

## Lehrlingsmangel – was tun?

Bildungsforscher Josef Wallner und Dagmar Achleitner über die Lehrberufsentwicklung und die Gewinnung von Auszubildenden



. . .

; Ya Y]bgUa 'a ]h'A U[ "'8U[ a Uf'5W\`Y]hbYfž'A ]hUfVY]hYf]b']a

: cfgWki b[ghYUa 'XYg' $\pm$ 0gh]hi hgž'ghY``h'Yf'g]Wk'XYb': fU[Yb'XYf'^2: N ni f'9bhk]W\_`i b['XYf'@Y\fVYfi ZY"

 $^2: N. < Yff `A U[" `K U``bYfž `G]Y `\_cbbhYb `Y]bYb `, VYfV`]W\_ `]b GUW `Yb `@Y `\f`]b[ g[ Yk ]bbi b[ `i b X `YfZc`[ fY]W Y `5i gV]`Xi b[ ]b `a Y `\fYfYb `6fUb W Yb `i b X `B Uh]cbYb `[ Yk ]bbYb "`Ni Yfgh Y]ba U`ž `k Y`W Y `g]b X `X]Y ; fØb XY `X UZØfž `X Ugg `g]W `X]Y Gi W Y `b UW `@Y `\f`]b[ Yb `]a `5``[ Ya Y]bYb `]a a Yf gW k ]Yf][ Yf `[ YghU`hYh3 $cgYZ'K U``bYf . '9g `\YffgW hij cb `nk Y]`GY]hYb `XYa c[ fUZ]gW Yf 8fi W_ `Ui Z `X Ug `5b[ YVch `Ub `: UW _fÀZhYb "`8 Ug `\Y] > h `9]bYfgY]hg VYZ]b XYh `g]W `X]Y `NU `` XYf `6Yfi ZgY]bghY][ Yf]bbYb `]a `G]b_Yb Z `X]Y NU `` XYf `6Yfi ZgUi gghY][ Yf]bbYb `k ]fX `\]b[ Y[ Yb `Xi fW `X]Y `ni Yfk UfhYb XYb `DYbg]cb]Yfi b[ Yb `ghY][ Yb "`Ni gÀm`]W `gW `U[ Yb ]a a Yf a Y `\f` \f [Yb X`]W Y `XYb `K Y[ `Y]bYf `\O`YfYb `5i gV]`Xi b[ `Y]b Z X]Y`NU `` XYf `A Uhi fUbhYb `ghY][ h" 8]YgY `k c``Yb `bi f`i b[ Yfb `Y]bY @Y `\fY `]b `6YhfUW h`n]Y `Yb" `5`gc `Ui W `\]Yf _ca a Yb `XYb$ 

@Y\fVYfi ZYb'j ]Y`Y'BUW\Zc`[Yf'UV\UbXYb"

 $B \ W h b i f X \ Y 5 b n U \ X Y f @ Y \ f \ b [ Y g ] b h ž U i W [ Y Y ] [ b Y h Y ]$ 5 b k ÀfhYf ni 'Z]b X Y b ']gh'\_Y]b Y ``Y]W hY 'GUW Y " 8 Y f '6 Y [ f]ZZ XYg 6Yfi Zga Uf\_Yh]b[g ]gh ]b XYf j Yf[Ub[YbYb NY]h ÒZhYf ]b Ni gUa a Yb\Ub[ a ]hXYfGi WXY bUWX [YY][bYhYb @ $Y \setminus f'[b] Y b'[YZU'Yb"=ghXUgY]bY'[YY][bYhY$  $; Y[YbghfUhY[]YXYf@Y\fVYhf]YVYžibXkUg'_Ubb'aUb'g]W$ XUfi bhYf [YbUi jcfqhY``Yb3 K U``bYf. 8 Ug ZUggh hUhgàW\`]W\ X]Y HÀh][\_Y]hYb XYf 6Yhf]YVY ]b X|YgY'F|W\hi b['ni qUa a Yb.'U\gc'U\_h]j Y'\dagger Zcfa Uh|cb'\@VYf'X|Y  $@Y \setminus fVYfiZY'ibX'X]Y'U_h]iY'@Y \setminus f`]b[ggiWXY"'*XYg'IbhYfbY \aYb$ k ]``XYb'f]W\h][Yb'@Y\f`]b[''k]Y'VY\_ca a Y']W\']\b3 ; Ubn'[fcV'[YgU[h']gh'\]Yf'ni a 'Y]bYb'XYf'6Y\_Ubbh\Y]hq[fUX'XYg I bhYfbY\a Ybg'YbhgW\Y]XYbX' 'XUa ]h'X]Y'' b[Yb'@Yi hY  $\emptyset$ VYf\Ui dh'k ]ggYbž'k Y`W\Y'A  $\hat{O}[$ `]W\\_Y]hYb'g]Y'\UVYb"'Ni a i bX^X]Y^\_cb\_fYhYb^HÀh][\_Y]hYb^XYg^Yk\_Y]`][Yb^: UW\VYfY]W\gžZØf  $XYb = g[Y = g]WX = [bhYfYgg]YfYb = K Yf = \emptyset VYf = Y]bYb = VYgh]a a hYb = @Y \setminus fVYfi Z$   $b]Wkh'6YgWkY]X'kY] \\ \text{$\check{z}$Vnk$ "`bi f'X]Y'?`]gWkYYg'\_Ybbhž'k]fX'g]WkkYb][Yf'kUkfgWkY]b`]Wk'XUZØf'YbhgWkY]XYb"$ 

K Ugʻ\_ObbYbʻ?`Y]b!ʻi bXʻA ]hhY`VYhf]YVYž'X]Yʻb]Wk hʻØVYf [fc»Yʻ6Y\_Ubbh\Y]hʻcXYfʻA ]hhY`j YfZØ[Ybžʻ\_cb\_fYhʻhi bžʻi a ni \_ØbZh][Yʻ@Y\f`]b[YʻUi Zʻg]WkʻUi Za Yf\_gUaʻni a UWkYb3`K Uʻ`bYf.'?`Y]bYfYʻI bhYfbY\a Ybʻ\UVYbʻXUʻUi WkʻY]b][Y A Oʻ[`]Wk\_Y]hYbʻ'; YbYfY``\_Ubbʻ]WkʻYa dZY\`Ybž']bʻXYfʻFY[]cbʻni VʻY]VYbʻi bXʻUbʻXUgʻfY[]cbUʻYʻBYhnk Yf\_ʻUbni \_bØdZYbʻi bXʻX]Y ¾ [YbX`]WkYbʻXcfhʻUVni \c`Ybžʻk cʻg]Yʻg]bX.']bʻXYbʻGWki `Ybʻ' 5ʻgcʻUaʻVYghYbʻ]bʻX]YʻGWki `Ybʻ[Y\Ybʻi bX`XcfhʻXYbʻ6Yhf]YV j cfghYʻ`Ybʻ UaʻVYghYbʻ[Ya Y]bgUaʻa ]hʻY]bYaʻ@Y\f`]b[žʻXYfʻXYb; Y]WkUʻhf][YbʻUi gʻgY]bYfʻDYfgdY\_h]j YʻYfnÀ\`Ybʻ\_Ubbžʻk Ugʻg]Y Yfk UfhYhʻi bXʻZØfʻg]Yʻk ]Wkh][']ghʻ'8 UbbʻYa dZ]Y\`hʻYgʻg]Wkž']b Ni gUa a YbUfVY]ha']hʻXYbʻ5 i gV]`Xi b[gghÀhhYbʻ6Yhf]YVgZØ\fi b[YbUbni V]YhYbʻʻUi Wk'\]Yfʻa ]hʻI bhYfghØhni b['XYfʻ@Y\fʻ]b[Yž'X]Y VYfY]hgʻ]a '6Yhf]YVʻg]bX''

8 U[a Uf '5 WX 'Y]hbYf. '5a 'Cfh'XYg'; YgWXY\Ybgž']a '; YgWXÀZhž'[]VhYg'Ui WX 'Y]b][Y'\_cghYb[Øbgh][Yž'\_Y]bYž'UVYf'YZZY\_h]j YAÒ[`]WX\_Y]hYb. 'A UbWXY'I bhYfbY\a Yb'gWXfY]VYb'ni a '6Y]gd]Y`Ui WX 'Ui Z']\fY'FYWXbi b[Ybž'XUgg'@Y\f`]b[Y'[Ygi WXh'k YfXYb"'>XXYf'?ibXY'\_ObbhY''U'Y]bYb'6Y\_UbbhYb'cXYf'JYfk UbXhYb']adUggYbXYb'5`hYf'\UVYbž'XYf'Y]bY'@Y\fghY``Y'gi WXh''CXYfž'k]Y'kÀfY'Yg'a]h'Y]bYf'Ui g[YZU``YbYb'5i g`U[Yb[YghU`hi b[ŽX]Y'[i h'Ub\_ca a hž'i bX'XUni 'Y]b'5i g\Ab[YgWX]`X' @Y\f`]b[Ygi WXh 3'9g'[]Vh'Ui WX'ZØf'\_`Y]bY'6Yhf]YVY'[i hY'i bX'[Øbgh][YAO[`]WX\_Y]hYb''

; YfUXY'X]Y': `Y]gWXYfY]VYhf]YVY'a Ø\Yb'g]WX'Ui WX'a ]h
Y]bYa [Yk]ggYb'=a U[YdfcV`Ya 'UV"'K]Y'\_Ubb'X]Y
: `Y]gWXYf`Y\fY'U`g'UhhfU\_h]j Y'5i gV]`Xi b['VYk cfVYb
k YfXYb3'K Y`WXY'H]ddg'i bX'Hf]W\_g'[]Vh'Yg'\]Yf3
K U``bYf. K Ybb'k]f'XUg'YVYb'VYgdfcWXYbY'6Y]gd]Y``a ]h'XYb
GWXi `Yb'bY\a Yb' [YfUXY']a '@YVYbga]hhY`VYfY]WX'\_Aa Y'XUg
gY\f'[i h'Ubž'k Ybb'a Ub'ni f'J YfUbgWXUi `]WXi b['i bX'j ]Y``Y]WXh
Ui WX'U`g'5bfY]n'Y]b'dUUf'DfcXi \_hY'a ]hb]a a hž'X]Y'X]Y'GWXØ`Yf
j Yf\_cghYb'\_ObbYb"'BUhØf`]WXž'@Y\fYb']a '; UghfcVYfY]WX'g]bX
VY`]YVhYfž'UVYf'X]Y': `Y]gWXYf'gcf[Yb'ZØf'X]Y'VYghY'Ei U`]hÀh'VY]a

5i g[ Ub[ gdfc Xi \_h: `Y]gW\"'9g'[ ]`hž']a a Yf'X]Y'dcg]h]j Yb'GY]hYb'ni VYhcbYb"'J]Y`Y'GW\Ø`Yf'\_YbbYb'Ui W\'XUg'a cXYfbY'6Yfi ZgV]`X'XYg: `Y]gW\Yfg'[ Uf'b]W\hž'\Àb[ Yb'bcW\'Ub'?`]gW\YYg'j ca ' GW\`UW\hYfi bX'GhYW\Yf'i bX'n]Y\Yb'X]Y'@Y\fY'XU\Yf'b]W\h']b'6YhfUW\h'' 8U\Yf'[ ]`h'Ui W\'\]Yf.'ni [ Y\Yb'Ui Z'X]Y''\hV b[ Yb'@Yi hY'i bX ]bZcfa ]YfYb"

8 Yf Ta [ Ub [ 'a ]h'di VYfh]YfYbXYb '> i [ YbX`]WX Yb ']gh'c Zh b]WX h'Y]b ZUWX "'K Y`WX Y'g]bX '\ ]Yf 'X]Y 'k ]WX h][ ghYb F]WX h`]b]Yb 'ZØf 'Y]bY 'YfZc`[ fY]WX Y 'Ni gUa a YbUfVY]h'3' K U``bYf. 'BUhØf`]WX 'k ]fX'j cb 'XYb '5i gV]`XYbXYb'j ]Y`'j Yf`Ub[ h"'G]Y gc``Yb'i bX'a ØggYb'ni Yfgh'[i hY'K YfVi b[ 'a UWXYbž'i a 'ØVYf\Ui dh Y]bYb'@Y\f`]b[ 'ni 'VY\_ca a Yb'i bX'XUbb'Ui WX'X]Y'f]WX h][ Yb dÀXU[ c[ ]gWXYb': À\][ \_Y]hYb'a ]hVf]b[ Ybž'i a ']\b'[ i h'Ui gni V]`XYb i bX'ni '\U`hYb"

A Ub'\_Ubb'bi f'Ya dZY\`Yb.']a a Yf'k ]YXYf'XUni `YfbYbž'X]Y
VYgdfcWXYbYb'A Ò[`]WX\_Y]hYb'Ui gdfcV]YfYb"'B]WXh'YXYf']gh'Y]b
[i hYf'DfÀgYbhUhcf'cXYf'Y]b'\_fYUh]j Yf'; YghU`hYf' 'Yg'nY][ h'g]WXž
k ca ]h'YXYf'Ua 'VYghYb'ni fYWXh\_ca a hži a 'Ui Z'g]WX'Ui Za Yf\_gUa
ni 'a UWXYb"'9bhgWXY]XYb']gh'Ui WX'ZØf'X]Y'\$ [YbX`]WXYb'Y]b'[i hYf
GhUfh']b'X]Y'5i gV]`Xi b[.'8]Y'9fZU\fi b['\Uh'[YnY][hž'b]WXh'Ui Z
GY`Vghj YfghÀbX`]WXYg'ni 'j Yf[YggYb"

8 Ugʻ\Y]» hž'X]Yʻ? cʻ`Y[YbʻUi ZʻXUgʻ?ca a YbʻXYfʻ BYi Ybj cfni VYfY]hYbžʻX]Yʻ5fVY]hgdʻÀhnYʻ\Yfni f]W\hYbʻi bXʻUi W\ʻgW\cbY]bʻDfc[fUa a 'ni fʻ9]bZØ\fi b[ˈdUfUh'ni '\UVYb"
5 VVUi YbʻXYfʻ6YfØ\fi b[gÀb[ghYʻghY\h']a 'JcfXYf[fi bXž'ni X]YgYa 'Nk YW\_ʻ`]Y» Yʻg]W\ʻUi W\ʻgW\cbʻY]bʻdUUfʻK cW\Ybʻj cf@Y\fVY[]bbʻY]bYʻ5fhʻK]``\_ca a YbghU['UV\UʻhYbžʻXYfʻni a GW\bi ddYfbʻX]Ybh"

5 W `Y]hbYf. 'A UbWXY'I bhYfbY\a Yb'ØVYf[YVYb'XYb'ni \_ØbZh][YbA]hUfVY]hYfb'Ui WX'gWXcb'VY]'XYf'Ni gU[Y'Y]bY'7\YW\_`]ghY'cXYfY]bYb'5V`Ui Zd`Ub"'8 Ug'j cfVYfY]hYhY'9]bUfVY]hYb'ZÀ``h'gc'`Y]WXhYf"

♣bhY[fUh]cb' 'X]YgYg'A chhc'[]`h'Ui WX'ZØf'XYb'JYf`Ui Z'XYf
5i gV]`Xi b["'A Ub'gc``hY']a a Yf'k]YXYf'FØW\_gdfUWXY'\U`hYbž'X]Y

@Y\f`]b[Y']b'a Ò[`]WXgh'j]Y`Y'5fVY]hggWXf]hhY'Y]bV]bXYbž'Y]bY
J]Y`ZU`h'Ub'5fVY]hgVYfY]WXYb
nY][Yb"

8Ub\_Y`ZØf`XUg`=bhYfj]Yk"

.

 $6\,Y\,gi\,\,W\!\!X\,Y\,b\,\,{}^.G\,]\,Y\,{}^.i\,\,b\,g\,{}^.U\,i\,\,Z_.\,\,{}^.Z\,{}^.Y\,]\,g\,W\!\!X\,i\,\,b\,X\,W\!c\,{}^.U\,h$