

automation will affect manpower needs in the plants as well as in the divisional offices. The manpower planning experts should attempt to learn about such changes with sufficient time to appraise their possible impact on the number and kinds of employees required in the future.

The last aspect relates to the matching of skills with the requirements of the jobs. Job analysis techniques facilitate a clear specification of the skills and experience requirements of jobs. The immediate products of this analysis are job description and job specification which have been discussed in a subsequent chapter.

(iv) *Growth and Expansion.* Another aspect relevant for manpower planning is personnel requirements for growth and expansion of the organisation. The expansion plans of various plants and divisions should be carefully reviewed to assess their probable effects on the number of employees required in each group. The accuracy with which such manpower requirements can be forecast will depend, among other things, on the degree of accuracy which can be achieved in relation to the expansion programme. Where the expansion programme is less specific and the time perspective is larger, uncertainties will also be greater.

A going concern is a living and growing organism. It is not contented with the existing level of production or profits. It also wants to grow and increase its share in the total activities of industry. One of the basic aspirations of most business managers is to perpetuate the enterprise in which they are engaged. In this world of competition, perpetuation would mean that every organisation has its plans ahead of its activities and aims at a better growth rate and at diversification of its activities and at a better image of itself. All these aims and aspirations result in expansion and growth creating numerous positions for work-force at various levels. These aims and aspirations can be fulfilled if there is a sufficient number of capable persons to handle various positions in the organisation.

A good organisation always tries to adapt itself to changes in the methods and techniques of production. Developments in scientific world like the emergence of space science, nuclear science, electronics, etc. has considerably opened up new avenues of business investment and expansion and has also introduced great complexities in the management of companies. These changes have completely thrown out of gear the capacity and ability of existing employees to meet the new situations unless they are adequately educated and trained. Manpower planners should take all these factors into account while studying the impact of various business expansion plans on manpower requirements.

(v) *Absenteeism.* It means a situation when a person fails to come for work when he is scheduled to work. The rate of absenteeism can be calculated by the following formula :

$$\text{Absenteeism} = \frac{\text{Man-days lost}}{\text{Man-days worked} + \text{Man-days lost}}$$