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## BAC-7254

### Contact Information

Contact Name	Rory McCluster	Home Address	7401 E.8th Ave
Preferred Phone	303-648-1738	Home City	Denver
Preferred Email	rmcluster@comcast.net	Home State	CO
Other Phone	303-366-2028	Home Zip	80230
Other Email	rory.mcluster@denvergov.org	County	Denver
DOB	[REDACTED]	Hispanic or Latino origin or Descent?	No
SSN	[REDACTED]	Race/Ethnicity	African American
Gender	Female	Other Ethnicity	
Other Gender		Salutation	Ms.

### Board Information

Board Name	Board of Ethics	Other boards or commissions served	
Status	New	Resigned	
Term Start Date			
Term End Date			

### Work Information

Employer	city & county of Denver	Work Address	201 W. Colfax
Position	Deputy Director HR	Work City	Denver
Business Phone #	303-589-8339	Work State	CO
Work Email	rory.mcluster@denvergov.org	Work Zip	80202

### Additional Information

Are you a registered voter?	Yes	Objection to appointment?	No
If so, what county?	Denver	Special Information	
Denver City Council District No	5		

### Education and General Qualifications

Name of High School	Northglenn High	Name of Graduate School	University of Denver
Location of High School	Northglenn	Location of Graduate School	Denver
# of Years Attended High school	4	# of Years Attended Graduate School	2
Did you Graduate	Yes	Did you Graduate	Yes

High School

Graduate Major Masters Degree Special Studies

Name of College Metropolitan State College  
 Location of College Denver  
 # of Years Attended College 4  
 Did you Graduate College Yes  
 Undergrad Major Speech Communicatio s

**Reference Details**

Reference Name #1 Karla Pierce Reference Email #1 karla.pierce@denvergov.org  
 Reference Phone #1 720-913-3109 Reference Address #1

Reference Name #2 andrea Albo Reference Email #2 andrea.albo@flydenver.comorg  
 Reference Phone #2 303-342-2207 Reference Address #2

Reference Name #3 Kat Barker Reference Email #3 kat.barker@denvergov.org  
 Reference Phone #3 303-921-0138 Reference Address #3

Agree to a background check

Owner Romaine Pacheco

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**Notes & Attachments**

**Rory McLuster RES 2.doc**

Type Attachment

Last Modified Denver Integration

Description

[View file](#)

# RORY A. MCLUSTER

303.648.1738 • Denver, Colorado 80230 • rmlcluster@comcast.net •

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## Human Resources Executive Profile

*TRANSFORMATIONAL LEADERSHIP / STRATEGIC HUMAN RESOURCES / CHANGE MANAGEMENT*

Innovative, results-driven professional with extensive experience in international and domestic HR operations and administration. Highly successful in cultivating partnerships with senior leaders to deliver on customer, team and organization commitments. Notable success in designing sophisticated strategies to develop talent and strengthen organizational cultures.

- **Built high-performance, results-driven HR service delivery team** with 30+ employees focused on client alignment to elevate employee performance, engagement and operational effectiveness.
- **Designed leadership development programs** for 200+ domestic and international based managers to strengthen individual and team capabilities to drive improved business outcomes.
- **Developed enterprise-wide workforce planning strategies** to mitigate the impact of a growing retirement crisis and bridge critical talent and knowledge gaps.

*Transformational Leadership • Strategic Business Planning • Workforce Development • Change Management  
Culture Shift & Boost • Program Management • HR Initiatives • Enhanced Department Productivity • Results Analysis*

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## EXPERIENCE & QUALIFICATIONS

### Deputy Executive Director, Human Resources

CITY & COUNTY OF DENVER

2012–Present

Advance the City's human capital initiatives by growing a strong culture of employee performance and engagement. Shape HR vision and strategy to align with business priorities to drive continuous service excellence. Foster consistent leadership coaching methods to grow and retain strong talent. Serve as change management agent to support complex business demands and anticipate workforce impacts.

#### Leadership

- **Managed 30+ employees and 10 direct reports** supporting HR services, leave administration, investigation unit and HR compliance, resulting in teams that provide solutions to organizational problems with tact and timing.
- **Developed HR strategies to analyze workforce challenges** and offer solutions to emerging and complex issues regarding talent management, recruitment, development and employee retention.
- **Implemented innovative methodologies** to facilitate organizational change, allowing flexibility, structure modifications, and contributions that achieved unprecedented team outcomes.

#### Strategic HR

- **Strengthened business partnerships and efficiency** by launching a new HR service model, moving from a discipline management approach to a coaching culture.
- **Promoted best practice to mitigate employee conflict**, resulting in improved engagement outcomes through a 15% reduction in employee complaints and 25% reduction in investigations.
- **Designed solutions for impending employee retirement crisis** by developing and implementing 5-year workforce program, building talent pools of employees, developing skills, and sharing knowledge.

## Human Resources Director

*EVOLVING SYSTEMS*

2005–2011

Established HR strategic vision, guidance and direction for offices in United States, London, and India. Oversaw global HR strategy, including compensation, benefits, and leadership development. Reviewed and monitored staff contributions and identified gaps. Maintained benefits and compensation structure. Designed systems and strategies. Resolved problems and implemented change.

- ♦ **Oversaw 5 direct reports** focused on talent retention, internal communications, and international productivity improvement.
- ♦ **Reduced international team barriers** by developing and implementing internal cross-cultural program, resulting in increased team communication and improved productivity.
- ♦ **Launched culture of innovation** by partnering with CEO to create 3-year strategic plan that drove innovative programs, new product development, and culture change.
- ♦ **Retained 95% of key global employees** by implementing company talent management program focused on skills needs, trends, and employee development.
- ♦ **Led special work environment upgrade mission** through physical work environment evaluations, changes in wall paint colors, new desk configurations, and artwork installations, resulting in productivity surge.

## Human Resources Director

*QWEST COMMUNICATIONS*

1998–2004

Developed organizational strategies. Managed human resources operations. Provided strategic change management analysis and recommendations. Planned and implemented programs. Recruited talent. Established department accountability and staffing support. Combined diverse acquired organizations into a unified company culture.

- ♦ **Improved team performance and financial results for 3,500+ client groups nationwide** by leading organizational design initiatives and training, resulting in streamlined work and reduced hierarchy.
- ♦ **Managed 8 direct reports and action plans** through goal understanding, communicating expectations, anticipating needs, resolving issues, and implementing change.
- ♦ **Advanced supervisory skills of 150+ managers** by creating and implementing training interventions, resulting in basic supervisory skills and better understanding of leadership expectations.
- ♦ **Enhanced leadership development and capabilities** through innovative approaches to recruitment, staffing, and talent growth.
- ♦ **Drove business results** by creating and managing strategic plans for people and process integrations, including needs analysis, talent overlap and gaps, compensation and benefits, and training.
- ♦ **Established succession planning processes**, including leadership development strategies and consistency, resulting in greater talent and retained knowledge.

*\*\*\* Additional human resources and communications experience available upon request. \*\*\**

## EDUCATION & AFFILIATIONS

Master of Special Studies, Applied Communications, University of Denver

Bachelor of Arts, Speech Communications, Metropolitan State College

Member, Society for Human Resource Management (SHRM), 10+ years