexibilisierung, Flexicurity, Psychologischer Arbeitsvertrag

## Literatur

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- Wiepcke, Claudia 2009: Employability in the Bologna Process: An Area of Tension between Society, Businesses and Students <sup>[2]</sup>. In: International Journal of Learning, Vol. 16, New York.

## Weblinks

- Selbst GmbH e.V. <sup>[3]</sup> Eine Initiative von Personalexpernten zur Förderung der Selbstverantwortung und Arbeitsmarktfähigkeit von Arbeitnehmern.
- Gesellschaft für Arbeitsmarktkompetenz <sup>[4]</sup>. Eine schweizerische Initiative zum Thema Arbeitsmarktkompetenz.
- demoBiB - Betriebliche Beschäftigungsfähigkeit im demografischen Wandel <sup>[5]</sup> Eine Initiative der Technologieberatungsstelle beim DGB NRW, des Ministeriums für Wirtschaft und Arbeit des Landes Nordrhein-Westfalen und der Hans Böckler Stiftung
- Kompetenznetz Moderne Arbeit <sup>[6]</sup> Online-Beratung und Wissensmanagement im Themenfeld Beschäftigungsfähigkeit

## Referenzen

- [1] EBS ([http://ec.europa.eu/employment\\_social/employment\\_strategy/index\\_de.htm](http://ec.europa.eu/employment_social/employment_strategy/index_de.htm))
  - [2] <http://hdl.handle.net/2003/26373>
  - [3] <http://www.selbst-gmbh.de>
  - [4] <http://www.employability.ch/>
  - [5] <http://www.demobib.de/>
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