

# Chief of Diversity and Culture Q&A with Keisha Campbell



On April 1, 2021, the TTC welcomed Keisha Campbell, its inaugural Chief of Diversity and Culture. Keisha leads the new Diversity and Culture Group at the TTC. The Group is made up of the Diversity, Talent Management as well as Human Rights and Investigations departments. Keisha has joined the TTC from TD Bank where she held the position of Head of Diversity and Inclusion for Canadian Personal Banking.

Keisha joins the TTC from TD Bank where she held the position of Head of Diversity and Inclusion for Canadian Personal Banking. There, Keisha led, developed, implemented and influenced the Diversity and Inclusion Strategy for 26,000 employees, across seven regions in Canada, with 25 million customers in multiple communities.

## **Q: Why did you decide to join the TTC?**

A: I love Toronto! I wasn't born here, but I have lived here since I was a teenager and I feel a real connection to the City. Joining the TTC in this new position felt like a great way to contribute and make a positive impact on Toronto and society.

I'll be honest – joining the TTC was never in my master plan – but when you think of some of the fundamental principles that inform Diversity and Culture work, it's hard to think of a better example of the intersection of community, employees, culture and customers. The TTC is one of the best examples of how you can link cultures. The map of the TTC is all about connection – from Rexdale, to Little Portugal, to Little Korea, to Little India – it demonstrates more than anything, how we are all connected and ultimately, in this together.

## **Q: What are some challenges you see with respect to Diversity and Inclusion at the TTC and what do you hope to see accomplished in your new role?**

A: First, I want to recognize the progress that has been made to date. The creation of my role, the Diversity and Culture Group, and our strategies are a testament to the commitment of this leadership team. When I think of the opportunities (rather than challenges) that lie ahead, I have been thinking about things as three buckets or audiences: TTC Employees, TTC Customers and the broader community.

First, the TTC has been around for approximately 100 years – we will celebrate our anniversary with pride this fall. There has been so much transformation and growth over the past century and many of our employees have reached out and shared their excitement regarding what is on the horizon for us. At the same time others have also expressed their feeling of being excluded or treated unfairly. I think the steps we have taken to change representation at the TTC have been an important start. However, I believe it's time for the TTC to review its practices and create a culture where all employees feel included and proud to work here.

Second, from a customer perspective, I really want to ensure we can regain the trust of all our customers. We have a diverse customer base – people from all races, all socio economic backgrounds and all physical abilities take the TTC. We've made a commitment to do better by all our customers and I want them to hold us accountable as we evolve and modernize.

Third, I see the TTC as a key part of Toronto – we are an integral part of every community we serve. I want the TTC to be the transit system that makes all of Toronto proud.

**Q: You come from the banking sector, how do you think it differs from the transportation sector?**

A: On the surface banking and transit could not be more different! However, if you delve a little deeper, the focus on the customer is a big similarity between the two. The banking sector is highly regulated and very operational in terms of the services provided – much like transit. Both sector deliver a service to customers who have high expectations.

**Q: In December 2020, the TTC Board approved a 10-Point Action Plan on Diversity and Inclusion as well as a five-year Strategy on Diversity and Human Rights. How do you see moving both these items forward? How will your past experience help?**

A: I see the 10-Point Action Plan as short-term tangible commitments. It's like a scorecard that our employees, customers and the community can measure us against. The five-year Strategy on Diversity and Human Rights is a bit more aspirational and not quite as tangible. The goal is to integrate diversity and inclusion into every part of the business. I like to think, that if I do my job well, there will be no need for my position in the years to come because diversity and inclusion will be top of mind of all our leaders and a part of how the entire organization does business.

I believe my past experience will be a big help. The TTC is a complex, people centric organization that is integral in the lives of everyday Torontonians, much like banking. To make change it is important we have a leadership team that is not only passionate, but intentional and practical. My blend of all three characteristics, as well as a commitment to evidence-based actions and a people first approach, should be a benefit to the TTC as we move forward in these areas.

**Q: Do you remember your first time riding the TTC (If not, what is your favourite memory of the TTC)?**

A: Some of my first opinions of Toronto were shaped by riding the Rocket. I remember one day, when we had first arrived in Canada, I had to run an errand, do a transfer and go find my way through Toronto as a newcomer. I remember riding the 512 St Clair West Street Streetcar and being terrified – I stood up near the front near the driver. He was polite, friendly and helpful – I also remember he smiled. I think back on this now, and I can see the impact this experience had on me in shaping my view of Toronto.

**Q: What message would you like to share with TTC employees or customers?**

A: We have clear marching orders and we will deliver on our commitments. A huge part of my job will be focused on listening, understanding and allowing people to have a voice.

I am in the process of setting up ways to listen to our employees and our customers – I want direct feedback so I can build a path forward that incorporates your feedback and continue to refine and evolve what a diverse and inclusive culture means at the TTC.

Thank You for giving me the opportunity to lead Diversity and Culture for the TTC, in one of the best cities in the world!