LEADERSHIP/VISION
1. How important is food safety in this dairy business?
   a. Not that important
   b. Only important when something goes wrong
   c. Top priority
2. Who is responsible for making sure dairy food is safe?
   a. The business owner
   b. QA officer, Managers, Supervisors
   c. Everyone (from owners to management to factory floor)
3. How committed are senior management to food safety?
   a. Not that committed
   b. Committed at a compliance level but are largely untouched by it
   c. Very committed – enforcing good practice themselves and are always talking to staff about it

WORKPLACE
4. What’s the general situation like in the workplace, especially in terms of staff reporting problems, questioning procedures or suggesting improvements?
   a. Minimal engagement. Staff are not encouraged to talk about food safety with their supervisors or managers
   b. Fair but formal. During meetings, inspections or audits managers provide an opportunity for discussion
   c. Staff are encouraged to raise issues around food safety at any time
   d. Strong support is given to all staff to contribute to the safety of the food produced on the premises

5. How are food safety problems or complaints addressed?
   a. Negative response – cover ups and blame/shame
   b. Minimal response – just enough to pass inspection
   c. Strong response – issues dealt with in consideration of upstream or downstream effects
   d. Strategic and proactive – continuous monitoring, identifying potential risks and taking preventative actions

STAFF KNOWLEDGE AND ACTIONS
6. How much training on food safety is available for staff?
   a. No company training – if I want to learn I have to do it myself
   b. Induction training for new staff and the occasional refresher course
   c. Induction, refresher training, extra courses and on-the-job mentoring
7. Do the staff show an awareness of food safety in their daily jobs and always put their knowledge and training into practice?
   a. Not always, especially if it’s really busy or no-one is watching
   b. Not really sure, but I assume they do
   c. Supervisors and other workers promote good practice
   d. Food Safety is everyone’s first priority and take pride in the quality of their products

DATA COLLECTION AND ASSESSMENT
8. Is food safety information checked and used to make improvements?
   a. Not really, it’s only done to cover their tracks
   b. Sometimes, mainly by managers/supervisors to fill out reports
   c. Yes, management regularly ask for updates with a view to having discussions about preventing future problems
   d. Yes, always. We constantly use the info to review processes, identify risks and plan future improvements

RELATIONSHIP WITH REGULATORS
9. What is the relationship like between the business and dairy regulators?
   a. Minimal. Audits/inspections tend to be the only contact point; they advise on any improvements that could be made
   b. Moderate. We take our obligations seriously and ensure our managers get involved in audits/inspections and communicate with regulators
   c. Excellent. Close collaboration describes the relationship our managers and other staff have with regulators and are often proactive in seeking advice on how improvements can be made