

THOMAS A. BIERLY

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EDUCATION

Royal Melbourne Institute of Technology

Melbourne, Vic, Australia

Doctor of Philosophy in Economics

expected 2026

Thesis: Essays on Automation

- Conducted research on the effects of machine learning and automation on the Australian economy. Specifically, explored the antecedents of technical unemployment in order to develop more accurate models of future labour impacts related to the fourth industrial revolution. Conducted novel research on task reallocation and changes in skills demand using real-time jobs data and machine learning methods. Identified discrepancies in perceived risks of automation and the observed impacts of technological unemployment.

Monash University

Clayton, Vic, Australia

Master of Education

October 2015

Specialising in educational technology

Thesis: Exploring Employer Perceptions of Massive Open Online Courses in the Labour Market

- Conducted research on the employment-related value, significance, and implications of Massive Open Online Courses (MOOCs). Specifically, whether MOOCs, compared with respect to traditional higher education qualifications and professional certifications, may provide a means for advancing the qualifications and employability of individuals.

The Pennsylvania State University

University Park, PA, USA

Bachelor of Science in Information Sciences and Technology

August 2010

Specialising in systems integration and application

Bachelor of Science in Security and Risk Analysis

August 2010

Specialising in information assurance and cyber terrorism

Student of the Year (nominated and voted for by the university faculty)

2009

Leader of the Year (nominated and voted for by the university students)

2007, 2008, 2009

CERTIFICATION

Information Systems Security (INFOSEC) Professional

August 2010

Certified by the U.S. Committee on National Security Systems (CNSS) and the U.S. National Security Agency (NSA)

Working with Children Check

Card No. 1167851A-02

Issued by the Department of Justice & Regulation in the Victoria State Government

Expires November 2027

AWARDS AND HONOURS

RMIT Online Teaching Philosophy Award

December 2023

“Celebrating an exemplary Teaching Philosophy that showcases a clear understanding of pedagogical theories and concepts through demonstrable facilitation practice, consistent professionalism in all interactions, and proven positive student outcomes.” – Dawn Gilmore, RMIT Online Academic Director

RMIT Online Outstanding Contribution Award

February 2023

“The Outstanding Contribution recognises the substantial contribution to the online facilitator community. Through giving back your expertise you’ve multiplied your impact to teaching.” – Dawn Gilmore, RMIT Online Academic Director

RMIT Vice-Chancellor’s Award for Sessional Staff Member of the Year

December 2021

“For research efforts towards the effects of automation on the labour market. Thomas has had a profound impact on the many students, faculty, and staff who have had the pleasure of working with him.” – Dionne Higgins, RMIT Vice-Chancellor

RMIT Online Star Facilitator

August 2021

A “Star facilitator” recognised for consistently earning high Good Teaching Scores in online courses.

TEACHING EXPERIENCE

Royal Melbourne Institute of Technology

Melbourne, VIC, Australia

Course Coordinator and Lecturer**January 2018 – Present****Postgraduate Courses**

Leading AI and Workforce Transformation	2025	86.2% GTS
Management of Technology and Innovation	2025	85.4% GTS
Fundamentals of Cybersecurity	2025	100% GTS
Foundations of People Analytics	2022-2023	95.8% GTS
Human Resource Management for Entrepreneurship and Innovation	2022	80.6% GTS

Undergraduate Courses

People Analytics	2025	94.0% GTS
Managing People for the Future	2024-2025	96.4% GTS
Work, Health, Safety, and Wellbeing	2024	96.6% GTS
Negotiation and Conflict Resolution	2022-2024	95.4% GTS
Cross Cultural Management	2023-2024	93.4% GTS
Business Decision Making	2023-2024	93.3% GTS
Human Resource Development	2018-2024	93.9% GTS
Business in Society	2023	94.0% GTS
Professional Practice in Human Resource Management and Industrial Relations	2023	80.8% GTS
Future of Work	2020-2023	95.1% GTS
Employment Relations	2021-2023	92.0% GTS
Introduction to Information Technology	2019-2022	90.0% GTS
Negotiation and Advocacy	2020-2021	95.7% GTS
Management in Practice	2018-2020	96.4% GTS

University New South Wales

Sydney, NSW, Australia

Course Convenor and Lecturer**January 2024 – June 2025****Postgraduate Courses**

Human Resource Analytics	2024-2025	88.9% OSI
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University of Melbourne

Melbourne, Vic, Australia

Sessional Lecturer**February 2020 – July 2020****Postgraduate Courses**

Macroeconomics for Management	2020	COVID
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COURSE DEVELOPMENT & SUBJECT MATTER EXPERTISE

Royal Melbourne Institute of Technology

Melbourne, Vic, Australia

Subject Matter Expert

January 2021 – Present

Postgraduate Courses

Leading AI and Workforce Transformation

Foundations of People Analytics

Professional Human Resource Practices

Undergraduate Courses

Managing People for the Future

Human Resource Development

University of New South Wales

Melbourne, Vic, Australia

Subject Matter Expert

October 2023 – January 2024

Postgraduate Courses

Human Resource Analytics

PUBLICATIONS

Bierly, T. (2015). *Exploring employer perceptions of massive open online courses in the labour market*. Master's thesis, Monash University, Clayton Vic Australia.

Bierly, T. (2014). Introduction to the educational gamification market. *The Journal of Digital Learning and Teaching Victoria*. 1(1), 57-61. Retrieved from <https://dltv.vic.edu.au/publications/journals/DLTV>

INVITED PRESENTATIONS

Scaffolding the Online Assessment Experience by Building Connection, Autonomy and Confidence September 2024
Panel Discussion with Jones, T., Brown, E., & Luu, K. at the RMIT Learning & Teaching Festival, Melbourne VIC Australia.

GenAI Trial: An On-Demand Supplementary Maths Tutor October 2023
Showcase Symposium conducted by RMIT University, Melbourne VIC Australia.

Twitching and Teaching: Using Broadcasting Software to Improve Virtual Presence April 2023
Virtual Masterclass Series conducted by RMIT University for accrediting online facilitators, Melbourne VIC Australia.

Learning 101 Masterclass January 2022
Virtual Masterclass Series conducted by RMIT University for accrediting online facilitators, Melbourne VIC Australia.

Bootcamps and Growth Mindsets November 2021
Learning and Teaching Symposium for Open Universities Australia, Melbourne VIC Australia.

Beyond Badges: Managing Talent with Systemic Gamification November 2014
Talent Cultivation and Learning Symposium conducted at the Talent 2020 Conference, Sydney NSW Australia.

Tech Investment Trends in HR 2014 – 2020 November 2014
Plenary Panel Discussion with Atkinson, R., Stephens, L., Wilkins, R., & Pettifer, S. at the Talent 2020 Conference, Sydney NSW Australia.

Straight Talk: Queer Life in STEM Professions April 2010
Gender and Global Information Technology Sector Guest Lecture Series conducted by the Pennsylvania State University College of Information Sciences and Technology, University Park PA USA.

ACADEMIC SERVICE

Royal Melbourne Institute of Technology

Melbourne, Vic, Australia

Australia's largest dual-sector education provider generating \$1.5 billion in revenue.

Associate Lecturer (Academic Career Development Fellow)

February 2025 – Present

School of Management – Department of Business Administration and Management

- Designed and facilitated the MBA course Leading AI and Workforce Transformation, integrating emerging research and case studies to critically examine AI's impact on job design, strategic workforce planning, and organisational transformation.
 - Delivered lectures and tutorials for the Management of Technology and Innovation (MTI) course, equipping postgraduate students with analytical tools to evaluate innovation ecosystems, technology adoption, and competitive strategy.
 - Integrated metahuman simulations into the curriculum to immerse students in realistic business scenarios involving innovation adoption, stakeholder management, and technology investment decisions.
 - Coordinated the postgraduate courses, managing assessment design, delivery logistics, and academic integrity while supporting a diverse cohort of facilitators and students.
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Research Assistant

January 2020 – Present

School of Management – Audited programs and provided course design recommendations.

- Conducted a trial on the use of Generative AI as a virtual teaching assistant in a maths intensive business course.
 - Audited the Bachelor of Business: Human Resource Management program to ensure compliance with the Australian Human Resource Institute's (AHRI) Model of Excellence and successfully achieved the AHRI re-accreditation.
 - Audited the course offerings of the Australian Council of Trade Unions: Australian Trade Union Institute against the Australian Qualification Framework and other standards enforced by the Tertiary Education Quality and Standards Agency.
 - Facilitated the co-design of the Postgraduate Certificate of Labour Studies by coordinating faculty committees and representing the university in discussions and negotiations with the Australian Trade Union Institute.
 - Designed six new courses pertaining to industrial relations, workplace organising, industrial law, policy and communication, and digital marketing; each awarding micro-credentials.
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RELEVANT INDUSTRY EXPERIENCE

Telstra

Melbourne, Vic, Australia

Australia's most recognised brand, and market-leader in telecommunications, with over 40,000 employees and \$5.8b in profits.

Senior Learning and Organisational Developer

August 2015 – January 2017

Global Learning – A centralised unit responsible for managing Telstra's large to enterprise-wide change initiatives, capability uplifts, and learning programs. Operated as an internal consultancy business partnering with senior leaders to deliver results.

- Led multiple projects, scaling a variable team, managing 15 to 30 employees.
- Oversaw the design, development, and deployment of learning campaigns for 40,000 Telstra personnel across many audience groups working out of more than 1400 locations across the globe managing a budget of approximately \$200 per participant.

Retail: Consulted with the Group Executive of Media and the Group Executive of Retail

- Persuaded stakeholders to invest \$200,000 in developing Telstra's first virtual reality retail store complete with customer simulations and product demonstrations to support the launch of Telstra's rebranding and new entertainment bundles resulting in 300,000 new Telstra TV purchases and a 100% increase in entertainment app subscriptions.

Small Business: Reported to the Executive Director of Small Business

- Telstra Business Net Promotor Scores (NPS - a customer service metric) were in a 15-point free fall. I led a customer service capability uplift program across 84 nationally dispersed Telstra Business Centres that not only stopped the decline but improved Telstra Business episodic NPS 7 points and strategic NPS 6 points during a time the Telstra Enterprise NPS scores were also in decline.

Global Enterprise and Services: Reported to the Group Executive of Global Enterprise and Services. Partnered with Executive Director of Technology Services and Director of Customer Service Management

- Led the evaluation, development, and implementation of a new ITIL strategy for Telstra's Global Enterprise Services requiring a BU realignment and establishment of a COE. The restructure was accompanied by a \$250,000 accredited learning intervention which resulted in a 50% reduction of critical customer complaints, a 35% improvement in ITIL compliance, and increased ITIL Process Maturity from 1.9 to 3.1.
- Managed a \$700,000 investment from the business to develop a platinum project management service. Developed a consulting business structure, matrixed career path, and assembled a team of over 400 FTE with a combination of skills and experiences from across the enterprise able to scope and deliver projects ranging from \$10K to over \$100M. Rolled out a six-month accreditation program to certify all project managers in the global PMI accreditation and the local AIPM certification. This initiative resulted in Telstra developing the capabilities needed to take a platinum project management professional service to market internationally which has contributed to significant revenue growth.

Human Resources: Consulted with the Group Executive of Human Resources

- Completed an analysis of Telstra's gender and generational data, explicitly looking at employees' engagement, rate of promotions, new employment offers, and separations. Made data-driven recommendations to the Chief Executive Office Leadership Team.

Mergers and Acquisitions Lead

September 2014 – August 2015

Organisational Development – *Led the small but elite M&A team which provided organisational design and development consultancy for over 40 eHealth, Media, Network, and Security M&A deals.*

- Worked with considerable complexity and ambiguity as I sought to acquire and integrate a wide range of organisations that would enhance, or more often provide new, capabilities to Telstra in line with the enterprise's strategic vision and aspirations.
- Demonstrated my capacity to strategically manage multiple diverse teams and numerous projects concurrently while providing authoritative advice to Executive Directors culminating in the successful integrations of:
 - Dr. Foster (an e-health company based in the UK),
 - O2 (an Australian network company),
 - Bridge Point (an Australian niche IT security company),
 - PacNet (a telecommunications and submarine cable company jointly based in Hong Kong and Singapore).
- Designed employee engagement surveys for use across many acquisitioned companies to take the pulse of the organisation during periods of change.
- Established a joint venture between Telstra and Telkom Indonesia to deliver managed network services to the emerging Asian market. Telstra had management authority but only 49% ownership. Working on this partnership and setting up the HR function while reporting into the CEO and CFO required exceptional stakeholder management and influence.
 - Developed and delivered extensive cultural training and behavioural event interview training to Directors and GMs (many of whom were Australian expatriates on their first international engagement) so they could better assess local talent from the fourth most populated country in the world.
 - Worked diligently across all business units to design a recruitment, on-boarding, and induction process that was fit for purpose and welcomed 300 new employees. The induction addressed not only cultural differences that might exist in the melting pot joint venture, but also spent significant time exploring how to work within two large and highly matrixed parent organisations.
 - Designed a robust performance management framework to address performance gaps by emphasising regular employee driven development discussions, constant coaching and honest feedback throughout the year.
 - Created an international mentorship program to facilitate multinational knowledge transfer of tacit specialist expertise and to assist new employees with navigating Telstra's matrixed organisational structure.
 - Cultivated a partnership with Telkom Corporate University to provide training and development opportunities to the joint venture employees and to deliver sales training to the parent organisation regarding the joint venture's offerings.

Organisational Development – *A centralised function resulting from the restructuring of all the learning and change management functions from across every business unit into one team. Operated as an internal consultancy practice.*

- Managed external vendors to support multiple change initiatives for large and diverse, yet highly specialised technical audiences, ensuring complex information was presented in a comprehensive yet concise manner appropriate for the target audience.
- Performed needs analysis across multiple lines of business; negotiated project parameters and scope with senior stakeholders and directors; created iterative designs and rapid prototypes using agile development methods; and deployed holistic change initiatives based on business objectives including initial training and ongoing embedding components for various technical methodologies and systems.
- Developed a computer learning environment for performing text analysis on large quantities of training participant verbatim collected from multiple post implementation reviews to evaluate, inform, and drive continuous improvement programs so Organisational Development can better serve and support Telstra employees.

Wholesale and IT Operations: Consulted with the Director of Business Improvement

- Led a large restructure and change initiative around Telstra's Structural Separation Undertaking, effectively managing a team of 30 subject matter experts, legal aids, IT project managers, and senior leaders to establish a robust governance process and ensure legal compliance while separating retail and wholesale data in our systems.

Human Resources: Partnered with the Chief Talent Officer and Human Resources Chief of Staff

- Designed a talent portfolio management program to enable human resource business partners to use data analytics when identifying and comprehensively developing their talent assets.

Retail and IT Operations: Consulted with the General Manager of NPS and the General Manager of Big Data Technology

- Managed the implementation of the NPS analytics system that linked strategic, episodic and call survey responses with customers' experiences with Telstra (calls, orders, faults, credits, bills, etc). The system performed robust voice, text, and sentiment analysis on customer verbatim. The application assisted with identifying main causes of customer dissatisfaction which resulted in numerous customer experience improvement projects being kicked-off.

Finance and IT Operations: Partnered with the Principal Project Manager of T-Inform.

- Designed an innovative 'playground' for users to authentically learn to use T-Inform, Telstra's enterprise-wide data management, analytics, and reporting system. Users engaged in self-directed learning within a fully functional training instance with mock data, supported by short videos and an internal social media channel. As the training environment was built into the live system, users can seamlessly switch between the two to explore and test new features and functionality as participants identify skill gaps during use.

Accenture

Melbourne, Vic, Australia

A global professional services company that provides strategy, consulting, digital, technology and operations services with nearly 400,000 employees and \$4.81b net income.

Instructional Design Team Lead

January 2011 – January 2013

Business Process Outsourcing Services – *A global, highly differentiated service able to dramatically improve business performance and shareholder value.*

- Won large multi-year contracts to provide embedded instructional design services to Fortune Global 500 clients.
- Led diverse, internationally dispersed, teams of analysts and consultants in determining new system and business processes for complex IT enhancements to business-critical systems and developed comprehensive training solutions for impacted employees.
- Assessed the Business Unit requests / requirements and defined formal Statements of Work and managed adjustments through a weekly Change Control Forum.
- Created a project management application for tracking the team's development times and budgets, capable of projecting completion dates and producing metrics for estimating future work.
- Designed and developed native mobile apps as well as HTML5 sites to explore new mobile learning initiatives.

The Pennsylvania State University

University Park, PA, USA

An American public, land-grant, sea-grant, space-grant, sun-grant, research-intensive university with a threefold mission of teaching, research, and public service. The university has just under 9,000 faculty members and nearly 100,000 students supported by a \$3.64b endowment and a \$4.9b budget.

Instructional Systems and Web Developer

February 2007 – August 2010

College of Information Sciences and Technology – *An interdisciplinary faculty that integrates a variety of perspectives from computer and information sciences, psychology, social science, economics and public policy, to study the interactions between information, technology, and people, to inform the design of innovative information technologies, and their societal impact. World Campus (the online courses) is ranked number one in the U.S.*

- Developed online classes for the Masters of Professional Studies (MPS) in Information Sciences covering topics such as: Computer and Cyber Forensics, Enterprise Architecture, Information Security and Assurance, Data and Knowledge Management, Network Management and Security, Intelligent Agents and Distributed Decision Making, and an Introduction to Multisensor Data Fusion.
- Developed virtual labs to enable students to evaluate different operating systems, install security mechanisms, and compromise the security or data on a system.
- Designed and developed the Faculty Teaching Website to improve the body of knowledge and support a community of practice with discussion forums, lessons learned, and quick access to resources such as teaching support programs to improve coaching skills, ensure diversity awareness, and educate faculty on methods of conducting classroom assessments.

CONTRACTS

KPMG

Washington, DC, USA

A professional services company and one of the Big Four auditors with over 189,000 employees and \$25.42b in global revenue.

Federal Associate

June 2009 – August 2009

Information Technology Advisory Services – *Audited the U.S. Government and helped alphabet agencies respond to IT challenges.*

- Delivered risk and control assessments, system development reviews, project management services and system implementation instructions.
- Obtained permission from the U.S. Office of Inspector General to perform penetration tests in which I circumvented security and gained access to over 80 servers belonging to the Federal Deposit Insurance Corporation.

The Bank of New York Mellon Financial Corporation

Pittsburgh, PA, USA

The oldest banking corporation in the U.S. and the world's largest custodian bank with over \$30.5 trillion assets in custody and \$1.72 trillion assets under management globally. The bank has over \$50,000 employees and earns over \$3.2b net income.

Business Analyst

June 2007 – September 2007

Global Securities – *Mellon Financial Corporation just announced that they had acquired the Bank of New York. The Vice President of Global Securities asked me to assist with an internal audit and to automate key processes in his function in preparation for relocating from Pittsburgh to New York.*

- Designed methods to improve operational efficiency by streamlining and automating business processes with the Vice President of Global Securities.
- Documented database flows and logic in order to meet internal audit requirements to comply with federal financial regulations while simultaneously eliminating erroneous data from SQL queries and VBA macros to optimize systems.

The Vanguard Group

Valley Forge, PA, USA

An investment management company; the world's largest provider of mutual funds and second largest provider of exchange-traded funds with over 14,000 employees and \$3.6 trillion assets under management.

Systems Analyst

June 2007 – August 2007

Information Technology Operations – Took on a side project to automate the tracking of various IT solutions under testing thus enabling the Senior Systems Manager of Quality Software and Six Sigma Initiatives to better manage projects across the enterprise.

- Developed the Automated Daily Status Report – A decision support system featuring a complex database with extensive user interface to capture test execution data and export SAT metrics for the Senior Systems Manager of Quality Software and Six Sigma Initiatives.

ACTIVITIES

International Chin Mu Kwan Tae Kwon Do Federation, Black Belt	1996 – 2025
Telstra Human Resources Diversity Council	2014 – 2017
oSTEM (Out in Sciences, Technology, Engineering, and Mathematics)	2006 – 2017
The Pinnacle Foundation (Volunteer at the LGBT Youth Scholarship Program)	2011 – 2012
College of Information Sciences and Technology Faculty Staff Diversity Council	2007 – 2010
International Thespian Society, inducted into the Technical Theatre Hall of Fame	2004 – 2006

REFERENCES

Available upon request.