

Budget Monitoring Cheat Sheet

Budget Line Item	Questions to Ask
Service / Personnel / Controllable Costs	
Personnel	<ul style="list-style-type: none"> • Are actual personnel expenses higher (or lower) than budget? If so, what are the reasons? • Does your department have any staff vacancies? • Did you fill vacancies later than you expected to? • Have you had to hire staff at higher salaries than anticipated? • Explain
Fringe	<ul style="list-style-type: none"> • Have there been recent changes to fringe benefits that impact your budget? Pension, medical plans etc? • Explain
OTPS / Consumption / Controllable Costs	
Travel	<ul style="list-style-type: none"> • What travel is directly under your control? • Is travel over or under budget? If so, what are the reasons?
Utilities	<ul style="list-style-type: none"> • Is the cost of utilities over or under budget? If so, what are the reasons? • What portion of utilities costs is within the program manager's control? • What other responsibility centers are responsible for utilities expenses? • Does the program manager know how utilities expenses are allocated to his/her program? • Does the program manager have input into the allocation process?
Program Supplies	<ul style="list-style-type: none"> • Is the cost of program supplies over or under budget? If so, what are the reasons? • Do you have control over the purchasing of supplies? • Is the manager able to choose vendors who bid lowest prices? • If not, can this be changed? • Is there a delay in implementation of the program that has delayed supply purchases?
Consultants	<ul style="list-style-type: none"> • Is this line over or under budget? • Are your consultants charging more time than you anticipated? • If so, how can you control this? • What other reasons are there for this expense being too high?
Sub-contractors	<ul style="list-style-type: none"> • Is the cost of sub-contractors over or under budget? • If so, what are the reasons?
Overhead / Non-Controllable Costs	
Space	<ul style="list-style-type: none"> • Is the cost of space over or under budget? • If so, what are the reasons? • What portion of space cost is within the program manager's control? • What other responsibility centers are responsible for space expenses? • Does the program manager know how space expenses are allocated to his/her program? • Does the program manager have input into the allocation process?
Insurance	<ul style="list-style-type: none"> • Is the cost of insurance over or under budget? • If so, what are the reasons? • What portion of insurance cost is within the program manager's control? • What other responsibility centers are responsible for insurance expenses? • Does the program manager know how insurance expenses are allocated to his/her program? • Does the program manager have input into the allocation process?

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Equipment	<ul style="list-style-type: none">• Is the cost of equipment over or under budget?• If so, what are the reasons?• What portion of equipment cost is within the program manager's control?• What other responsibility centers are responsible for equipment expenses?• Does the program manager know how equipment expenses are allocated to his/her program?• Does the program manager have input into the allocation process?
Other Expenses	<ul style="list-style-type: none">• Is the cost of other expenses over or under budget?• If so, what are the reasons?
Budget Line Item	Reasons for variances.