

1 11-11 Cultural Heritage Manager. Mining Company
2
3 1. I'm with Company X based in region X in state X. I'm a cultural heritage
4 manager I suppose is what my work is.
5
6 2. Business
7
8 3. Company X has 7-8000 so over 500.
9
10 4. 25 employees in archaeology.
11
12 5. I was a bit uncertain on that. Now the organisation is X so Company Y is
13 probably the only other one of similar size – if you mean by that or if you mean
14 within the archaeology section. SC: Interested in both – this has come up before.
15 Sorry, I can see what you mean. Well I work for (a division of Company X) we are
16 part of [major global corporation]. In Australia there's [lists other divisions of
17 same global corporation and other major mining company interests..]. SC: I think
18 what I'm going to put is that the organisation is very large but that the
19 archaeology section is...well. Is possibly within private business we are the
20 largest heritage section within any of the Company X groups and certainly larger
21 than any of the other [mineral type] groups operating here. SC: Look – that's fine
22 and thank you very much it's just trying to get a handle on – I'm interviewing
23 people from all types and sizes of organisations and the extent to which people
24 have autonomy to do their own communicating depends on the size and
25 structure of the organisation but that...
26
27 6. State X
28
29 7. [Three other states beyond where I am based], [the state where I'm based] and
30 I occasionally do talk to Archaeologist X who as you know is in another state
31 [altogether].
32
33 8. Not regularly. Very occasionally I do.
34
35 SC: Which countries? They can be anywhere. The reason I have difficulty is that
36 sometimes I communicate with people about specific archaeology issues and if
37 that's the case it's either America or Britain, but I also communicate with other
38 bits of the business around the globe and that's more Africa and currently [a
39 country in western Asia].
40
41 9. The organisation itself would be heritage management, followed by heritage
42 conservation. SC You personally? Would be research, education, heritage
43 conservation, heritage management. I deal with the tourism industry and I also
44 do rock art tours and talks and that might be 'Other explain'
45
46
47 11. Frequently
48

49 12. Yes. We have a media department and there is a particular media officer that
50 I deal with. That is mainly the control of [my company's] information, that it's
51 consistent with the general [company] policies and guidelines about disclosure
52 but it doesn't actually deal with any of the technical aspects that I'd be conveying.
53 Also in terms of media officers we also have the internet – I've engaged people to
54 build internet sites to communicate. SC: OK so you have hired professionals to
55 help you build internet sites. [...] I've had nothing to do with the internet site –
56 they've just created them for me. I've provided the information that they want
57 but they've been designed and built and whatever they do

58

59 13. No. I do not.

60

61 14. I've been doing it for at least 30 odd years.

62

63 15. SC Does [your company] employ anyone to help you – beyond technical
64 things – to run courses or train people in an educational context to do with
65 archaeology or heritage? Yes I wasn't quite sure with that. Certainly not in
66 archaeology. We do offer an archaeology training programme for Aboriginal
67 people and as part of that the [company] would support me doing a Cert IV or
68 whatever those training qualifications are but I just haven't done them so I just
69 wasn't sure if that's what the question was about. [SC: The questions are a bit
70 vague sometimes as they are trying to cover.. but I guess it's just.. some people
71 are in a position where they are expected to deliver training or education in a
72 more formal setting and whether they do that on their own or whether there are
73 experts in the organisation to help them with that?] I would deliver them but if
74 it's the training programme it's a TAFE qualification that the Aboriginal people
75 get that assist them. I can't actually sign off on the course because it's got to be
76 someone else who has that training Cert IV that signs off on the course.

77

78 16. Yes I do. I've been involved with newspaper reporting, articles in magazines
79 and also current affairs and documentary filming. And giving an example of a
80 positive experience having I guess that the view that I have.. hang on I scribbled
81 down some answers and I can't read what I've written.. laughs... Basically the
82 positive is having someone come here to report on a specific issue that they
83 wanted to cover and either they come back to make a more general or
84 specifically archaeological story is what I find is a positive aspect of dealing with
85 the media. They often want to make a sensational story about the destruction of
86 cultural heritage or how industry is polluting and less about what is the actual
87 story that archaeology can tell. So I see that as a positive. The challenges and
88 difficulties are almost the corollary with that which is trying to get your own
89 message or data across when they have their own agenda. And the other
90 problem is when they selectively cite or take out of context what you've said. It's
91 very hard to control that.

92

93 19. In that sense for the business it is mainly we are approached whereas, for me
94 specifically I will do both. Either I do get approached or I will contact certain
95 people who get something happening like. For example I know [journalist X]
96 quite well so occasionally I phoned him to run a story on [Project X] not that I

97 should mention these names. [SC No well I'll take them out – that's alright.] Well
98 there's certain people that I can ring and say "Listen" and they do.
99

100 21. In terms of [the company where I work] there are two aspects to that. One is
101 [the company] has a conservation agreement with the [government] in relation
102 to the national listing of the [important Aboriginal heritage places in the region]
103 and part of that is a responsibility to communicate the values of [archaeology
104 and heritage places] to the general public. Also the company does it just to show
105 that they are a good corporate citizen. But in my case in addition to those aspects
106 I certainly get involved to try and counter government or other industry issues
107 that are being covered that are detrimental to the archaeology. And I suppose in
108 terms of content clearly we cover rock art both in how we are managing it and
109 the more general archaeological aspects of it. The company certainly likes to let
110 out old dates from sites, from excavations of other mines and basically coverage
111 that works like working with Aboriginal people or with university students in
112 some of their programmes.
113

114 23. The only ones I didn't tick were adults enrolled in non-vocational continuing
115 education courses, other private organisations and other enrolled students in
116 formal courses or programmes. [SC: So in fact you communicate with a vast
117 number of different..] I do indeed – yes I do. [SC: Including people who believe in
118 alternative and unorthodox archaeologies?]. Sorry that was the one – I actually
119 read the wrong. I don't communicate with those unorthodox types (laughs..) –
120 actually no I do (laughs) – I do. Come to think of it I've had various people here
121 that I've taken out to see rock art so I probably do. I just wouldn't have seen it as
122 so unorthodox so – who believe all engravings are star maps and..[SC: Yes I mean
123 I'm not asking you – this is very general. So basically you have all forms of
124 students except non-vocational continuing ed. [Clarifies answers and moves on]
125

126 24. [The company where I work] internally in terms of managing their
127 operations. I also talk regularly with or most frequently with [a community-
128 based pro-archaeology organisation]. I talk to consultants. Also members of the
129 public. And [the company] globally so people who come here to see [the
130 company] how it operates, from operations across the world. I tend to take them
131 out to see the archaeology while they are here. They don't just get to see the
132 [mineral] stockpiles. [SC – Sorry I'm pushing this here – but you must talk to
133 Indigenous communities?]. Oh yes I do indeed. That's continually. Yes I suppose
134 yes, yes (laughs). [SC. Sorry it's so obvious that you didn't..]. Yes. Absolutely –
135 yeah. On a daily basis almost – yes.
136

137 25. In the first – I actually provide tours of [regional archaeological sites] and I
138 actually present public talks. And then within the internal processes of [my
139 company], for example, when they're looking to put in a new road for some
140 reason it's discussed with me whether that will have an impact or not. In that
141 way that's dealing with those who know nothing.
142

143 26. That's certainly working with the [state government agency for Indigenous
144 affairs] and dealing with consultants and staff mainly at X University and in that
145 case as well local Aboriginal organisations. And I wasn't sure in that one – like

146 levels of knowledge – they’re on par but they may be different in terms of some
147 of the Aboriginal communities.
148

149 27. No there isn’t. That doesn’t happen. [SC Can I just ask in addition to that one –
150 do you think that’s because you are known and respected because of your
151 reputation and you developed good working relationships with people?]. Yes
152 that is the case. I don’t have the battle that...I am employed here as a specialist.
153 [SC: That’s really useful – as that’s coming up occasionally. That’s an important
154 point that is emerging out of the data.]
155

156 28. (No hesitation in answer – clearly thought about this and experienced)
157 Well in that in particular the [regional community archaeology association]
158 organise an annual tour of which they specifically target me to give it and they
159 are people who have paid to come up and see [regional archaeological sites] and
160 that feedback is always positive and the fact that they continue to do it. And in
161 that same way the effectiveness of communication is when you look at the media
162 coverage that has occurred on stories and re- running of stories because
163 someone has read something I’ve written or has been written relating to this
164 area. And the other aspect of that is where you’re changing people’s
165 understanding and commitment [especially about rock art] and also people that
166 just get simple involvement out of it and they didn’t know it existed before. So
167 many people are ignorant of what’s here.
168

169 29. N/A
170

171 30. In terms of technologies, obviously things like digital photography and
172 differential GPS are used. In terms of programmes MapInfo, Adobe Photoshop,
173 PowerPoint, email, PDFs and also our intra-site approvals coordination system.
174 So all those things. [SC Is that like an intranet at work..]. Yes. [SC Within the
175 organisation so you’ve got...]. Within the organisation. [SC You have online tools
176 for..] Yep. And if I need to share information obviously emails, PDFs, Excel, JPEGs
177 and that’s [?] images – and the phone! [SC The phone!?!]. The phone (laughs). [SC
178 Absolutely well that’s digital technology].
179

180 SC Do you use social media sites (Q32). No I don’t (emphatic). [SC No?]. Partly
181 because I don’t understand them. Also I don’t think we have access. They’re
182 blocked sites from work. And also I’ve found – I do personally have a Facebook
183 address but I never use it partly because I don’t know whose actually listening to
184 me. I get shocked when I find anybody can log on. I tend not to use them. [SC
185 Okay. But you are obviously – you’ve had a look at them – but you’re just..]. Yeah,
186 yeah. I must admit I’ve had a request for that Liadakin or whatever it’s called. [SC
187 LinkedIn?]. LinkedIn? Oh yes – that’s what it is. Someone’s asked me and I just
188 keep ignoring it. I’ve never been on Twitter. I have seen some YouTube things
189 when people have said there’s something on but the others – no. Never even
190 looked at them. [SC – You obviously picked up my message – you’re obviously on
191 OzArch list?]. Umm [SC – Are you? Or are you on AAA?] I’m not on that list
192 anymore. I used to be. [SC Right.] I think you must have advertised through AAA.
193 [SC Yes [Person X] just sent it round AAA.] Cos I Yes that’s where I picked it up
194 from.

195

196 32/ 33. You don't get ink stains (laughs) is one thing. [SC Only if the printer ink
197 spills...]. And the ease of analysing data is another thing and the efficiency of
198 compiling reports and you generate so many more photographs than in the old
199 days. You can click away quite happily without having to change film or buy new
200 rolls of film. [SC So you obviously find digital photography very useful]. Oh
201 absolutely yes because then you have images that you can whack straight into
202 reports without having to – you would know – with photographs you had to
203 print them out then paste them in and print off. So all those problems..

204

205 [SC Challenges?] Coping with upgrades of programmes. I've never found any
206 upgrades improved. It takes ages. And another challenge is that you reference
207 and file your photos, you individual photos properly so you can always get them
208 [SC Ah ha – yes.] And crashing. Crashing of computers. It's getting less and less
209 these days. And then one other problem is – especially when you are sharing
210 data is some places have blocks on the size of the file you send, in particular
211 government agencies in WA have a limit so you can't actually send them a digital
212 version of a report because they have such a restricted size limit and that's just
213 stupid in this day and age to limit the sizes when sending things. And they're
214 some of the challenges and problems. [SC – No that's a really important issue
215 actually about as working as part of a government agency.]

216

217 35. How do you rate your competency – nobody's said 'excellent'. That's
218 interesting as I would have said 'Excellent'. [SC Good!]. Excellent in the particular
219 programmes and things that I use. I certainly couldn't write a programme... mind
220 you I did learn. I started using computers back in the 1970s and learned to write
221 programmes that caused all sorts of problems. Um – yes.

222

223 36.

224 I go and ask other people in the office if I've got a particular problem and we also
225 have a help line. [SC So the organisation presumably provides ICT]. Yes that's
226 right. Recently it got transferred overseas. It's not so helpful these days. [SC Yes I
227 see. But obviously smaller companies have to sort themselves out

228

229 37. Well I just think mine's probably a bit very specific circumstances about how
230 I work and where I work. I'm not sure that it's reflective of other people's – of
231 other people of the 25 staff we have. [SC – Okay so they would be doing different
232 types of??]. Half of them are literally just assisting in survey representing the
233 company as a safety issue on those jobs. Yeah, they're just managing consultants.
234 I'm in a very particular circumstance. [SC An important issue that is coming up in
235 organisations there are lots of different roles – so I'm glad you brought that up
236 which I haven't actually asked that in the survey but it's obvious. But people
237 come to me and say 'I'm going to answer this question in my role in my job in
238 consultancy X when they also might be doing a PhD or involved with some
239 Society or something like that or they say 'within our organisation the boss does
240 this but I only do this'].

241

242 [SC Thank you so much for your time]. Not at all and hope you get something
243 useful out of it.