Month-End Close Checklist for Manufacturers

A practical close sequence for job shops and small manufacturers. The day ranges below assume a close of about 10–15 business days; adjust them to your own calendar and your team.

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Before month end

Done	Task	Owner
☐	Set the close calendar: who does what, by which business day	Controller
☐	Remind the team about cutoff for receiving, shipping and timecards	Controller
☐	Confirm the date and scope of any physical or cycle count	Operations

Cutoff (day 1–2)

Done	Task	Owner
☐	Record all shipments through the last day as revenue; nothing shipped after	Accounting
☐	Record all material received through the last day; match to POs	Purchasing / AP
☐	Close payroll: hours worked through month end, accrue unpaid wages	Payroll
☐	Lock the prior period in the accounting system once cutoff is done	Controller

Inventory and WIP (day 2–5)

Done	Task	Owner
☐	Reconcile the inventory subledger to the general ledger	Accounting
☐	Review count results and book adjustments with explanations	Operations / Accounting
☐	Value open jobs or work in process; close completed jobs to finished goods	Cost accounting
☐	Review slow-moving and obsolete stock; record reserves if needed	Controller
☐	Check unit-of-measure and costing errors on high-value items	Cost accounting

Accruals and allocations (day 3–6)

Done	Task	Owner
☐	Accrue received-not-invoiced material and services	AP
☐	Accrue utilities, freight, commissions, bonuses and interest	Accounting
☐	Book depreciation and amortization	Accounting
☐	Apply manufacturing overhead; record under- or over-absorbed overhead	Cost accounting
☐	Record prepaid expense amortization (insurance, software)	Accounting

Reconciliations (day 4–8)

Done	Task	Owner
☐	Bank and credit card accounts	Accounting
☐	Accounts receivable aging ties to the ledger; review past-due accounts	AR
☐	Accounts payable aging ties to the ledger	AP
☐	Loans, lines of credit and leases tie to lender statements	Controller
☐	Payroll liabilities and sales tax payable	Payroll / Accounting
☐	Intercompany balances, if you have more than one entity	Controller

Review and reporting (day 6–12)

Done	Task	Owner
☐	Compare the P&L; and balance sheet with last month, last year and budget	Controller
☐	Explain every material variance in writing	Controller
☐	Update KPIs: margins, overhead absorption, inventory days, DSO, DPO, on-time delivery	Controller
☐	Update the 13-week cash flow forecast with the closed month	Controller / CFO
☐	Prepare the monthly package: one-page summary, statements, KPIs, cash outlook	Controller / CFO

Close out (day 10–15)

Done	Task	Owner
☐	Review the package with ownership; agree on decisions and owners	CFO / Owner
☐	Send the bank covenant calculation or borrowing base, if required	Controller
☐	Note what slowed the close and fix one thing for next month	Controller

Want help getting your close faster and more reliable? Book a free call at accounovation.com/contact-us.