

Assistant Deputy Minister (Finance) and Chief Financial Officer – Cheri Crosby



- Appointed in June 2019.
- Wide range of experience in the Public Sector including; Privy Council Office, Special Advisor to the Deputy Secretary to the Cabinet, Citizenship and Immigration Canada, and Assistant Deputy Minister of Corporate Services and Chief Financial Officer at Natural Resources Canada.

MANDATE

- Provide the Minister of National Defence with timely strategic financial advice and guidance on key departmental direction to better support Defence's mandate and operations.
- Be a trusted partner that provides financial support services and advice to enable sound decision-making and accountability across the department.
- Lead the departmental financial community by creating a vision for the finance of the future, which further enables the business of Defence.

KEY FACTS

Total Employees:

- 454

Budget:

- \$46M per year and \$160M for corporate accounts, for a total of \$206M

Primary location(s):

- National Defence Headquarters (Carling)
- National Defence Headquarters (Pearkes Building as required)

KEY PARTNERS

Internal:

- All Defence Team

External:

- Treasury Board Secretariat
- Privy Council Office
- North Atlantic Treaty Organization
- Five-Eyes Partners
- Allied countries
- Industry
- Academia, including Chartered Professional Accountants Canada
- Finance Canada

TOP ISSUES

Strong, Secure, Engaged (SSE)

- Continued implementation of SSE is critical and National Defence is making significant progress on the 342 funded capital projects announced in SSE: 74% are in implementation or have been completed as of July 2021.
- The Finance team is leading the costing development for Strengthening Canada's Domestic and Continental Defences and NORAD Modernization to inform policy decisions for future Defence commitments.

Treasury Board Submission Plan 2021-22

- The Treasury Board Submission Plan is determined by funding availability, project readiness, Departmental and Governmental priorities, and Treasury Board agenda capacity. The 2021-22 Plan [REDACTED], requiring close coordination with the Minister's office.
- Due to the pause in Treasury Board meetings resulting from the election period, the forward agenda is heavily subscribed. There is a risk that not all DND submissions will be considered as planned. If submissions are not approved, it could result in significant financial pressures and project schedule and delivery delays.

Funding through the Estimates Process 2021-22

- National Defence funding is comprised of multi-year reference levels approved by Treasury Board each year whereby cash is accessed through the Parliamentary Estimates process.
- Due to the election, there is a risk that the Estimates process will not unfold as per the normal budget cycle. Should there be delays in the Supplementary Estimates, there is a risk that the department may have to defer or cancel planned spending. Risk is mitigated via cash management but a prolonged absence of in-year access to funding may impact the execution of departmental priorities.

Tabling of OAG Audit Observations for 2020-21

- National Defence is audited annually by the Auditor General (AG). For the past 17 years, the AG has included commentary in its annual report about the department's ability to properly account for the quantities and values of its inventory and asset pooled items. We do not anticipate change this year.
- The AG is required to table its annual report by December 31 of each year (or where the House is not sitting at that time, then the report is tabled within the first 15 days that the House resumes).
- The department may then be requested to appear at the Standing Committee on Public Accounts.