1 11-13. Cultural Heritage Manager. State Government Heritage Agency. 2 3 [SC: So you've filled out answers to questions 1-11 on the form (refer to)]. 4 1. Organisation X (major central state government heritage management agency). 5 6 2. government 7 8 3. Other 9 10 4.100? 11 12 5. large 13 14 6. State X. 15 16 7. Same as 06. 17 18 8. UNESCO – Paris and Bangkok 19 20 9. research, education, heritage conservation, travel or tourism industry. 21 recreation, heritage management 22 23 10. research, education, recreation, heritage management 24 25 11. Frequently 26 27 12. Yes we rely on media regularly – press, radio, TV etc. arranged through (my 28 department's) media and publications office. [SC: You [say that] you have a 29 media office that you rely on regularly. So do you make all communication with 30 the public through the media office? I. Yes, definitely. Sometimes the media will 31 contact us as individuals directly and if they do then we have to refer it to our 32 media unit. The media unit will then talk to the journalist to find out what it is 33 they want and whether or not it's going to be controversial and depending on the 34 outcome of that chat it may be accepted or rejected. If it's accepted then we will 35 be able to talk to the journalist directly. [SC: Okay so do you get a lot of media 36 contact?] Weekly. X (section manager) probably does the majority of them but 37 what we tend to do is if it's a project or site that we've taken the lead on then 38 we'll get the enquiry and deal with it. If it's one of X's projects and about [the 39 particular kind of archaeology and heritage he manages] he'll do the same and if 40 it's more general about heritage or archaeology then he'll do that as the 41 spokesperson for the office. [SC: If you have a media office in your organisation 42 do you work closely with them – sorry I'm not trying to get you to say – do you find it a useful relationship?]. Yes and no. Yes because they are media 43 44 professionals and it's 24/7 across the business. They have access to and know 45 journalists and can feed stories to the media much more successfully than we could. The no part is that depending on your definition of closely how close is 46 47 closely. When we were part of [a different government department before a 48 restructure took place] we had a really good relationship with the media unit

there and we had to kind of train them up to understand about shipwrecks and

maritime archaeology. Now we're in with [my current department] it seems they've got a hugely proactive media unit but we're just rebuilding that relationship. We've only been here a while. It's government policy to have all media go through the media unit to vet it before you can speak to the media and depending on which part of the government it is. Some departments have different views and for [our previous department] 90% of the time they wanted like one media contact for each branch or division – just that. Like if you'd done media before and it was your site then X (section manager) and our media contact would grant an exception for me to do an interview. But it seems with [the new department] they're really big on not having one spokesperson for the branch of the division but actually going to the person doing the work. And I think you'll probably find that if you've got other people that work for government – depending on which part of the government – they'll either be able to do the interviews as long as they are vetted or it will be a spokesperson from their office that will do it again and once it's been vetted.

13. I have a Bachelor of [business-related topic] and MBA both with marketing and communications majors and have been through [a maritime archaeology 'train the trainer' programme]. Yes through [organisation Z] I went through a [teacher development programme] so it was less about sitting through lectures and finding out how to teach but being mentored through it. So once you'd come through the [...] training programme like I did and you wanted to be a tutor then you go to like a tutor training weekend – 3 days – and you'd be mentored. So you'd have someone talk to you about what needed to go into the lectures and you'd get your lectures ready and you'd do your lecture and another training course and you'd be assessed on them. If you passed then you'd be allowed to teach that lecture and if you didn't you'd have to come back and be re-assessed on it until you hit the pass mark before you could go off and teach that. With each of the introduction course and the part one courses you'd have to teach all of the lectures say in an intro course successfully before you could teach a whole intro course on your own. So it's not a university course it's more of a vocational one. [SC: No no that's alright. It's very variable the extent to which people working in archaeology or heritage have training in teaching etc.]

14. 7 years

15. Separately to my role, the broader [department] employs education specialists to do public programmes, some of which relate to archaeology. Yes we run maritime training courses so that's mostly the teaching part and that's between four and six weekends per year and then the other communicating is often go to the information evenings, we do lectures or public talks to dive clubs and historical societies and universities and things. And an e-newsletter and writing newsletter pieces and articles and things as well. So that's not an attempt at the academic stuff that's just about us getting our message out hoping that if people understand what these things are then they will value them and care for them blah de blah. So a lot of that kind of newsletter articles and stuff is more like general rather than technical or archaeological. [SC: No no that's alright –

these questions are very broad and a bit open-ended so I'm – that's fine, that's great].

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16. Yes. All interviews are arranged by [department] media contacts.

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SC: And obviously you've been directly involved with professional media a lot and [SC is reading the answers that 11-13 has already written on the form and returned before the audio interview..)

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17. In a former role I worked with BBC on documentary. It was very professional, appropriate and delivered a positive message. [SC: Obviously you've had a positive experience with professional media – do you think that's because...?]. I wasn't sure how to answer that one. Give a positive example.. I did a documentary with the BBC I did a few things with the [?] but we went and did a [particular kind of colonial settlement] in [a South American country] a few years ago and that was really interesting. We spent three weeks or something in the field and they were there filming everything that we did and then they went and did a bit of a dramatisation to put into this doco so we saw how they did that. But I was actually really impressed because [laughs] you know how things can go in the field and then this documentary came out and it was really well put together and I thought gave a really good example of – like it was the best of what happened you know. They could have showed a lot of the trauma and things not going well and they didn't. And it was a really informative, interesting and credible documentary. [SC: And what do you think contributed towards that?] The relationship with the director and the media guys. To be real and honest. And again off the record - not off the record for you - but off the record at the time was that the people who didn't get on well with the director and the producer and his assistants didn't get as much airplay. I didn't quite understand at the time because we just got on quite well with them and so had a really positive experience and engaged well with them. And then there were some issues with the dig director and how some of the digging was being undertaken so we went and talked to the producer and said 'This isn't really ethical and this wouldn't be accepted at other places and we've got concerns about how this is being done' so we were able to express that quite freely. And then he kind of dealt with that in the documentary. So you didn't see necessarily the stuff that didn't go well so what went to air was still giving members of the public a good professional view of how these things get done. They didn't cover other stuff that we didn't think was appropriate and ethical. So it's a difficult one because you didn't get a 'warts and all' but from somebody watching a documentary about an archaeological excavation or expedition they would have see how it should be done. You know the stuff that wasn't done well wasn't displayed in the end. The communication was really good and how well we got on with the producers I think was directly responsible for how that came together in the end. [SC: No no that's really useful comment – do you think that your background and training and extensive experience in media and communications was instrumental in that? Did you have a better idea of where they were coming from?]. I think a lot of what I would say now with my experience. Yeah I had my university stuff at the time but I hadn't been doing like teaching of archaeology then. So I kind of had a theoretical background in how this all should work but in terms of how I

would deal with media now and the experiences I've had have been shaped by 147 that documentary as much as the other way round. [SC: You learnt from it?]. 148 Yeah. I'd been on a little one. They did a TV series which is how I met them. I was 149 150 on a dig and we turned up and the dig director said 'Yes this is going to be part of a BBC TV series' and it was then that we met the producers and got invited to 151 152 [the other project and documentary]. So I saw how on that first one how the whole thing kind of happened and then when he was asking us to come along to 153 [South America] we started having more open communication about what goes 154 155 on and a bit more involvement in how the show would turn out. Cos you're just 156 having more communication with the producers. [SC: Can I just ask you – are 157 these independent production companies who are..?] No - BBC. [SC: So they are -158 in house or something?]. Yes it would be like a Channel 7 staff producer making a 159 Channel 7 documentary. It wasn't like Film4 being hired by BBC to make a series 160 or being – You know like [Independent Production Company] did the *Shipwreck* 161 *Detectives* series here. They go and sell it to a channel – it wasn't like that.

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18. Nil (see above though)

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20. Large extent seek out.

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21. Use communication as an education and management tool. It is really about trying to change behaviour and use it as an education tool like a heritage management tool really. With maritime specifically you've got a lot of people out there doing stuff and we can't police it that whole kind of out of sight out of mind thing. So people know that on a wreck site they can pretty much do whatever they want and we won't find out about it so part of the reason for investing so much in the training courses and in using our media teams and media as much as we can is to try and show people that these things are important, why they are important and what the legislation requires in the hope that they will.. 'cos a lot of people swim over a wreck and see that it's shiny and take something and not think twice about it so we can't expect them to do the right thing if they don't know what the right thing is. So we try to get the right message out there that these shipwrecks are important, they are protected, why we protect them and what that means and how they should interact with them. And once people know all of those things what is important, why it's important and what the legislation and what they can and can't do under the legislation if they then go and do the wrong thing then we have a case to make because they have been educated. The more we educate them the less likely they are to do the wrong thing. So it's a double benefit really. Part of it I think is that we are a little bit behind terrestrial archaeology because that whole development process that goes on on land has given.. people have had to deal with the issues of archaeological sites on land for a lot longer than they probably have under water. So there's accepted principles and practices around how you deal with archaeology on land and although they are in place under water people still have this shipwreck treasure kind of mentality yet it's not so obvious what they can do to a site or even if they are on a site so it's harder to police it so you don't get that kind of comeback. So if you go and dig up something in the centre of [city X] – you know – dig up a wharf and

196 you haven't had a permit or you've trashed it people are going to know about it 197 pretty soon and they will be comeback. Under water if you do it people won't even know that you are out on the sites let alone what you are doing so there's 198 199 no – I don't know the word I'm looking for – responsiveness? or they are less likely to be held accountable for their actions because it's harder to know what 200 they are doing. And they can kind of get away with it easier. So it's like if you 201 202 could run through a red light and there was no impact you'd keep running through a red light – no policing, they didn't have a red light camera – you just 203 204 keep doing what you are doing. And they kind of do that underwater but on land 205 you can't because if you go and dig it up someone's going to see you and you 206 know you're going to get into trouble for not having your permit conditions. It's 207 more – the actions are more visible and more transparent – more obvious 208 because it's not three miles out to sea. [Small section of further explanation cut 209 here as repetition and less relevant to question...]

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22. Communicating the importance and significance of shipwrecks and maritime archaeology. Teaching people how to interact with, protect, preserve, research and record wreck sites. [SC: Okay - we've got the content here and you communicate with lots of people and you've ticked the boxes (23.) – check. So we can whizz through here.]

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23. Other – Naval and Defence Staff – current and retired. [Look at the ticks onthe sheet].

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24. Divers, members of the general public, consultants, students, navy/defence.

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SC: [Explains the next three questions]

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224 25. Yes – regularly – in all teaching/training programmes and media interviews. 225 Yes the teaching and training programmes is probably the biggest one in that we 226 are now getting probably at least a third being consultant terrestrial 227 archaeologists and probably another third divers and then the last third will be a 228 mix of uni students and school students, journalists, navy people just a real 229 mixed bag of related professions. Also some people that are just interested. 230 Whereas before in my experience in the UK that it was nine tenth divers and one 231 tenth somebody who is interested from that catch all and unlikely to have any terrestrial and consultant archaeologists. [SC: That's interesting [laughs]]. And 232 233 when I started here [x years ago] the whole first course I think bar one person were all divers. And now I've seen a big shift in the last [few] years - in that 234 235 we're getting more and more consultants and terrestrial archaeologists even at 236 the information evenings and the public lectures which is great for us because 237 we've still got an issue on land where you've got marine developments or

inshore developments where the potential for maritime or underwater

archaeology isn't being considered and professional advice has been given that it includes that. So that's as much of an issue for us here as divers nicking stuff. And

that will be the development impact will be a bigger issue in the future. So the

fact that we are getting to these people now before it is too huge an issue is really good.

26. Yes with terrestrial archaeologists and surveyors.

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27. Yes with recreational/technical divers hunting for shipwrecks (previously unlocated). Yes the divers – some of them are like that. You get – particularly deep divers or technical divers as they are called – often think you're just like a desk jockey and because they're out every weekend diving deep wrecks that we can't dive under commercial regulation and they're finding new wrecks and they're the experts they often don't give consideration to our expertise. Sometimes it's because they don't think the wrecks are important and we again explain to them about the traffic light thing – just because you might think it's okay to go through a red light but actually it's illegal to go through a red light so if you go through a red light you know it's illegal and you are taking your chances. You might not think this shipwreck is important because it only went down in 1910 but that's a historic shipwreck under the Act and if you go and do the wrong thing then you've got to be prepared to take the consequences. So we've got this thing where they think they know about shipwrecks than we do and they don't take us seriously because we are not out diving all the time and even when we do dive we are not finding new wrecks and we can't go to the depths that they can go so they are much more 'hard core' and informed than we are. So we get a lot of this. And I guess you and I haven't got to this yet but a lot of the communication that's not formal is with people coming up to us and telling us this, people ringing us up telling us we are stupid, people going onto dive forums and saving – you know – we don't know what we are doing and you know blah blah. So you know we get a lot of informal push back from some of the diving community. The ones that eventually come on to the training courses generally leave at the end of the weekend with a different view. The first time that happens it probably doesn't change their behaviour it just gets them going 'Oh I didn't think about that' 'Oh I didn't know that' 'How interesting' but we then find that they'll come to something else – it will either be a more advanced training course, it will be an info evening, it will be something else and then they will warm to you. And then we find they'll start coming back three or four or five times to whatever else we have in the future. But if we don't get them onto a training course or engaged someway in the first place you don't start down that path and you don't change behaviour. [SC: That's interesting example – I've written here 'culture of practice'.] Yes and with the consulting archaeologists I'm finding at least they don't fall into that box. They're really wanting to learn and they are really wanting to know the same as the other third that are just interested individuals or related professions. Because they know that this maritime thing is just something that they have to deal with but they don't know how – so although they're professionals in their own right they're really keen to learn.

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28. We don't use objective metrics, but rely on subjective feedback and changed behaviours/understanding. Is success for us.

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29. Your organisation judges the effectiveness of communication with 'positive media coverage' [written answer] Yeah it is positive. That was the big thing when I started it was actually in the [organisational plan] about getting positive media coverage. The only part of my job I'd say is yes you get positive media

coverage and that's nice but they don't objectively measure it and that's a really difficult thing to do. But we get media monitors every day that give us all media articles and any paper or news radio or whatever across the state so we get it monitored and we get copies of the articles or where it was played and what it said but there's no way of them objectively giving you a KPI for that. It's just 'good vibes' that kind of thing. [SC: Yes – thank you that's a good point and raises some issues]. Yes because there's a whole question of how do you do that? If you want to assess by positive media coverage so how do you make a metric or [?] something for that – so we haven't gone that far. [SC: No mm. I'm sure you've gone further than some other organisations]

30. Site Recorder 4 GIS, Microsoft Powerpoint – whole Office Suite. Google Earth. Arch GIS. SEAFARER [?]. There's a bespoke GIS for maritime archaeology called Site Recorder. [SC: So that's a software package?]. Yes there's a whole family of them. There's a Site Searcher used for geophysical survey. There used to be a Site Surveyor which was simply a survey processing software and Site Recorder which is a four dimensional GIS. But Site Recorder now has all the Site Surveyor absorbed into it so. You could use it for other sites but it's primarily maritime. And I didn't put in there. There's all the positioning systems – like acoustic positioning systems software that [?] use. [SC: I know that maritime uses masses of technology – that's okay]. Yeah. And all the remote sensing software that you would use if you are doing that but... [sC: That's okay – heavy use of technology for mapping and recording sites. I'm glad vou've mentioned PowerPoint as I'm sure lots of people use PowerPoint and they don't mention it]. PowerPoint I put in there because it's teaching. For lectures and things. [SC: Yes. Seafarer – what's that?]. That's a charting programme that the hydrographic office developed. So that on the boats you can get electronic charts and Seafarer is the posh end of that. Like you know in the old days you'd get a paper charts, then you get electronic charts and then Seafarer is all the electronic charts with a GIS as well.

31. As above

32. Do you us social media sites for your work – you've put no. Well this is work for government. Previously when I was at [a community-based organisation] we used Skype for international meetings, we had an organisation Facebook Page. Twitter wasn't really around then so yes we were using social media and the government does use social media but in heritage we haven't yet. There is a recognition we should investigate it but we don't and I think and part of that is we haven't had for heritage a lot of IT support for a long time and we don't have a publications team and all that stuff to research and monitor it. But going into environment I think they do use it and once we get fully absorbed we are hoping we will be able to hook in with their IT and web people and everything and properly go down that path.

[SC: Can you I just ask you something because you did mention earlier that you had people who were deep divers or technical divers or other people who were commenting negatively about. Where would that be – are they posting to..?]. There's a forum called DiveOz. I think it's diveoz.com. So I actually told you a small fib because when we do our e-newsletters – every two months I bang out

an email about what's been happening in the maritime programme – we send that to an outreach list that I have which is just everyone who has come to a training course, info night, a public lecture or whatever so it's just our little group of maritime friendly people. So it goes to that. It goes to all the dive shops and clubs in the state which we have a database of and we've started posting it onto DiveOz. But we post and when people respond negatively we don't reply. [SC: So you post onto this forum which somebody else set up?]. Yes it just means that before we post we have to get approval from our media people because it's another form of external media use. So when I do those e-newsletters it gets run past the media unit and they say yes or no. And once they've said yes we can do the email and the posting. Probably that's the only one as it's not an in-house account and there's a whole bunch of stuff with this part of government that you have to go through to do that and we don't have.. I'm going to contradict myself again.. we don't have a broad base, we don't have the resourcing to deal with it. But having said that there is a Yahoo Group that we use – well two – there's a heritage advisors list and for my 'Project X' I've got a public programme that people can sign up under contract to volunteer [SC: And that's through Yahoo Groups?]. Yeah. It's a group we set up to encourage the wreck's bodies to email to each other themselves and to get them talking to each other. So I moderate that. So I guess on a policy level no we haven't dealt with social media but we have had approval I suppose for two or three things – we'll get approval as it goes for that. [SC: So let me ask to clarify – you post onto this DiveOZ forum and you have that approved by your media people and it complies with the policy. The fact that you don't engage with any discussion on there – is that a policy issue or is it a practicality?] It's a practicality because what used to happen before I started was that as divers would post things that were quite derogatory and a staff member would respond and then the diver would respond and the staff member would respond and the diver would respond and inevitably the staff member would end up being quite defensive and the divers would be quite attacking. And it never ended in a good place. And I'm not sure I did the right thing but I went through a long process to get approval for us to post and an understanding that if people responded negatively to that we wouldn't rise to it because they would just go into an all out attack and some of them were quite defamatory and we could probably have had action taken against them but this way it means they get the information, we're engaging with them in the forums they use that when they are being inappropriate we don't respond to that. If someone posts a comment that is appropriate and polite – you know genuine – we will reply. So when I say we have a non response kind of view that's just not to rise to any of the crap that is inappropriate and attacking because any time that has been responded to in the past we've ended up looking really bad because we just look silly. [SC: No look I think that's really useful comment really. I've got as you know a very inactive YouTube site which I've set up outside the university branding – but when I first started I left it on with comments and it's obviously open to anybody and I had this issue and I just turned commenting off. I Yes because people – you know from our end – like when a staff member would initially go and comment obviously that staff member would feel attacked so would respond in a defensive way and would not fully be considering their response too. And then it just opens the door even further for whoever is doing the attacking. It gives them food and they would just go again and it would just end up

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degenerating into [SC: Yes you know I – without going on about it – I think there's a lot of problems with some of this stuffl. People feel – you know from the divers perspective – people feel that they can hide behind the anonymity of a forum and just say whatever they want to say. They don't have to face the people they are saying it to or about and there's this - especially on those forums - the people who would be horrendous and horrendously defamatory, inappropriate would come up to you at an event and be wonderfully polite and appropriate. So there's this whole sense of anonymity and they can just – you know – dump on a page and press send without feeling that they have to I guess follow the usual etiquette and be respectful. [I think they forget?] they are dealing with another person – they can just dump it on there and press send and they don't feel – they are never going to see the response – you know if you had to stay to.. If that diver was in a position where I was standing in front of him – fortunately it's never been me – but he would never say those things to me, because you can never say that really to another person you would just feel so horrible about it. But they can write it on the forum because they don't have to face the person they are saying it about. [SC: Because it's anonymous?]. Yes. So this is part of the reason when they start attacking or are inappropriate we – you know I've encouraged everyone here not to reply. [SC: Yes I completely agree – I think there's a lot of problems with email and postings and...]. Yes I think the reason they do it is because they just don't have to face people. [SC: Yes when I write this up I need to go and read more stuff – which I'm sure is written in media studies and things. Yeah – though practice you notice, ves I'm very careful how I use email now. With first year – I teach first year now – we have online forums and things which are for teaching – I think there's a small number of people who just – I mean even if they are not anonymous – can be quite aggressive and I think it's – sorry the Twitter generation – people will just blurt something off without thinking about it]. Yes exactly. [SC: It's just not appropriate]. It [?] just encourages it as the whole other side of that Twitter and email thing is that people expect responses immediately because you are available 24/7 some people expect to be answered immediately regardless of the time or day - the time of night or whenever it is. And then there's also that view that if someone is emailing me I have to respond immediately because it's expected. And then you get a lot of these communications that are half-considered so they either appear blunt or rude or short or abrupt when they are not intended to be and then some of them are [laughs] blunt, rude and abrupt. It's because people don't stop long enough to censor themselves and they press the button. So I think there's a few other things that go on in there as well. It's so inappropriate because they just blurt and send as they are so wound up and they don't censor themselves. And the other side to me is that they don't feel they have to because they are anonymous.

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33. [SC: You like using computers because they are efficient and effective.] If only ours were [laughs..]

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34. Challenges 'using PCs beyond their useful economic life'. Oh yes – ours are so old here. [SC: Is this at work?]. Yes – but that will change. [SC: Is that a funding issue?] Yes when we were in [the other department] it was a funding issue. We've been advised that we will get more now because we have been told they're beyond their useful economic life and they are so slow it's frustrating –

you can't run a lot of the GIS software on the because they just don't have the capability to take it. And there's a lot that goes into that because you often can't perform your role because the technology isn't up to scratch and it's a funding issue. And something like laptops they don't make them wireless for security reasons so that also has an impact if you are on a fieldtrip or if you are travelling you can't just log on and check your emails as if you are where a wireless connection is you can't use it. So there's some security limits which the government has put in place which means you can't be as effective as you could be if you have those restrictions.

[SC: Can I also ask – are you able to access social media and things – do you have free internet access through work or are there restrictions?]. At the moment we do as we are in transition – so sorry about having to give you both sides –[SC: No no that's alright...] under [the older department] its free and unrestricted so you can get Facebook, Twitter, Yahoo Groups, Skype and all of those things but under [the department we've just moved to] – no. We've been told that once we are transitioned that it will all stop. [SC: Can you tell me why they do that?]. I don't know. Some of it is – I am assuming that some of it is for productivity reasons. I'm assuming that some of it is to ensure that there's no inappropriate messages getting out. I'm assuming also that it's so we are using government money, staff resources and equipment appropriately for the tax payer – so you can't be say on Facebook that's not a good use of taxpayer money. But you know if you are using them for work purposes then it shouldn't be an issue. So I expect there would be some element of assessment that goes on like if you use Yahoo for Wreck Spotters and that is a legitimate funded programme then you'll be able to have access to Yahoo on your computer but {?} you won't. That's how I think it's going to go but. [SC asks more about funding for computer equipment.] Yes – if you can make a business case that you need them and it's valid then you can have access to them but it you don't need it for your work they'll have a question about being transparent and appropriate

35. Average

36. Support is provided by the IT office