



LOUISIANA STATE BOARD OF COSMETOLOGY

STRATEGIC PLAN

FISCAL YEAR 2008-09 THROUGH FISCAL YEAR 2012-13

VISION

It is the vision of the Louisiana State Board of Cosmetology that the State of Louisiana shall be recognized by the National Interstate Council for Cosmetology as having set a standard of excellence in educational opportunities for cosmetology students, superior licensing and testing procedures, and unquestioned dedication to the protection of the safety and welfare of the consumer public.

MISSION

Operating under the authority of Title 37, Professions and Occupations, Chapter 6-A, Louisiana Cosmetology Act, the Louisiana State Board of Cosmetology regulates, controls, and monitors the cosmetology industry in the state to assure compliance with public health and welfare standards for the consumer public; sets educational standards for schools of cosmetology and testing standards for students applying for licensure in order to meet or exceed national standards for the industry, and monitors licensed professionals for current license status.

PHILOSOPHY

To help, aid, and assist Louisiana citizens to become well-educated, proficient, independent, professionals in the cosmetology industry.

GOALS

1. To maintain and refine office procedures and business practices and to maintain consistent and clear communications with the public so that they may be served in the most efficient manner possible.
2. To assure that every facility and each cosmetologist, manicurist, and esthetician has the proper license and is conducting business under sanitary conditions.
3. To assure that each student graduating from a Louisiana school of cosmetology has attained the basic level of education and skill to be qualified for licensure.

LINKS TO STATEWIDE INITIATIVES

Louisiana Vision 2020 Link: Objectives 1.2, 1.5, 2.5

Children's Budget Link: N/A

Human Resources Policies Beneficial to Women and Children: N/A

TANF, Tobacco Settlement, Workforce Development Commission: N/A

DUPLICATION OF EFFORT

No other state agency or department performs these tasks or exercises these controls.

OBJECTIVES

1. Through existing licensing procedure, to maintain the maximum turnaround time for license receipt at two weeks.

Beneficiary: This objective stresses responsive service to school owners, instructors, students, salon owners, booth renters, managers, cosmetologist, manicurist, and estheticians.

Strategy 1.1 Utilization of central computer system and respective programs to ensure accuracy and reduce duplication of effort.

Strategy 1.2 Establish a consistent process model in testing and licensing requirements and procedures throughout all departments

PERFORMANCE INDICATORS:

Input: Number of applicants passing exams for initial license including reciprocity.
Number of renewals received.

Output: Number of licenses issued

Outcome: Maintain timeframe required to issue licenses at two weeks maximum

Efficiency: Number of licenses issued per staff persons in responsible positions

Quality: All licenses to be issued and received in a timely manner

2. Provide schools with an average pass/fail ratio for each discipline to assure

consistent testing procedures.

Beneficiary: School owners and instructors will benefit from standard testing procedures and students will be aware of subject requirements and testing formats.

STRATEGY:

- 2.1 Standardize practical examination utilizing input from schools, instructors, and standard exam procedures from other states and national certification information.
- 2.2 Maintain a standardized grading system, score and tally system based on entry-level education and to train and monitor all testers for consistency and fairness.
- 2.3 Maintain national and state theory testing at or above the national level to ensure that Louisiana students are held to high standards with-in the industry and reciprocity will all states is available.
- 2.4 Assure fair and transparent testing procedures with clear communication channels to schools and instructors as to deficiencies by schools or changes in testing methodology

PERFORMANCE INDICATORS:

Input: Number of exams administered

Output: Number of students passing exams
Number of students failing exams

Outcome: Number of new licenses issued

Efficiency: Cost per exam

Quality: Only qualified individuals will receive license to practice

3. To maintain an average of 10 facility inspections per day per inspector

Beneficiary: Louisiana citizens purchasing cosmetology services benefit by clean, sanitary, salons operated by licensed professionals. Salon owners and stylist shall benefit by being kept appraised of the most up to date information and industry standards.

STRATEGY:

Identify and eliminate unlicensed operators and facilities operating in the state.

Identify unlicensed facilities through information resources.

Provide information and procedures by which to come into compliance with law.

Inform licensees during regular inspections of any changes in law or board policy.

Coordinate inspections by zip code area to avoid unnecessary mileage charges.

Visit facilities no more than twice per year except where follow-up investigation into complaints or violations is required.

PERFORMANCE INDICATORS:

Input: Monthly average number of daily inspections

Output: Total number of inspections and inspections per facility

Outcome: Number of facilities and operators brought into compliance
Improve productivity of Inspectors

Efficiency: Cost per inspection
Cost of mileage and expense for inspectors

Quality: Maintain compliance with rules and regulations throughout the industry

APPENDIX A

Principal Clients and Users:

1. Cosmetology school owners and instructors licensed by the Louisiana State Board of Cosmetology.
2. Students attending schools of cosmetology under permit issued by the LSBC.
3. Salon owners and cosmetologist, manicurist, and estheticians licensed by the LSBC.
4. Louisiana citizens utilizing the services of those professionals licensed by the LSBC.
 - School owners and Instructors will be aided by standards set and services rendered by the LSBC.
 - Students will receive adequate training to become licensed professionals.
 - Salon owners and employees will maintain a standard of quality and safety.
 - Citizens will enjoy a healthy environment while receiving cosmetology services.

APPENDIX B

Statutory Authority:

La. R.S. Title 37, Professions and Occupations, Chapter 6-A.
Louisiana Cosmetology Act.

Title 46, Professional and Occupational Standards, Part XXXI.
Cosmetologist.

APPENDIX C

External Factors:

1. The Louisiana Legislature:

The Legislature may enact laws or revisions to the current law that could alter or change the primary goals of the LSBC. The Legislature could abolish or combine the board with another agency.

2. The Louisiana Economy:

Prosperity is a factor that will determine to an extent the purchase of services by the clients. A less than robust economy would impact the number of working cosmetologist and in turn the number of students enrolling in schools. Finally, the number of schools available to support the students applying would be a factor.

3. Federal and State Educational Grants:

The availability of grants and student loans will impact to a large extent the number of students applying to cosmetology schools and therefore the labor pool of licensed professionals.

APPENDIX D

Program Evaluation:

Strategic planning began with a review of the most current plan available and an evaluation of the methodology used to create that plan was reviewed. Managers and supervisors were consulted as to status of the plan and future goals and objectives were listed. Strategies and goals were then developed.

National goals and objectives set by members states were reviewed. The national data was obtained through the National Council of Cosmetology Boards. Certain minimal changes were made and incorporated into the existing five-year plan. The Executive Director and senior staff approved these changes. The final copy was submitted to the Louisiana State Board of Cosmetology for review and approval.

Benchmarking:

The LSBC is a unique agency. The Division of Administration holds standard business procedures and budget guidelines to strict account by yearly audit. Agency staff is hired and employed strictly by Civil Service rules and regulations. However, there is no other agency within state government that has governance over the cosmetology industry and its specific requirements.

Benchmarking was applied against goals and objectives of other states that make up the National Council of Boards of Cosmetology. Louisiana has license reciprocity with other states so national standards or benchmarks must be maintained if that equity is to be kept. Reciprocity allows Louisiana license holders to transfer to other states and continue in the profession. It also is an acknowledgement that Louisiana meets all national standards.

APPENDIX E

PERFORMANCE INDICATOR DOCUMENTATION

Indicator Name/Number: To maintain the maximum turnaround time for licenses at (2) weeks.(Objective 1)

1. Indicator Type/Level: output/ K
2. Rationale: Measures the amount of time lapsed between application for license and issuance of license.
3. Data collection Procedure: Computer system collection of data and staff log files
4. Frequency and Timing of: Collection – Data is collected daily. Reporting – Basis is the state fiscal year.
5. Calculation Methodology: Time lapsed between date of receipt and date of issuance of license reviewed by weeks.
6. Aggregate/Disaggregate: Aggregate
7. Responsibility: Administrative Staff, Testing and Licensing
8. Limitations: Precision in reporting.

Indicator Name: Total number of facility licenses issued (Objective 1)

1. Indicator Type/Level: Output/S
2. Rationale: Calculation of actual number of facility licenses issued.
3. Data Collection Procedure: Totals collected from daily financial deposits and computer tracking data program.
4. Frequency and Timing: Collection – payments are collected and posted daily. Reporting – Totals are collected monthly and reported to the Board.
5. Calculation Methodology: Totals of financial records against actual number of license issued for accuracy.
6. Aggregations or Disaggregating: Aggregate by categories of license class.
7. Responsibility: Administrative staff and testing and licensing departments.
8. Limitations: Precision as renewal dates for all facilities is January 31 of each year.

Indicator Name: Total number of individual operator licenses issued (Objective 1)

1. Indicator Type / Level: Output / S
2. Rationale: Calculates the actual number of individual operator license issued.
3. Data Collection Procedure: Daily financial deposits and postings to computer database.
4. Frequency and Timing: Collection – payments are received and posted daily. Reporting – reports are provided monthly to Board during the fiscal year.
5. Calculation Methodology: Total of financial receipts and total number of individual licenses issued.
6. Aggregations or Disaggregating: Aggregate total of all individual licenses issued by class.
7. Responsibility: Administrative staff and testing and licensing departments.

8. Limitations: Accuracy of collection system.

Indicator Name: Cost per license issued (Objective 1)

1. Indicator Type / Level: Efficiency / S
2. Rationale: Measures the average cost to the agency of each license issued.
3. Data Collection Procedure: Year to date budget data obtained from financial system and totals of licenses issued through agency computer data base.
4. Frequency and Timing: Collections – payments are received and posted daily. Reporting – semi-annual reports are submitted to the board for review.
5. Calculation Methodology: Number of licenses issued into the total overhead for the departments and administrative portion.
6. Aggregations or Disaggregating – Aggregate – Total of licenses issued by class and total of all expenses related to the process.
7. Responsibility: Administrative Staff and testing and licensing staff.
8. Limitations: None

Indicator Name: Total Number of Licenses Issued (Objective 1)

1. Indicator Type / Level: Output / G
2. Rationale: Indicator measures the grand total of licenses issued by the agency.

3. Data Collection Procedure: Agency computer system collects totals of each category of license issued by date and class.
4. Frequency and Timing: Collection – payments are received and posted daily. Reporting is provided in the annual report to the board.
5. Calculation Methodology: Each license application is recorded and payment posted. License is issued by class and recorded by agency computer system.
6. Aggregations or Disaggregating: Aggregate totals by class.
7. Responsibility: Administrative staff, IT department, testing and licensing staff
8. Limitations: None

Indicator Name: Number of licenses to one staff person. (Objective 1)

1. Indicator Type / Level: Efficiency / G
2. Rationale: Indicator shows productivity of staff personnel.
3. Data Collection Procedure: All licenses recorded in agency computer system.
4. Frequency and Timing: Collection – licenses issued are collected daily. Reporting – Data is reported to the board in fiscal year report.
5. Calculation Methodology: Total of all licenses by class is divided by number of staff personnel responsible for license issuance.
6. Aggregations or Disaggregating: Aggregate of license versus total personnel.
7. Responsibility: Administrative staff, licensing personnel.
8. Limitations: none

Indicator Name: Total number of annual facility inspections (Objective 1)

1. Indicator Type / Level: Output / G
2. Rationale: This indicator gages inspector productivity in the field.
3. Data Collection Procedure: Daily reports from each individual inspector are recorded into database.
4. Frequency and Timing: Reporting – Daily reports are required from each inspector and monthly reports are given to supervisors with annual report given to the board.
5. Calculation Methodology: Total of each inspector's daily report collected by supervisory staff and reported monthly to administrative personnel and to the board in annual report.
6. Aggregations or Disaggregating: Aggregate
7. Responsibility: Administrative staff
8. Limitations: None

Indicator Name: Number of Examinations Administered (Objective 2)

1. Indicator Type / Input / K
2. Rationale: Calculates the actual number of examinations administered. Each student receives three examinations.
3. Data Collection Procedure: Test fees received and posted and test results posted by category in agency database.
4. Frequency: Test fees are collected on a daily basis. Test results are posted weekly and a quarterly report is issued to administrative staff.
5. Calculation Methodology: Total number of examinations administered including retake of failed examinations.
6. Aggregations or Disaggregating: Aggregate. Total of all categories.
7. Responsibility: Administrative staff, testing and licensing staff.

8. Limitations: Accuracy of data collected.

Indicator Name: Percentage of Students Passing Exams (Objective 2)

1. Indicator Type / Level: Input / K
2. Rationale: This indicator gives an accurate indication of student knowledge and is a gage of school performance.
3. Data Collection Procedure: Test scores are collected and tabulated after each test session. Scores are recorded in individual students file and scores are entered into agency computer system.
4. Frequency and Timing: Collection – scores are collected daily. Reporting – Test scores are sent to schools on a weekly basis and well as administrative staff. Quarterly reports are made to the board.
5. Calculation Methodology: a total of all tests is divided into the total of all passing scores.
6. Aggregate/Disaggregate: Aggregate total of each category of tests.
7. Responsibility: Administrative staff, Testing staff and personnel.
8. Limitations: Accuracy of testing procedure.

Indicator Name: Percentage of Students Failing Exams(Objective 2)

1. Indicator Type / Level: Output / K
2. Rational: This indicator gives an accurate indication of student knowledge on material and is a gage of school performance.
3. Data Collection Procedure: Test scores are collected and tabulated after each test session. Scores are recorded in students individual file and scores are entered into the agency computer system.

4. Frequency and Timing: Collection – scores are collected daily after session. Test scores are sent to schools on a weekly basis as well as administrative staff. This information is given to the board on a quarterly basis.
5. Calculation Methodology: A total of all tests is divided into the number of failing grades.
6. Aggregations or Disaggregating: Aggregate of all tests scores.
7. Responsibility: Administrative staff, Testing team and personnel.
8. Limitations: Accuracy of testing procedure.

Indicator Name: Cost Per Examination (Objective 2)

1. Indicator Type / Level: Efficiency / S
2. Rational: This indicates overhead associated with testing of three-phase examination and the efficiency of the system.
3. Data Collection Procedure: Agency data collection of test totals and total expenses related to administrative, test team, testing personal as recorded in year to date budget figures.
4. Frequency and Timing: Collection – testing data is collected daily. Expense data is recorded daily. Reporting – monthly to administrative staff and yearly to board members.
5. Calculation Methodology: Number of actual examinations administered as a three phase exam. All expense incurred with the administration of exams including salaries, travel expenses of exam team, test costs, and overhead.
6. Aggregations or Disaggregating: Aggregate of all costs and all exams.
7. Responsibility: Administrative staff, testing team members and personnel.
8. Limitations: Precision of test procedures.

Indicator Name: Number of Students Registered Annually (Objective 2)

1. Indicator Type / Level: Input / G
2. Rationale: This indicator shows the level of students potentially available for testing during the year and gives some indication of future needs of personnel to satisfy demand.
3. Data Collection Procedure: Student permit fees are collected daily as submitted and permits are recorded in the agency computer database.
4. Frequency and Timing: Collection of student permit fees is on a daily basis and permits are posted daily. Reporting – Monthly reports are generated for the Administrative staff and a yearly report is given to the board.
5. Calculation Methodology: Student permits totals are recorded daily and retrieved monthly. Permit fee totals are compared to permits issued for accuracy.
6. Aggregations or Disaggregating: Aggregate of total registration fees and permits generated.
7. Responsibility: Administrative and Licensing staff.
8. Limitations: None

Indicator Name: Average Number of Daily Inspections (Objective 3)

1. Indicator Type / Level: Input / K
2. Rationale: To monitor daily productivity of Inspectors employed by the board.
3. Data Collection Procedure: Total of individual inspection reports are calculated on a weekly basis. The data is entered into the agency computer system.
4. Frequency and Timing: Collection – Inspection reports are received weekly and are posted. Reporting – Monthly reports are made to supervisory staff and to board members. Quarterly reports are issued.

5. Calculation Methodology: The number of actual inspections is totaled and divided by the number of days worked.
6. Aggregate or Disaggregating – Aggregate – Totals of inspections and days worked.
7. Responsibility: Administrative Staff, Investigation and enforcement staff.
8. Limitations: Accuracy and timelines of reporting system.

Indicator Name: Total Cost Per Inspection (Objective 3)

1. Indicator Type / Level: Efficiency / S
2. Rationale: This indicator tracks the efficiency of the inspection program by calculation of the average cost to the agency per visit made.
3. Data Collection Procedure: A total of all related expenses including salaries of inspectors, portion of salaries of office staff working in support, and administrative overhead is calculated and divided by total inspections.
4. Frequency and Timing: Collection - Inspection reports are collected weekly and posted. Related cost is year to date actual costs for the period. Reporting – Monthly reports are issued to Administrative personnel semi-annual reports to the board.
5. Calculation Methodology: A total of all related expenses is derived from actual amounts of salary, travel expenses, and administration overhead is divided by the total inspections for the period.
6. Aggregations or Disaggregating: Aggregate of expense versus inspections.
7. Responsibility: Administrative staff, Investigation and Enforcement staff.
8. Limitations: Accuracy in reporting

Indicator Name: Number of Violations Issued (Objective 3)

1. Indicator Type / Level: Output / K
2. Rationale: This indicator measures compliance with current regulatory guidelines and indicates areas of additional enforcement or education.
3. Data Collection Procedure: There are two collection vehicles for this indicator. Violations are recorded on inspection reports and individual violations sheets are written with a copy attached to the inspections report.
4. Frequency and Timing: Collection - Inspection reports and violation tickets are compiled weekly. Reporting – monthly and quarterly reports are issued to administrative staff and to board members.
5. Calculation Methodology: The total of violations issued is collected for month, quarter, and year. Totals for the same time period of the previous year are compared and a percentage difference is figured.
6. Aggregations or Disaggregating: Aggregate totals for various timeframes.
7. Responsibility: Administrative staff and Investigation and Enforcement staff.
8. Limitations: Accuracy in reporting.

Indicator Name: Total Number of Complaints Received (Objective 3)

1. Indicator Type / Level: Input / S
2. Rationale: This indicator aids in compliance effort by utilizing the input of the general public concerning inspection needs and accuracy.
3. Data Collection Procedure: Written and signed complaints are received by office staff and communicated to supervisory personnel and enforcement.
4. Frequency and Timing: Collection – Complaints are received on a random basis. Reporting is monthly to enforcement personnel and administrative staff. Quarterly reports are issued to the board.

5. Calculation Methodology: Complaints are logged upon receipt and totaled.
6. Aggregations or Disaggregating: Aggregate
7. Responsibility: Enforcement and Administrative staff.
8. Limitations: Random reporting by the general public

Indicator Name: Percentage Decrease in the Number of Violations Issued (Objective 3)

1. Indicator Type / Level: Output / G
2. Rationale: This indicator tracks enforcement progress in compliance with regulatory mandates.
3. Data Collection Procedure: Inspection reports and violations are recorded and totaled.
4. Frequency and Timing: Collection – Weekly on inspection and violation reports.
Reporting – Monthly to administrative staff and yearly to the board.
5. Calculation Methodology: Cumulative violations for the fiscal year versus the same timeframe in the past fiscal year.
6. Aggregations or Disaggregating: Aggregate
7. Responsibility: Administrative and enforcement staff.
8. Limitations: Accuracy of reports filed.

Indicator Name: Average Cost Per Facility Licensed (Objective 3)

1. Indicator Type / Level: Efficiency / G
2. Rationale: This indicator allows administrative staff to judge status of enforcement effort versus cost.
3. Data Collection Procedure: Total overhead costs including salaries, expenses, computer system and associated agency costs are gathered from year to date budget statements. Totals for licensed facility is kept in agency computer files.
4. Frequency and Timing: Collection – All related costs are kept on a daily and monthly basis. Facility licenses are entered into the system on a daily basis. Reporting – Weekly, monthly, and yearly reports are given to Administrative and supervisory staff, with yearly report to the board.
5. Calculation Methodology: Total of related cost by budget unit and type is calculated and applied against a total of facility licenses for the fiscal year.
6. Aggregations or Disaggregating: Aggregate
7. Responsibility: Administrative, Investigation and Enforcement staff.
8. Limitations: Accuracy of data.