

NORTH CAROLINA
DEPARTMENT OF STATE TREASURER



BRADFORD B. BRINER
STATE TREASURER OF NORTH CAROLINA

STATE AND LOCAL GOVERNMENT FINANCE DIVISION

Finance Team Vacancies and Reminder About Resources

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Objective:

How to Respond to and Prepare for Finance Team Vacancies

- Immediate Steps – Statutory and Process
- Ongoing Preparation for Finance Team Vacancies

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Responding to Finance Team Vacancies

- Prepare in advance
- Assume that you will have vacancies
- Use internal control guidelines, finance policies and other resources to ensure success and continuity

(Vacancies are inevitable in today's workplace!)

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Let's Put Vacancies in Proper Perspective.....

Vacancies Are a Workforce Risk

- Treat vacancies as predictable, not unusual.
- Recruit earlier and from broader pipelines.
- Build internal candidates through training.
- Retain staff with tools, support, and growth.
- Make succession planning part of regular management.

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In the event that you are not prepared for a team vacancy, let's talk about important immediate steps to take.....

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Immediate Steps - Statutory:

These are MUST DO STEPS!

- Confirm your unit's appointed finance officer.
- Do not allow preaudit or disbursement approval to lapse.
- Confirm deputy authority and signature authority.
- Verify required bond coverage.
- Document position appointments, approval authority, and changes in personnel responsibilities.

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Immediate Steps - Process:

• Daily, Monthly, and Annual Finance Functions

- Review or create a list of all functions that the team member is performing, including daily, monthly, and annual functions.
- You may already have a list, but review it for any changes in your evolving workplace. And make sure you know where critical records, system files, and documents are located.

• Finance System Access

- Inventory all systems, authorized users, banking access, admin rights, vendor portals, signature authority, and key external contacts.
- Follow your unit's IT and banking procedures to revoke, modify, or reassign access immediately when the team member leaves.

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Immediate Steps – Process (cont.):

• Available Resources

- Do you already have a backup team member or succession plan for the identified functions?
- Do you have someone trained on the system processes being performed by this team member?
- Make an assessment and assign resources as needed to avoid disruptions.

• Immediate Finance Training

- If time allows and you do not have a trained backup, begin immediately to train someone in the functions that are being performed by that team member.
- Review and update any documentation or create documentation, including descriptions and screenshots as needed.

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Tracking the Vacancy....

Create a Vacancy Response Checklist

- Identify critical finance functions.
- Assign temporary coverage.
- Confirm due dates and reporting deadlines.
- Review system, banking, and vendor access.
- Locate documentation and external contacts.
- Track unresolved items until reassigned.

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Ongoing Preparation for Finance Team Vacancies

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Communication With Your Finance Team

-  Listen and talk to your team
-  Know what department resources are needed for success

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Train Your Finance Team

-  Individual and group training – including continuing education
-  Explore training resources such as the Department of State Treasurer website ([NC Treasurer](#)) and the UNC School of Government site ([UNC SOG](#)), Certified Finance Officer and Certified Budget Officer courses.

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Document Department Procedures



Include “documenting job functions” as part of the daily process.



A written organization plan and written financial policies and procedures should be in existence for your unit.



Use published checklists to ensure all finance functions are being performed. For example, the [2025–26 Finance Calendar of Duties for City and County Officials | UNC School of Government](#).



Know the location of critical financial files.

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Cross-train Your Finance Team



Identify cross-training and backup plans for all department functions



Review Internal Control guidance. An **updated LGC Internal Control memo** ([Memorandum #2026-04](#)) was published in late 2025.

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Focus: Internal Control Small Unit Compensating Controls

- Recognize “limited staffing” risks.
- Separate duties where possible.
- Add independent review when duties overlap.
- Use dual approval for higher-risk transactions.
- Document who reviewed what, and when.
- Revisit controls after staff or system changes.

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Communicate With Management



Keep your manager informed about your finance resource issues



Avoid negative outcomes for your unit by preparing in advance

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Finance Software Evaluation



Evaluate your finance software and support processes regularly



Be on the lookout for software success stories

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Finance Data Backup Plans



Have finance data backup plans in place – for all the processes



Keep financial records secure

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Summary

Advance preparation and documentation will always strengthen your Finance Team and your department outcomes and help protect your unit's resources.

Thank you!



NEXT TOPIC: RESOURCES





RESOURCES

The survey responses for the conference listed topics that were of interest.

A list of the topics and links to some information for the topic are on the following slides.

(Note: This is not meant to be an exhaustive list.)

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RESOURCES

Finance Officer Bond, NCGS 159-29

[Memo #2023-06](#)

Information for Finance Officers

[Information for Finance Officers | NC Treasurer](#)

(Huge Resource – Lots of Detailed Information!)

NC Finance Connect

[NC Finance Connect | UNC School of Government](#)

(Huge Resource – Lots of Detailed Information!)

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RESOURCES

Internal Control Guidance

[Memorandum #2026-04](#)

Roles of Finance Personnel

[NC Local Government Finance Officers: Who Can Serve
and What is Their Role? | Coates' Canons](#)

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RESOURCES

Opioid Settlement Accounting and Reporting

[New Multi-year Budgeting Option for Opioid Settlement Funds | Coates' Canons](#)

[Authorizing Expenditures and Budgeting Opioid Settlement Funds | Coates' Canons](#)

Managing to Budget

[Why a Balanced Budget Is Not Enough: A Practical Guide to Cash Flow, Fund Balance,
and What Local Governments Can Actually Spend | UNC School of Government](#)

[Budgeting | NC Finance Connect](#)

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RESOURCES

Preparing Annual Financial Reports for Audit

[Accounting and Financial Reporting | NC Finance Connect](#)

Establishing a Meaningful 5-year CIP

[Creating and Managing a Capital Improvement Plan | UNC School of Government](#)

[What to Include in your Capital Plan: A Reference Guide for NC Water and Wastewater Utilities | UNC School of Government](#)

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RESOURCES

Sales Tax System Understanding

[Budgeting and Accounting for Sales and Use Tax Payments by Local Governments and Refunds to Local Governments | Coates' Canons](#)

Purchasing Guidelines

[Intermediate Purchasing Seminar | UNC School of Government](#)

[Training | UNC School of Government](#)

[Purchasing and Contracting – NC Finance Connect](#)

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RESOURCES

Best Practices for Grant Accounting

[Legal Limits on Local Government Authority to Accept State and Federal Grants and Loans | Coates' Canons](#)

Understanding LGERS Financial Performance and Assumptions

[LGERS Employer Contribution Rates July 1, 2025](#)

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RESOURCES

Fund Balance Reporting

[Fund Balance | NC Finance Connect](#)

[Why a Balanced Budget Is Not Enough: A Practical Guide to Cash Flow, Fund Balance, and What Local Governments Can Actually Spend | UNC School of Government](#)

[The Myth of 8% \(LGC Staff Guidance on Fund Balance Available\) | NCTreasurer](#)

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RESOURCES

Communicating Financial Information to Boards
[Information for Governing Bodies | NC Treasurer](#)

Educating departments about Local Government Budget &
Fiscal Control Act
[Information for Finance Officers | NC Treasurer](#)



RESOURCES

THANK YOU!