



Big Rain is Coming: The Roles of Key Change Agents, Business Analysts and Business Readiness Consultants in Implementing Major Change in a Higher Education

The implementation of Transforming Swinburne came at the same time as the change in the university's Student Management System. In 2014 Swinburne saw the implementation of Integrated Services Model within its services, along with the application of Student One, to replace a 20 year old Student Management System. The drive behind the major change was the opportunity for Swinburne to grow its reputation by adapting to new external and internal demands that will benefit the staff, the students, and the university.

Research has shown that implementation of change in tertiary education will need effective partnership between the university's administrative staff, the Project Team and each business units. This is the key motivation for the alignment of Key Change Agents, the Business Analysts and the Business Readiness Consultants in the Student One project. These roles were developed to implement the principles of good change management. The goal is for business units within the university to accept responsibility and take ownership for their part in making the change happen effectively, as failure for acceptance of change can be high in the transition stage.

This abstract will discuss how the Student One Project's Business Analysts and Business Readiness Consultants applied an effective change management, beyond trainings and communication, supported by Key Change Agents, who are the administrative staff within the business units. Faced by a variety of behaviour and attitude from a broad range of staff and students who have just experienced significant change in the university structure, the Key Change Agents, Business Analysts and Business Readiness Consultants have become a kind of remedy that is imperative for the sustainable development of the university in implementing such a major change.