

Case Study Citizens Banking Corporation Branch Manager’s Facilities Desk Guide

Client	Citizens Banking Corporation
Department	Facilities and Real Estate Group
Location	Flint, MI
Project	Branch Manager’s Facilities Desk Guide
Deliverables	Publication: 12 Pages, 9” x 12” (nominal) folded, desktop or wall display
Participants	Corporate Facility Manager, Selected District Operations Managers and Branch Managers (focus groups)
Staffing	Principals, Graphic Designer, Printer
Duration	3 months initial development, 4 months hiatus (merger), 2 months final corporate approvals and production
Background	<p>Citizens Banking corporation operates nearly 300 branches plus various corporate administrative and operations centers in Michigan (Lower and Upper Pensinsulas), Ohio, Wisconsin and Iowa. These facilities are managed and administered by a lean staff of seven facilities specialists, reporting to a corporate manager, supported by key specialists in real estate, planning and projects.</p> <p>The branch and location managers are “customers” of the corporate staff and “tenants” of the facilities. However, their knowledgeable involvement in facilities operations is essential to the effective and cost efficient operation and maintenance of the bank’s facilities. The Facilities Desk Guide serves as a layman’s roadmap for facility operations policies, procedures, standards and specifications.</p>
Approach	<p>The corporate facilities manager arranged interviews with several district operations directors and branch managers. This input contributed to the content outline for the desk guide:</p>

”Contacts and Top Requests”
”How Real Estate and Facilities Works”
”Contact Us for All Facilities Needs”
”How You Can Help Improve Your Own Facilities”
”Annual Facilities Calendar”

After two initial text drafts, the graphic design and layout were completed so that executives, facilities staff and operations focus-groups could comment on the actual appearance and content of the proposed guide. When Citizens Bank merged with Republic Bank, the desk guide, although still in draft form, became a working document to support the realignment of the facilities team. The desk guide is also the curriculum guide and text for branch manager training on facilities operations under the newly merged entity.

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Benefits

The Facilities Desk Guide improves communication between Real Estate and Facilities and the bank's extensive branch and support operations. The desk guide summarizes the service commitment and capabilities of the facilities and was designed to hang on the wall, specifically to remind operations personnel that "Facilities and Real Estate is here for you!"