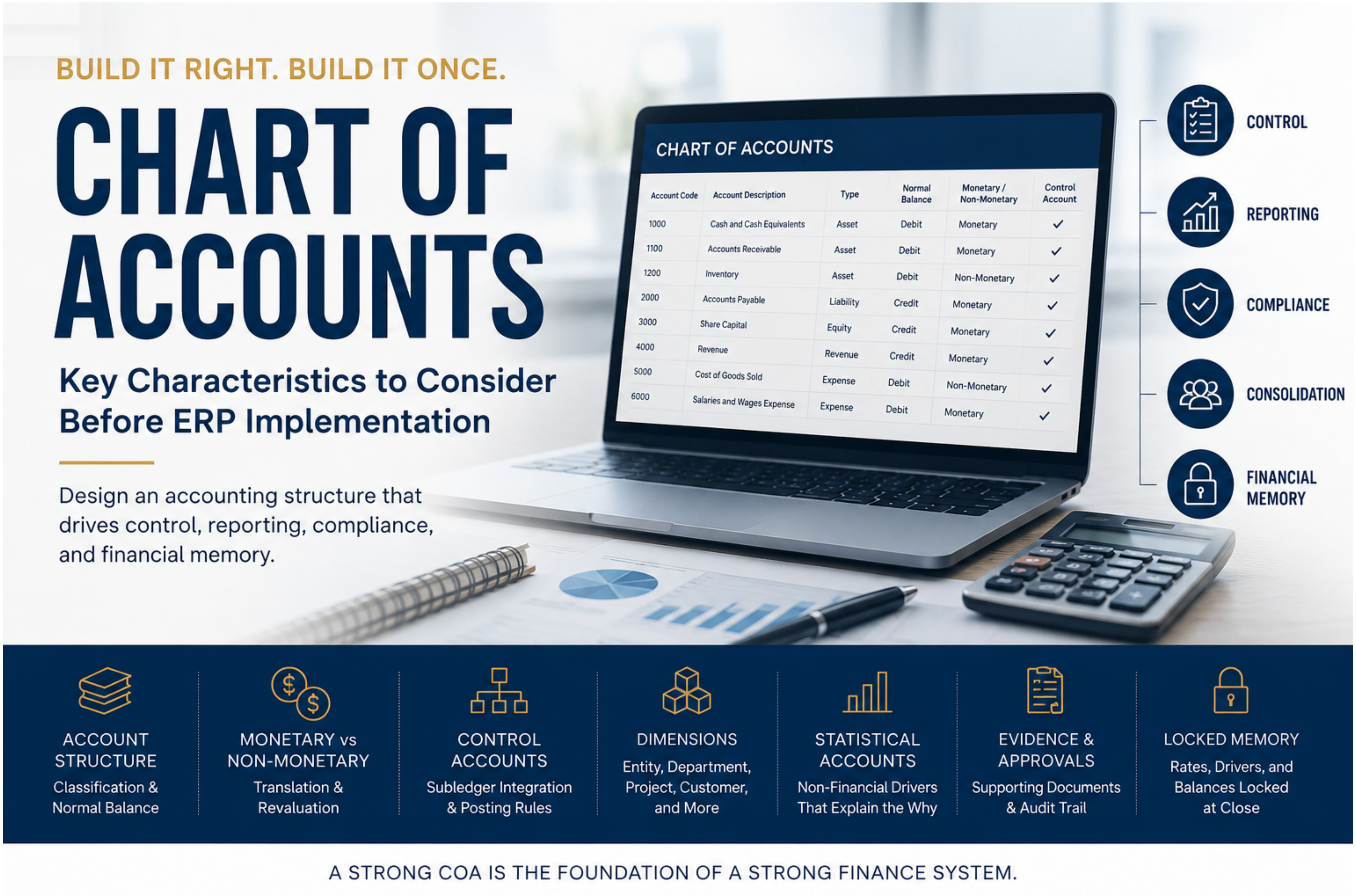

Printable implementation checklist for finance teams before ERP design and go-live.

COA Pre-ERP Implementation Checklist

Use this checklist before ERP build, during design workshops, and before go-live. The goal is to make sure the Chart of Accounts is designed as a controllership structure, not just a list of GL codes.

What this checklist tests	How to use it	Go-live principle
Classification, dimensions, currency behavior, subledger rules, tax, consolidation, evidence, and close memory.	For each major account or account class, mark Done only after the behavior is designed, configured, and tested.	If the ERP cannot explain the balance without Excel, the account design is not finished.

1. Account identity and reporting placement

Area	Characteristic	Question to confirm before ERP implementation	Done	Owner / notes
Account identity and reporting placement	**Account code**	Is the code unique, scalable, and consistent with the account hierarchy?	[ ]	
Account identity and reporting placement	**Account description**	Is the name clear enough for finance, auditors, and operators to understand?	[ ]	
Account identity and reporting placement	**Account type**	Asset, liability, equity, revenue, expense, statistical, contra, clearing, or suspense?	[ ]	
Account identity and reporting placement	**Normal balance**	Debit or credit? Has this been explicitly set for contra accounts?	[ ]	
Account identity and reporting placement	**Financial statement classification**	Where does the account roll up in the balance sheet, income statement, cash flow, and notes?	[ ]	
Account identity and reporting placement	**Disclosure mapping**	Does this account feed statutory notes, board reporting, lender reporting, or audit schedules?	[ ]	

2. Currency, valuation, and revaluation behavior

Area	Characteristic	Question to confirm before ERP implementation	Done	Owner / notes
Currency, valuation, and revaluation behavior	**Monetary / non-monetary classification**	Should the balance retranslate at closing rate or stay at historical rate?	[ ]	
Currency, valuation, and revaluation behavior	**Currency behavior**	Can this account accept any currency, functional currency only, or one specific currency?	[ ]	

2. Currency, valuation, and revaluation behavior

Area	Characteristic	Question to confirm before ERP implementation	Done	Owner / notes
Currency, valuation, and revaluation behavior	**Revaluation flag**	Should the account be included in period-end FX revaluation?	[ ]	
Currency, valuation, and revaluation behavior	**Historical rate lock**	For non-monetary accounts, is the transaction-date rate locked and preserved?	[ ]	
Currency, valuation, and revaluation behavior	**Translation treatment**	How should the account translate for reporting and consolidation ledgers?	[ ]	
Currency, valuation, and revaluation behavior	**Rate source**	Which FX rate table, date logic, and tolerance rules apply?	[ ]	

3. Posting controls and subledger governance

Area	Characteristic	Question to confirm before ERP implementation	Done	Owner / notes
Posting controls and subledger governance	**Control account flag**	Should postings only come from a subledger, with manual journals blocked?	[ ]	
Posting controls and subledger governance	**Subledger requirement**	Customer, vendor, fixed asset, lease, inventory, payroll, bank, or other subledger?	[ ]	
Posting controls and subledger governance	**Manual journal permissions**	Who can post manually, and under what circumstances?	[ ]	
Posting controls and subledger governance	**Posting source restriction**	Should postings be limited to a specific ERP module or workflow?	[ ]	
Posting controls and subledger governance	**Approval requirement**	Does the account require preparer, reviewer, controller, tax, treasury, or dual approval?	[ ]	
Posting controls and subledger governance	**Suspense / clearing rules**	Is the account temporary, and does it require aging, ownership, and zero-balance review?	[ ]	

4. Dimensions and statistical drivers

Area	Characteristic	Question to confirm before ERP implementation	Done	Owner / notes
Dimensions and statistical drivers	**Mandatory dimensions**	Which dimensions are required: entity, department, cost center, project, product, location, customer, vendor, or reporting unit?	[ ]	
Dimensions and statistical drivers	**Intercompany partner**	Is an intercompany partner required for matching, settlement, and elimination?	[ ]	
Dimensions and statistical drivers	**Dimension validation rules**	Which account-dimension combinations are valid or blocked?	[ ]	
Dimensions and statistical drivers	**Statistical account flag**	Does the account capture nonfinancial drivers such as headcount, units, square footage, usage, hours, or seats?	[ ]	
Dimensions and statistical drivers	**Allocation driver**	Does the account rely on a statistical driver for allocations?	[ ]	
Dimensions and statistical drivers	**Driver lock**	Are drivers locked at close so allocations can be audited later?	[ ]	

5. Evidence, close lock, and audit memory

Area	Characteristic	Question to confirm before ERP implementation	Done	Owner / notes
Evidence, close lock, and audit memory	**Evidence requirement**	Do postings require invoices, schedules, contracts, approvals, or other support?	[ ]	
Evidence, close lock, and audit memory	**Close-period lock behavior**	Are balances, rates, drivers, schedules, and approvals locked after close?	[ ]	
Evidence, close lock, and audit memory	**Audit trail**	Can the system show who created, reviewed, approved, changed, and posted the entry?	[ ]	
Evidence, close lock, and audit memory	**Memo requirement**	Does the account require a clear business reason for manual postings?	[ ]	
Evidence, close lock, and audit memory	**Supporting schedule**	Does the account need a reconciliation, roll-forward, or movement schedule?	[ ]	
Evidence, close lock, and audit memory	**Retention rule**	How long should evidence and schedules be retained?	[ ]	

6. Fixed assets, leases, and gross/contra design

Area	Characteristic	Question to confirm before ERP implementation	Done	Owner / notes
Fixed assets, leases, and gross/contra design	**Gross cost account**	Does each asset class have a separate gross cost account?	[ ]	
Fixed assets, leases, and gross/contra design	**Accumulated depreciation account**	Is accumulated depreciation a contra asset with a credit normal balance?	[ ]	
Fixed assets, leases, and gross/contra design	**Impairment account**	Is impairment separate from accumulated depreciation?	[ ]	
Fixed assets, leases, and gross/contra design	**Net book value**	Is NBV calculated and displayed, not posted to directly?	[ ]	
Fixed assets, leases, and gross/contra design	**Assets under construction**	Are AUC accounts excluded from depreciation until the asset is in service?	[ ]	
Fixed assets, leases, and gross/contra design	**Right-of-use assets**	Are ROU assets treated as non-monetary while lease liabilities remain monetary?	[ ]	

7. Tax, consolidation, and statutory reporting

Area	Characteristic	Question to confirm before ERP implementation	Done	Owner / notes
Tax, consolidation, and statutory reporting	**Tax treatment**	Does the account require VAT, HST, GST, withholding tax, or deductible/non-deductible mapping?	[ ]	
Tax, consolidation, and statutory reporting	**Consolidation treatment**	Should the account translate, eliminate, roll forward, or map differently for group reporting?	[ ]	
Tax, consolidation, and statutory reporting	**Intercompany elimination**	Will the consolidation engine identify and eliminate balances correctly?	[ ]	
Tax, consolidation, and statutory reporting	**Alternate GAAP / ledger mapping**	Does the account map differently for statutory, management, tax, or secondary ledgers?	[ ]	
Tax, consolidation, and statutory reporting	**Cash flow mapping**	Is the account mapped correctly for operating, investing, or financing activities?	[ ]	
Tax, consolidation, and statutory reporting	**Regulatory reporting**	Does the account feed any industry, tax, lender, or jurisdiction-specific report?	[ ]	

8. Account hierarchy, ownership, and lifecycle

Area	Characteristic	Question to confirm before ERP implementation	Done	Owner / notes
Account hierarchy, ownership, and lifecycle	**Parent-child inheritance**	Which characteristics are inherited from parent accounts, and which can be overridden?	[ ]	
Account hierarchy, ownership, and lifecycle	**Child account vs dimension**	Is granularity better handled by dimensions instead of creating more accounts?	[ ]	
Account hierarchy, ownership, and lifecycle	**Account owner**	Who owns the account design, review, and change approvals?	[ ]	
Account hierarchy, ownership, and lifecycle	**Lifecycle status**	Is the account active, inactive, restricted, archived, or reserved?	[ ]	
Account hierarchy, ownership, and lifecycle	**Change control**	Is there approval and audit history for creating, changing, or deactivating accounts?	[ ]	
Account hierarchy, ownership, and lifecycle	**Go-live testing**	Has the account been tested through posting, reporting, reconciliation, and audit evidence flows?	[ ]	

Red Flags to Resolve Before Go-Live

These are signs the ERP may go live with hidden manual-work debt. Resolve them before the COA is frozen.

Red flag	Why it matters	Resolved	Notes
Manual journals posted directly to control accounts	Subledger and GL reconciliation will break.	[ ]	
Prepaids, fixed assets, or equity flagged as monetary	FX revaluation may create fictitious gains or losses.	[ ]	
Fixed assets posted to one net account	IAS 16 disclosure, disposals, impairment, and audit trail become manual.	[ ]	
Child accounts used instead of dimensions	The COA grows too large and governance becomes fragile.	[ ]	
Statistical drivers kept outside the ERP	Allocations, KPIs, and audit support remain Excel-dependent.	[ ]	
Intercompany accounts missing partner dimensions	Matching and elimination become manual.	[ ]	
Evidence not required at posting	The close has numbers but not memory.	[ ]	
No close lock on rates, balances, or drivers	Prior-period explanations can change without a clean audit trail.	[ ]	

Final sign-off questions

- [ ] Can each material balance be explained without rebuilding the account in Excel?
- [ ] Can audit evidence be traced from the GL balance to the source document and approval?
- [ ] Can the ERP distinguish financial accounts, dimensions, and statistical drivers?
- [ ] Can the system prevent invalid postings before they happen?
- [ ] Can the close be locked so rates, drivers, balances, and support remain preserved?

Core principle: GL accounts classify. Dimensions contextualize. Stat accounts explain. Evidence proves. Locked memory preserves.