



AUSTRALIA PACIFIC
TRAINING COALITION

Creating Skills For Life

EMPLOYER ENGAGEMENT SURVEY REPORT

2019

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Glossary

APTC	Australia Pacific Training Coalition
EES	Employer Engagement Survey
NGO	Non-Government Organization
PNG	Papua New Guinea
TVET	Technical Vocational Education Training

1. Executive Summary

The annual Employer Engagement Survey provides valuable information on the views of the employers on APTC training outcomes. In the 2019 survey, APTC graduates employed by the responding employer organizations ranged from 1-5 to more than 20 graduates. A few employers still responded to the survey after the graduates resigned and moved on to other organizations.

676 organizations were approached to participate in the survey across APTC campus countries and Small Island States. Of the targeted employers, 386 completed the surveys (57%).

The majority of the employers were from the private sectors with the education and training area as the main group of respondents. Most of the employers responding to the survey employ between 1-10 people.

In terms of satisfaction, employers were satisfied with graduate recruits across a range of workplace and personal attributes. This includes the ability to perform to the expectations at their workplace, using of relevant skills and technology, working knowledge of the industry, minimal supervision, taking on increased responsibility, solving common work related problems, communication and positive attitude.

Responses received demonstrate APTC training's added value in that:

- 91% strongly agreed or agreed that APTC training had a positive impact on the technical development of their employees (93% in the 2018 survey)
- 97% were satisfied with technical skills assessment and 76% were happy with personal attributes of graduate recruits (97% and 84% respectively in the previous survey)
- more likely to employ another APTC graduate (95%) into their organization (98% in the previous survey)
- more likely to recommend (98%) that other organization employ APTC graduate (same rating in 2018)
- interested (95%) in supporting other employee to attend APTC courses (97% in the 2018 survey)

30% indicated currently having job vacancies in their organizations, with most openings in the areas of education and training, tourism and hospitality, government and civil service, other areas and manufacturing. 27% of the employers anticipated they will experience job vacancies over the next 12 months, of which majority were in the same areas as above.

95% of the polled organizations indicated they would be interested in supporting other employees attend an APTC course. They cited, among other things, benefits contributing to their organizational growth, the quality of training delivery conducted at APTC, upskilling and capacity building of the workforce and exposure to new skills and technology for their employees as the major driving forces for their willingness in this regard. When enquired generally on whether their employees would need training in the 8 key areas provided, an average of 55% agreed and 28% said "possibly", while the remaining 17% said "no" to this question. Employers then listed technical areas where training is needed and common areas reported include community services, computer and business skills, education support, construction, cookery, leadership and management and technical skills.

Technological innovations, communication and computer skills, digitization of documents and upskill in the field of electronics were required skills in the industry where employers expected major shifts or trends to take place, either in the short, medium or long term periods.

Overall, these survey results demonstrate the continued relevance of APTC in skills development in the Pacific.

2. Background and Objectives

The Australia Pacific Training Coalition (APTC) is focused towards developing "a more skilled, inclusive and productive workforce [that] enhances Pacific prosperity". Its purpose is to ensure "the skills and attributes available to employers from TVET system align with labour market requirement". Strong engagement between APTC and employers has the potential to play a vital role in enhancing the Pacific's economic profile. Education and training systems is a core part of the enterprise, development and innovation infrastructure in the Pacific.

To gain a better understanding of the impact of APTC's training delivery, APTC undertakes an employer engagement survey (EES) annually. The target population for the survey is the employer who employs an APTC graduate as identified by graduates through Graduate Tracer surveys¹. The employers are from the private and public sectors and NGOs.

The purpose of the survey is to get the employers feedback on how APTC graduates perform in the workplace. This is in terms of their **technical skills, personal** and **professional development** among other things. Furthermore, the survey captures employer's appetite for co-investment in skills training as well as collect key insights on labour markets. The findings of this survey will be used to help APTC improve its training delivery and support services leading to a more efficient and responsive workforce.

This survey provides information on the views of APTC education outcomes of a broad range of business representing different sectors, ownership (multinational and locals) and company size.

The overall objectives of the survey is to ascertain employers' views on a range of items including (but not limited to):

- Overall quality of recent APTC graduates with respect to workplace and personal attributes
- Challenges in filling industry vacancies
- Factors considered in offering APTC courses

¹ The Graduate Tracer Survey is conducted annually to gain insight on workplace and personal experiences of APTC graduates, who successfully completed their respective programs six months to one year, prior to the commencement of the survey.

3. Methodology

Data collection for the Employer engagement survey is by way of a structured questionnaire, administered by APTC campus admin. The questionnaire has undergone several revisions and iterations, since it was first administered in APTC in 2012. In summary the questionnaire covered the following topics:

- **General employer information**
- **Employer assessment of graduates**
- **Labour market information**

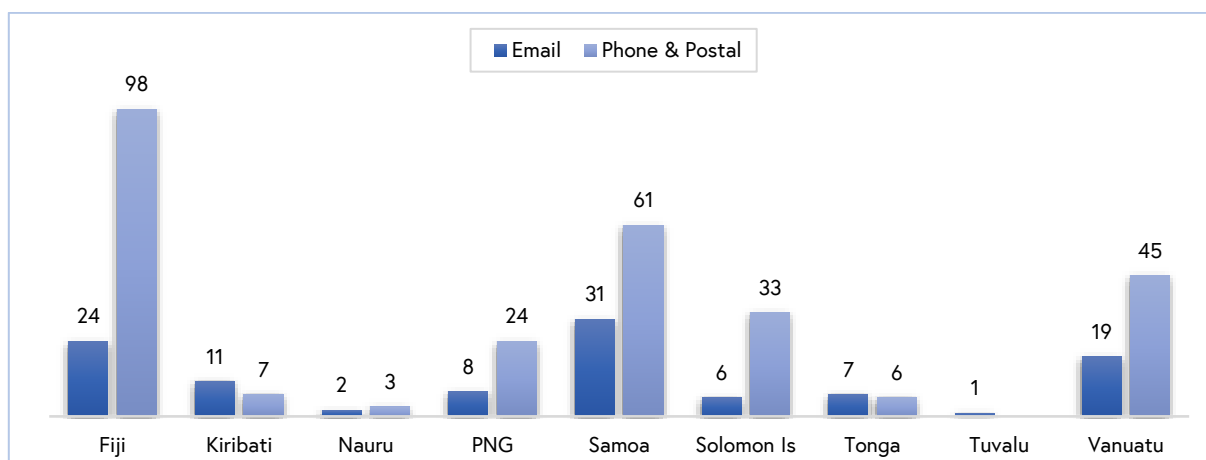
The sample population is composed of employers, identified as having employed one or more APTC graduates. The employer listing was generated out of the APTC database and lists were distributed to campus country admin representatives to conduct the survey. Each campus had 8 weeks to collect the data within the period 4th September to 1st November and was extended to 18th November. Additionally for employers who had a listed email address, the questionnaire was emailed by a central team located in the regional head office.

Data collection was conducted through emails, face-to-face interviews, telephone and online approaches using the Qualtrics survey software. Figure 1 below outlines the data collection methods employed by country teams in order to gather the EES data. Across all respondents, the online and telephone survey took approximately 5-10 minutes to complete.

The majority of the survey was completed through telephone survey, face-to-face interviews and postal services (72%) and the remaining 28% were from those received via email.

Following data collection, all phone and written survey data were then entered manually into Qualtrics. Data was then cleaned and any follow-ups were initiated to ensure data was complete and ready for analysis. The data was then analyzed using both the Qualtrics reporting platform and Microsoft Excel.

Figure 1. Survey Collection Approaches



In data analysis, feedback with no response received from participants were excluded in this report.

4. Results

4.1 Demographic Insights

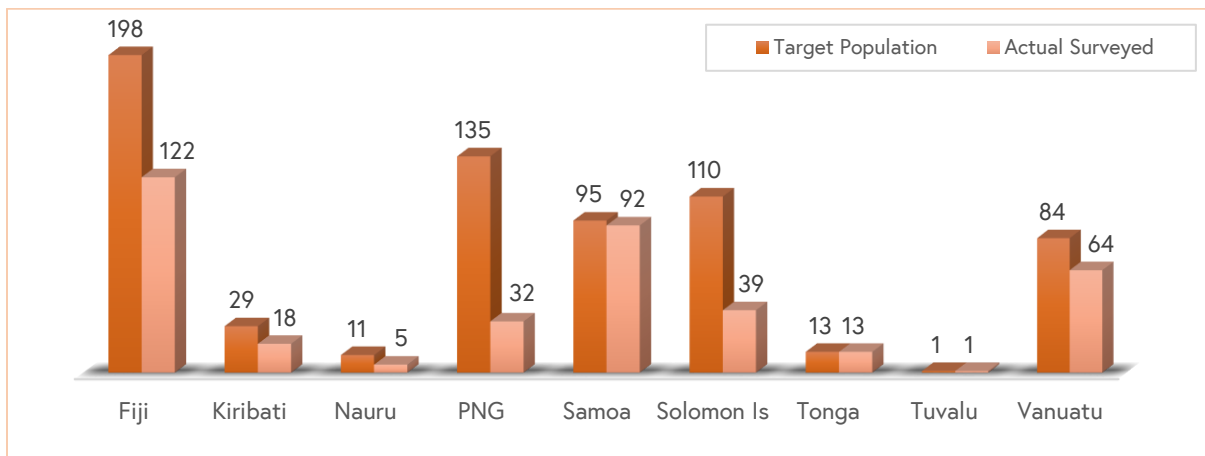
The demographic insights covers response rates and employer profiles. For 2019, the overall survey response rate was 57%. Of the 676 organizations approached, 386 completed the surveys, with Tonga and Tuvalu scoring a 100% response rate and Samoa recorded a 97% response rate.

Challenges noted by countries achieving a below average response rate, include:

- employers uncontactable as they have moved locations and also those in other provinces
- graduates left the organization hence employers reluctant to engage in the survey
- general reluctance by employers unwilling to complete the survey
- as survey is administered by campus staff, they were fully occupied with other activities and could not fully concentrate on following up on surveys

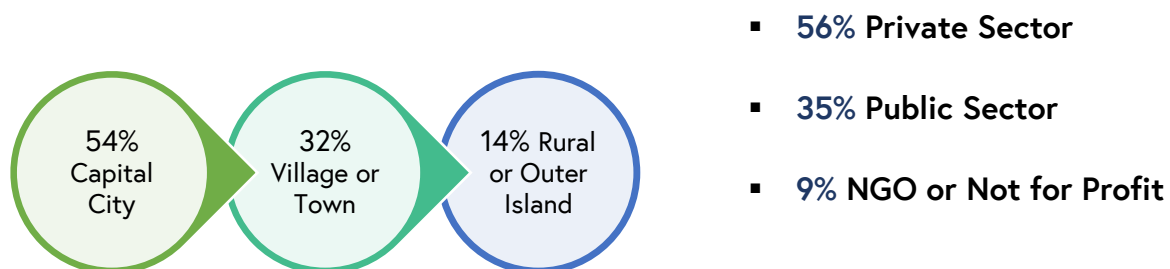
Improving response rates should be a priority area for APTC, as this will increase the robustness of data. It is recommended that APTC outsource the next EES to gauge if response rates can be improved with a dedicated survey team. Such a survey will also indicate if findings are different when survey is conducted by an external organization.

Figure 2. Survey Responses by Country



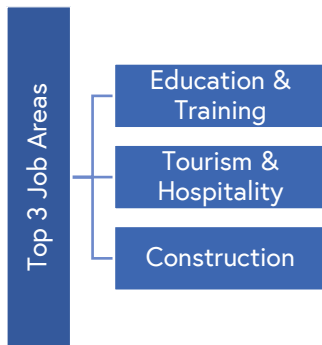
Of the 386 respondents, 54% were stationed in the capital city of their respective countries and 56% of all respondents in the Private sector. Figure 2 below shows the distribution of respondents by location and company type.

Figure 3. Employer Location and Type



Displayed below is the breakdown of graduates employed by industries and further below the company sizes and number of APTC graduates employed. Of all the employers that responded, majority were operating in the education and training industries (25%), more than those in the tourism and hospitality (16%) and construction (11%) sectors.

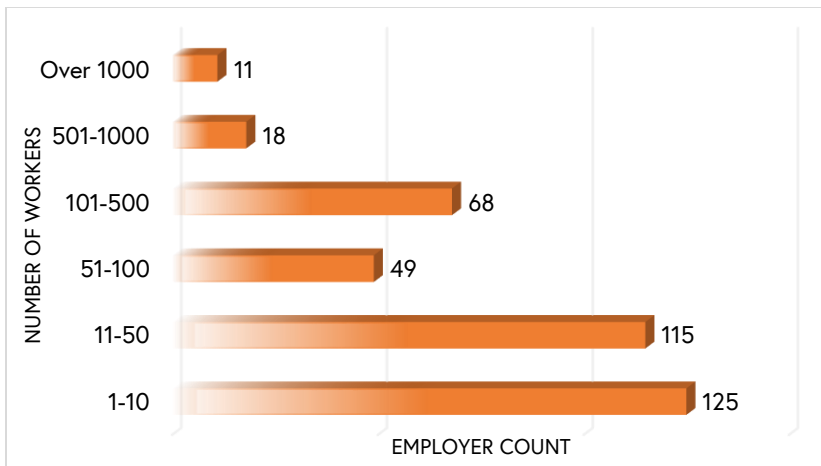
Figure 4. Three key work areas employing most graduates



These top three work areas make up 51% of key industries that our graduates were employed in.

Other sectors of interest to graduate employment were government and civil service, business services and manufacturing.

Figure 5. Size of organization and APTC graduate employment count



Number of APTC graduates currently employed	Employer Count
1-5	259
5-10	33
10-15	13
15-20	5
More than 20	19
None (used to employ APTC graduates)	57

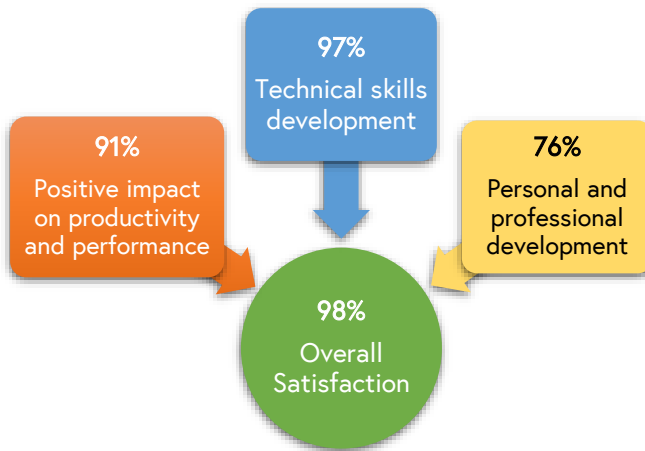
Almost two-thirds of the organizations employ 1 to 10 (32%) and 11 to 50 (30%) workers. 67% of all respondents employed between 1 to 5 APTC graduates in their organization. 57 employers (15%) did not employ any APTC graduates in their organization.

4.2 Employer Assessment of Graduates

APTC is a high profile Technical Vocation and Education Training (TVET) regional program which seeks to achieve greater alignment with Pacific governments' priorities for national economic growth and skills development. Developing skillsets that immediately address industry needs and satisfies national skills interest is vital. APTC's training profile will be increasingly informed by industry and national interests. Findings from the EES are invaluable in demonstrating the extent to which APTC is producing industry ready graduates.

Employers were given a scale: *Strongly Agree*, *Agree*, *Disagree* and *Strongly Disagree*, and asked to rate the APTC graduates employed with the organization. The average ratings of the responses received on employers' assessment of graduates are provided in the graph below.

Figure 6. Employer assessment of graduates

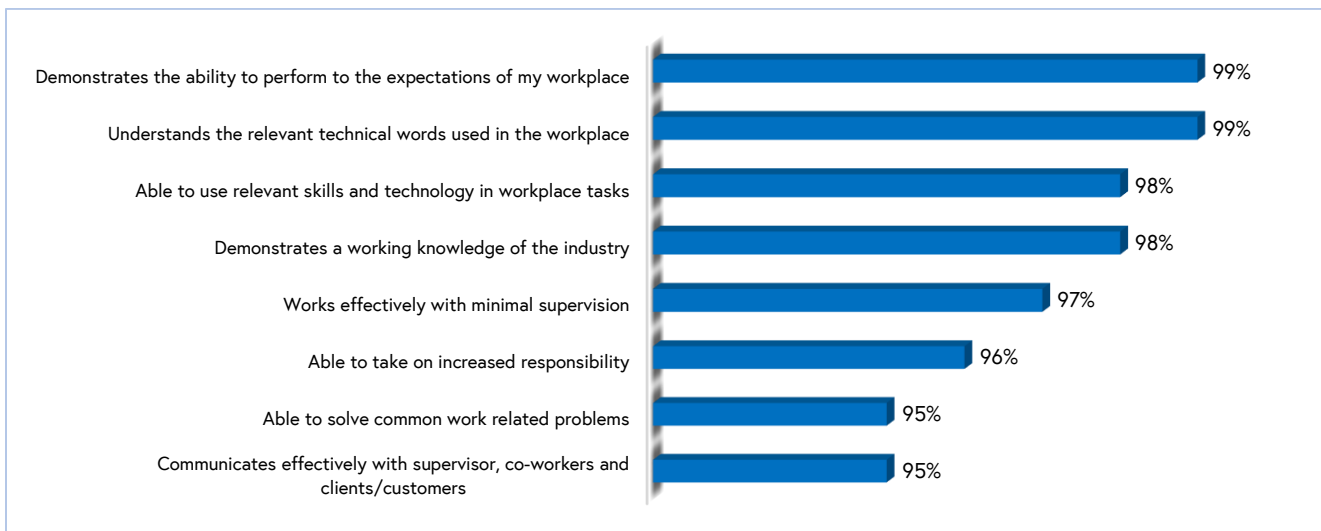


The majority of the employers were satisfied with the graduate performance in the organization, in relation to the graduates' technical skills, overall satisfaction, and impact on production and performance. 97% of the surveyed employers were satisfied with APTC graduates' technical skills development and personal and professional development of graduates were rated at 76%. Employers also indicated 91% agreement that their APTC graduate employees had a positive impact on productivity and business performance and 98% rated their overall satisfaction with the APTC graduates.

4.2.1 Technical Skills Development

Employers were asked to assess the technical skills development of their employees as a result of undergoing training with APTC. In addition, employers were asked to choose the option that best described their experience with the APTC graduates and performance in the workplace since the completion of their training. The graph below shows the technical skills that enable graduates to be work-ready, describing employers' experience with APTC graduates and workplace performance.

Figure 7. Technical skills development in the workplace

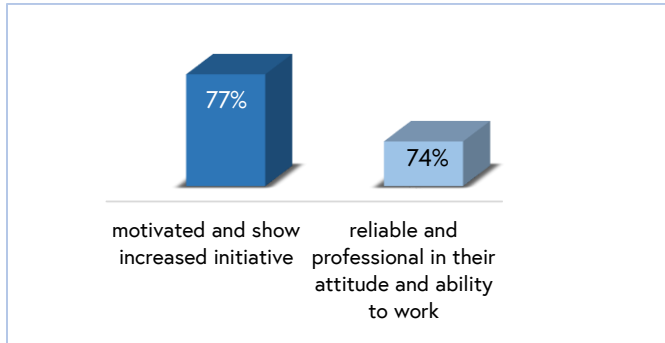


 **97% - employers' rating on technical skills development of APTC graduates**

4.2.2 Personal and Professional Development

Employers were asked to provide their assessments on the personal and professional development of their employees as a result of undergoing training with APTC. They were asked to choose from a given scale - *Strongly Agreed, Agree, No Difference, Disagree and Strongly Disagree*, for the option that best described the change in their employee's attitude and work ethic since graduating from APTC.

Figure 8. Personal and professional development



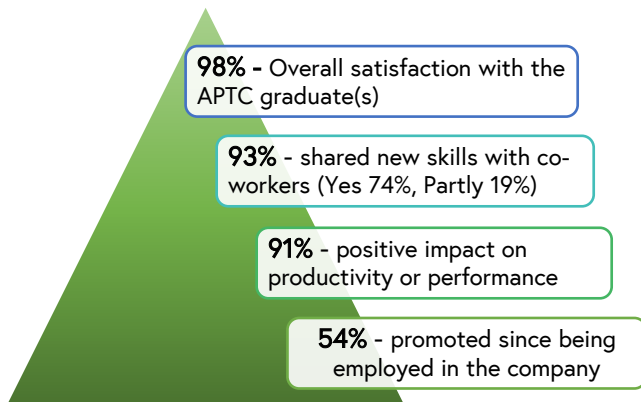
Compared to non-APTC graduates, employers rated APTC graduates on personal and professional development. 77% of employers reported that graduates were motivated and showed initiative, and 74% said graduates had a reliable and professional attitude with the ability to work.

 **76% - employers' rating on personal and professional development of APTC graduates**

4.2.3 Overall Satisfaction

Employers were asked to report their 'Overall Satisfaction' with the APTC course that their employees attended, from a given scale: *Very Satisfied, Satisfied, Dissatisfied and Very Dissatisfied*. The results are displayed below.

Figure 9. Overall satisfaction, skills sharing, promotion, and business impact



Employers provided a 98% rating on their overall satisfaction with APTC graduates, compared to 99% in 2018.

93% reported that the graduates either fully or partially shared their new skills with co-workers, such as, "*sharing of technical knowledge with co-workers*", "*have taken up mentorship or coaching roles*", "*contributing to build co-workers' personal and professional skills*", and "*proactively contributing towards improving organizational quality and standards*".

91% agreed that graduates made a positive impact on productivity or overall organization performance, compared to 93% in 2018. Slightly more than half of the respondents reported that graduates were promoted since starting employment in their company.

 **98% - employers' rating on their overall satisfaction with APTC graduates**

4.3 Employability of APTC Graduates

Producing graduates who are work-ready contributes to APTC's success. Employers' willingness to employ APTC graduates acts as proxy measure of relevancy of APTC training in meeting the demand for skills and qualifications by the industry. When asked if employers would recruit another APTC graduate, 95% responded that they would do so, and 98% said they would recommend others to employ APTC graduates.

Excerpts from the responses included the following:

- **Why employ another APTC graduate:**

"APTC graduates come through with trained technical skills that are scarce but crucial to organizations such as ours, which operate machinery to provide a critical service for the people we serve" – Survey Respondent, 2019

"Because your students come into the workforce with basic to intermediate understanding of the building/construction trade it makes them easier for us to get a feel of their potential, strengths and weakness which we can work with" – Survey Respondent, 2019

"I think with that experience and training overseas, having that exposure, helps them to come to that next level which is needed at a grass roots level. The training brings confidence in themselves that is why I would employ an APTC graduate" – Survey Respondent, 2019



95% were willing to employ another APTC graduate

- **Why recommend employers to recruit APTC graduates:**

"Well, we've had success with the APTC graduates we have employed with us. We can genuinely see the difference their training has given to them, further enhancing what they may have learnt at a vocational school or on the job. This is something all business can benefit from" – Survey Respondent, 2019

"They are very skillful people with great knowledge and skills relevant to the industry needs" – Survey Respondent, 2019

"Of course, I would. Because we have two APTC graduates in our ministry who have since displayed very professional work output in the work place" – Survey Respondent, 2019



98% would recommend other employers to recruit APTC graduates

4.4 Co-Investment

Contributing to the cost of skills training is key to sustaining TVET training offered by institutions such as APTC. Investment can take many forms among which contributions by employers is one form.

4.4.1 Support other employees to attend APTC courses

According to the employer engagement results, 95% of the respondents indicated they would be *"interested in supporting other employees to attend APTC courses"*. Some of the responses in agreement to this question were:

"Yes. As it is we don't have an avenue through the company to sponsor our employees back to school to improve their skills. APTC has given our employees the opportunity to improve themselves all round. The main support I provide is by getting them

to APTC road shows, helping them to fill paperwork and ensuring they can go away to school and come back to a job and will definitely continue to do it" – **Survey Respondent, 2019**

"To enhance their knowledge and the APTC graduate's performance is a testament to the good work that APTC is imparting this knowledge" – **Survey Respondent, 2019**

"Even the other employees in our organization have learnt a great deal for graduates and it would benefit them greatly if they are given chances to attend APTC courses" – **Survey Respondent, 2019**

Of the 5% who reported negatively, it is recommended that APTC continue to carry out industry engagements, effectively collaborate and conduct fact-finding inquiries with these organizations to identify how they could benefit from what APTC has to offer. Some of the reasons cited were:

"As an NGO, we do not have the financial backing to sponsor our employees for higher education... but we are willing to employ them if they have a qualification suitable for our Society" – **Survey Respondent, 2019**

"Do not have suitable replacements to take over job if employees goes for training" – **Survey Respondent, 2019**

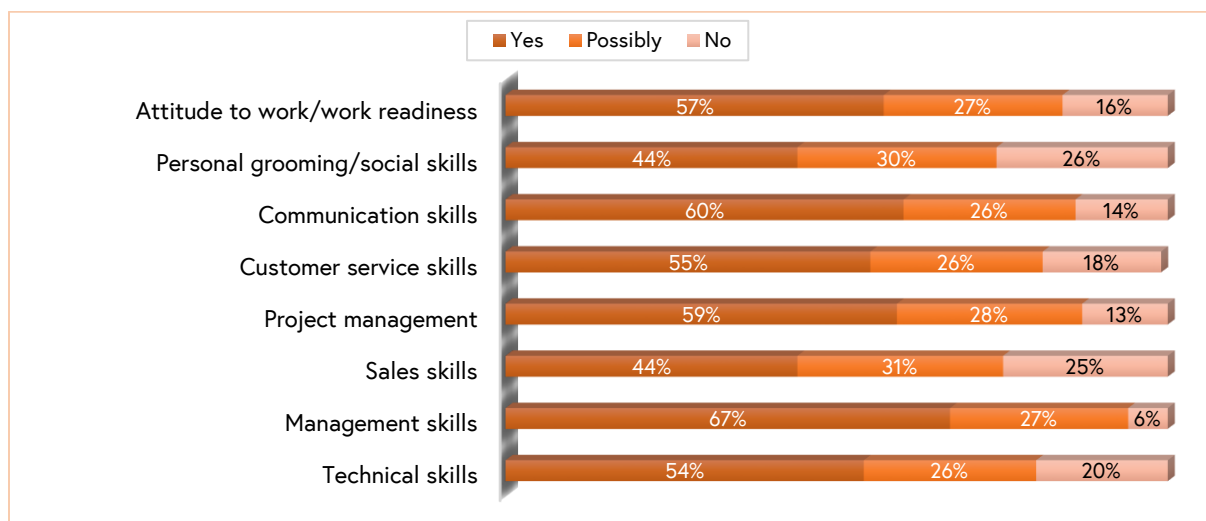
"We are not in a financial position to do then again it depends on how much would be required. We continue to pay APTC trainees during their course" – **Survey Respondent, 2019**

 **95% were interested in supporting other employees attend APTC courses**

4.4.2 Areas of Training Needs

Employers were asked if their workers would need training in any of the areas captured below. On average, slightly more than half of the respondents (55%) responded with "Yes", 28% selected "Possibly" while the remaining 17% replied with "No". Key areas of interest were in management and communication skills, project management and work readiness skills.

Figure 10. Training Need Areas



4.4.3 Technical Skills Required

Employers also provided feedback on the technical skills required from their employees. The word cloud below displays a diverse range of skills mentioned in the survey. Community services, computer skills and education support were most common. Also mentioned were business, computing, construction, cookery, leadership and management and trade skills.

Figure 11. Technical Skills Required



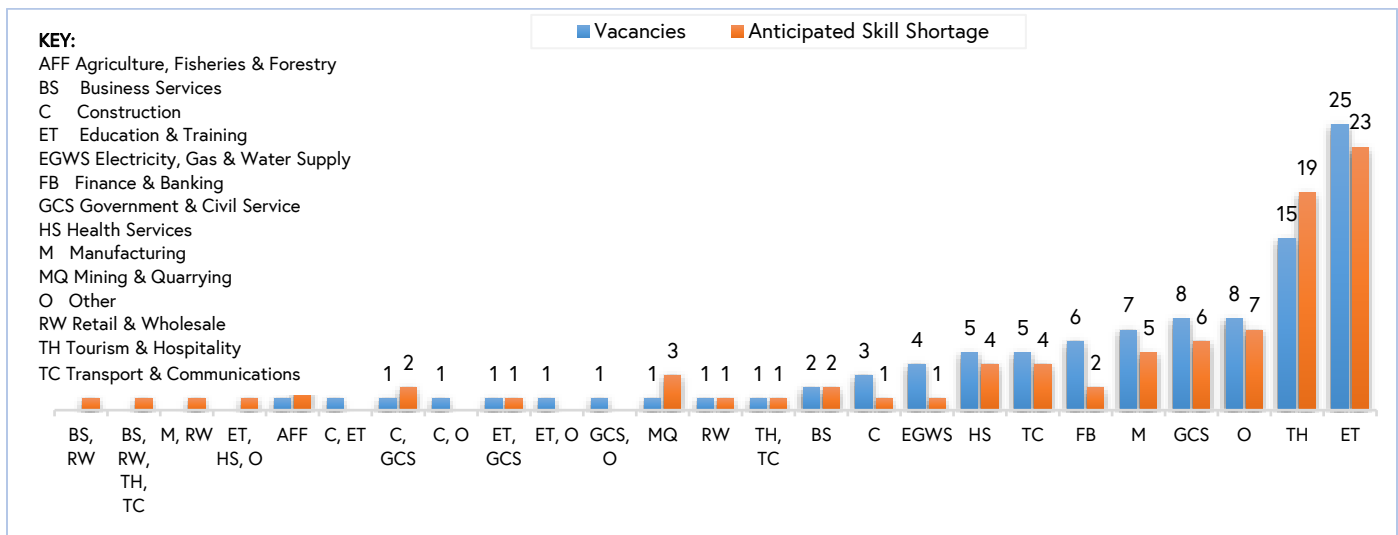
4.5 Labour Market Information

APTC has a strong focus on ensuring training is driven by market need and demand. Employers are a key primary source of data of labour market information.

4.5.1 Current Vacancies and Anticipated Skills Shortages

According to survey response, 30% of the employers had job openings at the time of the survey, an increase from 24% in the previous survey. 27% reported they would expect skills shortages in the 12 months following the survey, a decline from 49% reported in the previous survey.

Figure 12. Current Vacancies and Anticipated Skill Shortage



For organizations currently having a vacancy, majority were a result of "business growth" while the others resulted from "experienced staff either retiring or leaving". A small number were a result of "changes in skill requirements", not being able to "attract new entrants to the industry" and "other" reasons.

4.5.2 Hard to Fill Jobs

Employers listed the jobs which were hard to fill in their organizations and the reasons for these which are depicted in the word cloud below. The top 10 jobs listed were chef, mechanic, electrician, teacher, tutor/trainer, carpenter, project manager, plumber, counsellor and electrical engineer. The main 3 reasons reported on why these positions were hard to fill were due to "lack of qualified workers", "lack of training" and "workers move on".

Furthermore, employers were also asked on what major shifts or trends they would expect in the industry that would require new improved skills. Technological innovations and skills topped the list of feedback, with communication and computer skills and know-how on complex technologies also mentioned, together with changing international standards and requirements. Employers also identified shifting from manual to automated systems, strengthening community policing activities and attending to those with special needs. Moreover, there are needs to have qualified people in technical roles in gas or petroleum industries, electronic diagnostics and digital designing for fabrication.

Figure 13. Vacant positions and industry shifts or trends attracting new skills



4.5.3 Foreign Worker Employment

The demand for highly skilled labour is also evident from the survey results, which revealed approximately 34% of the respondents employing foreign labour to meet their organizational needs. The top 3 countries sourcing foreign workers for these employers were from Australia, Fiji and New Zealand, who served mostly in the Pacific Island countries of Fiji, Kiribati, Nauru, PNG, Samoa, Solomon Islands, Tonga and Vanuatu.

The majority of the foreign workers were from Australia, filling roles as chief executive officer, chef, consultant, adviser, director, dive instructor, manager, trainer, registered nurse, paramedic, consultant, PhD candidate and volunteer. These Australian workers were skilled in areas of leadership and management, compliance, marketing, training, business strategy, policy documentation, finance, coaching, communication and various technical areas.

Second on the list of foreign workers were those from Fiji, with jobs as surveyor, manager, financial controller, lecturer, trainer, deputy chief executive officer, mechanic, doctor, cook, chef, engineer and technician. These Fijian workers were skilled in areas of surveying, management, finance, teaching and research, project management, cookery, medical and engineering. New Zealand supplied workers as teacher, general manager, carpenter and consultant, rated third on the list of foreign worker serving the Pacific Islands region.

In responding to how the above skills could be met with national or other Pacific Islands workers, the three key requirements highlighted were that *"more competency-based training"* is needed, *"employers to provide practical training for recent graduates"* and that of *"government promoting better local wages policy"*. It is therefore recommended for APTC to continue with competency based training and further explore areas of training identified above for future consideration.

5. Conclusion & Recommendations

The 2019 EES has provided very useful indicative results about the degree of satisfaction by employers with the overall level of graduate's skills and attributes. Overall, 98% of the employers were either satisfied or very satisfied with the APTC graduates in their workplaces. This indicates a high acceptance of APTC's training programs within industries in the various PIF countries.

Employers gave very positive feedback about the degree to which APTC qualification prepare graduates with the range of technical skills and generic skills required in the labour market. The most highly rated skills were technical skills. This is in regards to graduates' ability to perform to expectations in the workplace, demonstrate working knowledge of the industry, ability to solve common work related problems, and working well with minimum supervision.

A high number of employers agreed that APTC graduates contributed positively to productivity and performance in the workplace. However, there is still room for improvement in the areas of personal and professional development of these graduates. For employers who do not support their workers to attend APTC courses for various reasons, it is recommended that APTC continue to carry out industry engagements, effectively collaborate and conduct fact finding inquiries with these organizations to identify how they could benefit from what APTC has to offer.

Labour market data, particularly evidence on current vacancies demonstrated some growth in the industry and therefore a need for skills to meet this growth. APTC should therefore continue with competency-based training and further explore areas of training identified for future consideration.

Despite the positive findings from the employers, the survey has identified some weakness and limitations in the current methodology that require further attention. Improving response rates should be a priority area for APTC to improve the robustness and validity of the results, to have a higher degree of confidence in the results. To gauge if response rates can be improved, it is recommended that APTC outsource the next EES to an external organization with a dedicated survey team. In addition, a recommendation from the previous survey, is to map the skills sought by employers to the Industry Engagement records, which are collected by trainers. APTC should continue to carry out industry engagements, effectively collaborate and conduct fact-finding inquiries with these organizations to identify how they could benefit from what APTC has to offer.

APTC also welcomes suggestions from employers on strategies to ensure higher engagement.

Appendices: Detailed Insights by Question

Annex 1: Detailed Tables & Graphs

Part 2. Employer Assessment of Graduates

A. Technical Skills Development

Question	Satisfied	Dissatisfied
Demonstrates the ability to perform to the expectations of my workplace	99%	1%
Is able to use relevant skills and technology in workplace tasks	98%	2%
Demonstrates a working knowledge of the industry	98%	2%
Understands the relevant technical words used in the workplace	99%	1%
Works effectively with minimal supervision	97%	3%
Is able to take on increased responsibility	96%	4%
Is able to solve common work related problems	95%	5%
Communicates effectively with supervisor, co-workers and clients/customers	95%	5%
Average	97%	3%

B. Personal and Professional Development

<i>Compared to non-APTC graduates, APTC graduates are more:</i>	Satisfied	Dissatisfied
motivated and show increased initiative	77%	2%
reliable and professional in their attitude and ability to work	74%	2%
Average	76%	3%

C. Comment and Suggestions

Overall Satisfaction	Satisfied	Dissatisfied
Overall satisfaction with the APTC graduate(s)	98%	2%

Sharing of skills	Yes	No	Partly
Have APTC graduates shared their new skills with other workers in your company?	74%	7%	19%

Promotion	Yes	No
Have any of the APTC graduates been promoted since being employed by your company?	54%	46%

Impact on business productivity	Positive	Negative	No Impact
What impact have APTC graduates had on the productivity or overall performance of your business?	91%	1%	8%

Employ another APTC graduate	Yes	No
Would you employ another APTC graduate?	95%	5%

Recommend others to employ APTC graduates	Yes	No
Would you recommend that other people or businesses employ APTC graduates?	98%	2%

Support employees for APTC courses	Yes	No
Would you be interested in supporting other employee(s) to attend APTC courses?	95%	5%

In general, would you employees need training in any of the following areas (now or in the next 18 months)?			
Question	Yes	Possibly	No
Attitude to work/work readiness	57%	27%	16%
Personal grooming/social skills	44%	30%	26%
Communication skills	60%	26%	14%
Customer service skills	55%	26%	18%
Project management	59%	28%	13%
Sales skills	44%	31%	25%
Management skills	67%	27%	6%
Technical skills	54%	26%	20%
Average	55%	28%	17%

Part 3. Labour Market Information

Current vacancies	Yes	No
Does your organization currently have any job vacancies?	30%	70%

Anticipate vacancies	Yes	No
Do you anticipate that your organization will experience skills shortages over the next 12 months?	27%	73%

Employ foreign workers	Yes	No
Do you employ people from other countries?	34%	66%

Annex 2: Current and Anticipated Vacancies by Primary Type of Work

Primary Type of Work	Current Vacancies	Anticipated Vacancies in 12 months
Education & Training (ET)	25	23
Tourism & Hospitality (TH)	15	19
Government & Civil Service (GCS)	8	6
Other (O)	8	7
Manufacturing (M)	7	5
Finance & Banking (FB)	6	2
Health Services (HS)	5	4
Transport & Communications (TC)	5	4
Electricity, Gas & Water Supply	4	1
Construction (C)	3	1
Business Services (BS)	2	2
Agriculture, Fisheries & Forestry	1	2
C, ET	1	
C, GCS	1	2
C, O	1	
ET, GCS	1	1
ET, O	1	
GCS, O	1	
Mining & Quarrying	1	3
Retail & Wholesale (RW)	1	1
TH, TC	1	1
BS, RW		1
BS, RW, TH, TC		1
M, RW		1
ET, HS, O		1
Grand Total:	98	88