

Profile information current as at 26/04/2024 04:32 pm

All details in this unit profile for OCHS11025 have been officially approved by CQUniversity and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

General Information

Overview

This foundation unit introduces you to the principles of risk management and their application within a health and safety context. You will be able to define the terms utilised in the broader principles of risk management and learn to identify, prioritise and manage hazards according to their risk in a variety of environments.

Details

Career Level: Undergraduate

Unit Level: Level 1 Credit Points: 6

Student Contribution Band: 8

Fraction of Full-Time Student Load: 0.125

Pre-requisites or Co-requisites

There are no requisites for this unit.

Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the <u>Assessment Policy and Procedure (Higher Education Coursework)</u>.

Offerings For Term 3 - 2023

Online

Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

Website

This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.

Class and Assessment Overview

Recommended Student Time Commitment

Each 6-credit Undergraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

Class Timetable

Regional Campuses

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

Metropolitan Campuses

Adelaide, Brisbane, Melbourne, Perth, Sydney

Assessment Overview

1. Online Quiz(zes)

Weighting: 20% 2. **Portfolio** Weighting: 40%

3. Written Assessment

Weighting: 40%

Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the <u>University's Grades and Results Policy</u> for more details of interim results and final grades.

CQUniversity Policies

All University policies are available on the CQUniversity Policy site.

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the CQUniversity Policy site.

Previous Student Feedback

Feedback, Recommendations and Responses

Every unit is reviewed for enhancement each year. At the most recent review, the following staff and student feedback items were identified and recommendations were made.

Feedback from SUTE Unit Comments Report

Feedback

An overall satisfaction was reported in the student comments, noting that the unit and feedback provided was useful for future application in the workplace.

Recommendation

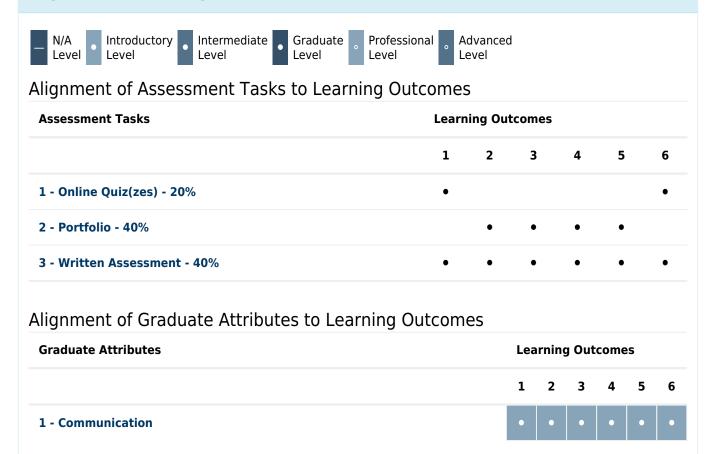
Content and the framing of assessment tasks will continue to be reviewed and aligned with contemporary and relevant material that can be applied to real world contexts. The sequencing of content and feedback provided by students during the course of the term will continue to be monitored and any identified enhancements made during the course of the term.

Unit Learning Outcomes

On successful completion of this unit, you will be able to:

- 1. Define terms utilised in risk management.
- 2. Recognise and apply the principles of risk management in a health and safety context.
- 3. Identify and prioritise hazards according to their risk in a variety of settings.
- 4. Apply the hierarchy of control in recommending appropriate interventions to control risk.
- 5. Demonstrate diverse and critical thinking in risk management decision making.
- 6. Differentiate between compliance-based and evidence-based practice.

Alignment of Learning Outcomes, Assessment and Graduate Attributes



Graduate Attributes					Learning Outcomes					
					1	2	3	4	5	6
2 - Problem Solving					•	•	•	•	•	•
3 - Critical Thinking					•	•	•	•	•	•
4 - Information Literacy					•	•	•	•	•	•
5 - Team Work										
6 - Information Technology Competence					•	•	•	•	•	•
7 - Cross Cultural Competence						•	•	•	•	•
8 - Ethical practice						•	•	•	•	•
9 - Social Innovation										
10 - Aboriginal and Torres Strait Islander Cultures										
Alignment of Assessment Tasks to Graduate Attributes										
Assessment Tasks	Graduate Attributes									
	1	2	3	4	5	6	7	8	9	10
1 - Online Quiz(zes) - 20%	•	•	•	•		•		•		
2 - Portfolio - 40%	٠	•	•	•		٠	•	•		
3 - Written Assessment - 40%	•	•	•	•		٠	•	•		

Textbooks and Resources

Textbooks

There are no required textbooks.

IT Resources

You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)

Referencing Style

All submissions for this unit must use the referencing style: <u>Harvard (author-date)</u> For further information, see the Assessment Tasks.

Teaching Contacts

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Schedule

Module/Topic

Schedule		
Week 1 - 06 Nov 2023		
Module/Topic	Chapter	Events and Submissions/Topic
Lecture/Tutorial Exploring risk Risk and risk concepts	BOK. Chapter 15 Hazard as a concept BOK. Chapter 31.1 Risk AS ISO 31000:2018 (Terms and definitions)	
Week 2 - 13 Nov 2023		
Module/Topic	Chapter	Events and Submissions/Topic
Lecture/Tutorial Risk based legislation Risk management process	WHS Act 2011 WHS Regulation 2011 How to Manage WHS Risks Code of Practice AS ISO 31000:2018 (Section 6: Process) AS ISO 31000:2018 Risk Management -Guidelines (Section 6: Process)	
Week 3 - 20 Nov 2023		
Module/Topic	Chapter	Events and Submissions/Topic
Lecture/Tutorial Risk Context, Risk Assessment, Risk Control, Risk Review	AS ISO 31000:2018 (Sections 5.4 & 6.3) Section 6.4.2: Risk identification Section 6.4.3: Risk Analysis Sections 6.3.4 Risk criteria Sections 6.4.4 Risk evaluation Section 6.5 Risk Treatment	
Week 4 - 27 Nov 2023		
Module/Topic	Chapter	Events and Submissions/Topic
Lecture/Tutorial Communicating risk Recording and reporting risk- based activities and outcomes	AS ISO 31000:2018 (Sections 5.4.5, 6.2 & 6.7) SA/SNZ HB 327:2017 Communicating and consulting about risk Case studies (Chapter 20, 20.8) in Chapman, R.J 2011, Simple Tools and Techniques for Enterprise Risk Management, John Wiley & Sons Ltd, West Sussex.	
Vacation Week - 04 Dec 2023		
Module/Topic	Chapter	Events and Submissions/Topic
Independent study		
Week 5 - 11 Dec 2023		

Events and Submissions/Topic

Chapter

Lecture/Tutorial Conducting a risk assessment (Part 1)

SafeWork Australia 2018. Code of Practice: How to manage work health and safety risks SA/SNZ HB 205:2017 Managing health and safety related risk (Appendices) Standards Australia 2020, Risk management - Risk assessment techniques (AS/NZS IEC 31010:2020) -Section 6.1 (p12-15) Ostrom, L.T., Wilhelmsen, C 2012, Risk Assessment: Tools, Techniques and

Their Applications, Wiley, New Jersey. (Chapter 16 - Qualitative and Quantitative Research Methods Used

Assessment 1 - Short Answer **Questions (Online** Quiz(zes)/Written Assessment Due: Week 5 Friday (15 Dec 2023) 11:45 pm AEST

Week 6 - 18 Dec 2023

Module/Topic

Chapter

in Risk Assessment)

Events and Submissions/Topic

Lecture/Tutorial Conducting a risk assessment (Part 2) Commencement of using Risk

Management Tools Risk Management Tools (Part 1) (Informal Risk Assessment (i.e. SLAM,

Take 5), Hazard reporting, Tabular risk assessment, Job Task

Analysis, Plant Risk Assessment)

AS/NZS IEC 31010:2020 Risk management - Risk assessment techniques (Table A 1 & A2)

Vacation Week - 25 Dec 2023

Module/Topic Independent study Chapter

Events and Submissions/Topic

Week 7 - 01 Jan 2024

Module/Topic

Chapter

Events and Submissions/Topic

Lecture/Tutorial

Risk Management Tools (Part 2)

(Hazardous chemicals risk assessment, BowTie Analysis, Ishikawa analysis (Fishbone diagram), Failure modes and effects analysis (FMEA)

AS/NZS IEC 31010:2020 Risk management - Risk assessment techniques (Table A 1 & A2)

Week 8 - 08 Jan 2024

Module/Topic

Chapter

Events and Submissions/Topic

Lecture/Tutorial

Risk Management Tools (Part 3) Fault Tree Analysis, Process mapping, Hazard Analysis at Critical Control Points (HACCP)

AS/NZS IEC 31010:2020 Risk management - Risk assessment techniques (Table A 1 & A2)

Assessment 2 - Conduct a Risk Assessment Due: Week 8 Friday (12 Jan 2024) 11:45 pm AEST

Week 9 - 15 Jan 2024

Module/Topic

Chapter

Events and Submissions/Topic

Lecture/Tutorial

Developing a risk management system

(Where do you start?) Determining site risks and their

management

Viner, D 2016, Occupational Risk Control, Routledge, New York. Chapter 11 (section on Risk Management System, p 192)

AS/NZS IEC 31010:2020 Risk management - Risk assessment techniques

Week 10 - 22 Jan 2024

Module/Topic

Chapter

Events and Submissions/Topic

Lecture/Tutorial

Enterprise plans for developing a risk management system

Case studies and examples provided

in Moodle.

Week 11 - 29 Jan 2024		
Module/Topic	Chapter	Events and Submissions/Topic
Lecture/Tutorial Risk Culture	Borys, D 2019, 'Organisational Culture: A search for meaning', The Core Body of Knowledge for Generalist OHS Professionals, Australian Institute of Health and Safety, Tullamarine, Victoria. Roughton, J & Crutchfield, C 2009, Safety Culture: An Innovative Leadership Approach (Part 3 - How to Handle the Perception of Risk) SA/SNZ HB 327:2017 Communicating and consulting about risk SA/SNZ HB 205:2017 Managing health and safety related risk (2.3.2) Viner, D 2016, Occupational Risk Control, Routledge, New York. Chapter 11 (Chapter 11, pages 200-201)	
Week 12 - 05 Feb 2024		
Module/Topic	Chapter	Events and Submissions/Topic
Review (independent study)		
Exam Week - 12 Feb 2024		
Module/Topic	Chapter	Events and Submissions/Topic
		Assessment 3 - Design a Risk Management Manual Due: Exam Week Monday (12 Feb 2024) 8:00 am AEST

Assessment Tasks

1 Assessment 1 - Short Answer Questions (Online Quiz(zes)/Written Assessment

Assessment Type

Online Quiz(zes)

Task Description

Word limit: Respond to each of the following questions. Provide a response of up to 200 words for each question (maximum word count of 1000 words for the entire assessment).

The purpose of this assessment item is to assess your ability to define and critically think about the terms and principles of health and safety risk management, including compliance and factors impacting on managing OHS risk. A total of five (5) questions require a response.

Respond to each of the following questions. Provide a response of up to 200 words for each question (maximum word count of 1000 words for the entire assessment).

- 1. List at least 3 relevant WHS laws (i.e, act and regulations), codes of practice and other standards that support the management of OHS risk in the workplace for a state or jurisdiction. Explain the principles of 'duty of care' in your response and include the concepts of causation, foreseeability and prevention in your response.(4%)
- 2. Briefly discuss how some of the following factors can impact on managing OHS risk. (Gender, literacy, transient labour, contract workers, shift work arrangements, workers with specific needs, culture (attitudes) towards safety in the organisation, alcohol and other drug use). Support your responses with relevant references. (4%)
- 3. Explain what the hierarchy of control is, including factors limiting the effectiveness of types of controls and limitations of procedural controls. (4%)
- 4. Provide suggestions on how each of the following can impact on or influence an OHS risk assessment. (4%)
- WHS information and data
- Hazard identification and risk assessment checklists (i.e. limitations of generic lists)
- Risk Rankings (i.e. low, medium, high for individual hazards)
- Work plans and work flow
- Policies, procedures and systems.
- 5. Name 3 OHS risk management tools/risk assessment techniques and provide summary information in regard to their correct application, use and limitations. You may use a table to provide this information. Include an explanation of how

to determine whether the tool meets compliance-based requirements while also meeting the organisation's needs. (4%)

Number of Quizzes

Frequency of Quizzes

Other

Assessment Due Date

Week 5 Friday (15 Dec 2023) 11:45 pm AEST

Return Date to Students

Within 2 weeks of due date

Weighting

20%

Assessment Criteria

- Relevant laws, codes and standards are identified in association with their jurisdiction
- Legal duties and their application in a preventive approach to OHS risk management is discussed Individual
- factors and other factors influenced by the nature of how work is organised are identified and discussed
- Each component of the hierarchy of control (specified in legislation) and some limiting factors are identified and discussed
- Internal factors influencing the conduct and outcomes of risk assessment are discussed
- Some risk management tools/risk assessment techniques are identified and suitably aligned to a risk based problem.

Referencing Style

• Harvard (author-date)

Submission

Online

Learning Outcomes Assessed

- Define terms utilised in risk management.
- Differentiate between compliance-based and evidence-based practice.

Graduate Attributes

- Communication
- Problem Solving
- Critical Thinking
- Information Literacy
- Information Technology Competence
- Ethical practice

2 Assessment 2 - Conduct a Risk Assessment

Assessment Type

Portfolio

Task Description

Word limit:

Part A: Between 200-250 words

Part B: Up to 250 words plus samples (i.e. table, PPT slides)

Part C: A tabulated format (or equivalent) of up to 3 pages for part 10 of the template is suggested.

Task:

Adopt and use one risk management tool to identify, analyse, evaluate and control identified risks relevant to a task or process in a selected workplace, sporting club or volunteer organisation.

Part A: Adopt a risk management tool

Choose one risk management tool (except an informal risk assessment, hazard report or JSA) prescribed from the tools presented in weeks 6, 7 & 8. See resources in Moodle for a sample of tools.

i) Provide links between the tool and applicable WHS legislation relating to its use (i.e., The PerForm Manual Tasks Assessment tool is used to help manage health and safety risks arising from manual tasks, as prescribed in Hazardous Manual Tasks in 'Part 4.2 Hazardous manual tasks' from the Work Health and Safety Regulation 2011). (5%)

ii) Provide an explanation of how the tool could be used to address specific physical or psychosocial risks (i.e., how, when and why the tool is to be used). (5%)

Weighting: 10%

Part B: Training in the use of the tool

Certain persons in the workplace would be required to use this tool but would firstly require instruction as to its use.

- i) State how training and instruction for individuals and parties who will use the risk management tool can occur.(5%)
- ii) Provide two samples (i.e., PPT slides, Training register, Training plans, etc).(5%)

Weighting: 10%

Part C: Conduct a risk assessment using the tool selected in Part A

Conduct a detailed risk assessment using the risk management tool selected in Part A. The topic and tool for the risk assessment will need to be specific (specific title and defined problem). As an example, a topic name such as 'noise' or 'heat stress' will not be sufficient but 'Noise Survey in Sheet Metal Workshop' or 'Heat Stress Risks for Maintenance Work on Roofs' would be more suited as a title.

Topics may be drawn from any of the following classes/hazard groups:

- Chemical
- Noise
- Light
- Radiation
- · Dusts and fibres
- Gases
- Gravity
- Mechanical
- Thermal environment
- · Psychosocial hazards
- Work organisation
- Ergonomic
- Psychosocial
- Radiological
- Biological
- Plant
- Electrical.

The following criteria must be addressed within the tool.

- 1. Define the issue (why a risk assessment is necessary) (1%)
- 2. Hazard identification sources (i.e. guidance material, databases, incident reports Safety Data Sheets) are provided (1%)
- 3. Characteristics of the hazards and associated risks are organised in a format that suits the risk assessment (2%)
- 4. Evidence of consultation with relevant stakeholders has occurred (2%)
- 5. The risk management process is followed, having regard for the following:
 - i) Hazards are identified, discussed and recorded in terms of their characteristics and potential for harm (2%)
 - ii) Risk factors associated with each hazard are provided (2%)
 - iii) Current controls in place (if any) for each of the hazards are provided (2%)
 - iv) Risks are analysed and evaluated (by description and, if desired by risk value using a matrix) (2%)
 - v) Determination of whether further controls are required (1%)
 - vi) The seeking of information on control options is evident (1%)
 - vii) A risk control action plan includes actions, time frames, responsible persons and authorisations (2%)
 - iix) Proposed review times/schedule for the implemented controls (1%)
 - ix) Communication of the results and findings (i.e., reports, accompanying email messages) to managers or other stakeholders. (1%)

Weighting: 20%

Assessment Due Date

Week 8 Friday (12 Jan 2024) 11:45 pm AEST

Return Date to Students

Exam Week Monday (12 Feb 2024)

Within 2 weeks of due date

Weighting

40%

Assessment Criteria

Assessment criteria for this task are prescribed in the task description.

Referencing Style

• Harvard (author-date)

Submission

Online

Learning Outcomes Assessed

- Recognise and apply the principles of risk management in a health and safety context.
- Identify and prioritise hazards according to their risk in a variety of settings.
- Apply the hierarchy of control in recommending appropriate interventions to control risk.
- Demonstrate diverse and critical thinking in risk management decision making.

Graduate Attributes

- Communication
- Problem Solving
- Critical Thinking
- Information Literacy
- Information Technology Competence
- Cross Cultural Competence
- Ethical practice

3 Assessment 3 - Design a Risk Management Manual

Assessment Type

Written Assessment

Task Description

Word limit: Approximately 2000 words (i.e., those portions added to the existing template provided for the completion of this assessment task).

Assessment 3 is based on the nomination of a selected workplace, sporting club or volunteer organisation of your choice. Assessment 3 will provide a basis for developing risk management plans (Risk Management Manual) that explains why, when and how risk management tools are used.

PART A: Design a Risk Management Manual to manage WHS/OHS risks in a systematic way

Design a Risk Management Manual that aims to systematically prescribe how different WHS/OHS risks will be managed in an organisation of your choice. A Risk Management Manual is designed to contribute to the development, implementation and evaluation of a systematic approach to WHS risk management in an organisation. This manual intends to prescribe when, why and how risk management activities will be conducted within the organisation to help manage risk.

Use the template provided in Moodle (ABC Trading Safety and Health Risk Management Manual) as a guide. All sections included in the manual must be completed (addressed) with information customised to the characteristics and needs of the organisation. Provide evidence of your involvement in its development (i.e., document owner, part of a review team/panel, meeting minutes, email correspondence).

Note: You may modify a pre-existing resource to design your own Risk Management Manual but it must at least address equivalent information to that provided in the template.

Weighting: 20%

Part B: Consult on the development of the Risk Management Manual

In conjunction with the development of the Risk Management Manual, demonstrate how effective consultation and participation might occur in the development of the manual. Provide a timeline and samples of consultation that reflect how the framework and details for the manual have been (or would be) developed and implemented (rolled out) over time. This could be in the form of diary entries, emails, minutes of meetings or some other formats. Provide an explanation to support how consultation was conducted.

The rationale here is to demonstrate how you would use consultation and associated communication skills to conduct effective meetings, communicate effectively with personnel at different levels of the organisation, and with external parties and individuals in the development of the manual.

Weighting: 10%

Part C: Develop criteria to measure the effectiveness of the manual

Prepare a one-page plan (i.e. a table format would be suitable) that aims to review the effectiveness of one risk management activity within the Risk Management Manual. Criteria should be drawn from the risk management process, material provided in Moodle and from standards such as SA/SNZ HB 205:2017 Managing health and safety related risk. Weighting: 10%

Assessment Due Date

Exam Week Monday (12 Feb 2024) 8:00 am AEST

Return Date to Students

Two weeks after due date

Weighting

40%

Assessment Criteria

PART A: Design a Risk Management Manual to manage WHS/OHS risks in a systematic way (20 marks)

- Purpose of the manual is clearly articulated (1 mark)
- Intended scope of the manual is stated (1 mark)
- Inputs for the manual are identified (1 mark)
- A range of applicable definitions are provided from reputable sources (2 marks)
- Sources for core legal requirements to mange OHS risk are provided (1 mark)
- Risk management responsibilities are prescribed (1 mark)
- Site risks within the organisation are logically categorised (2 marks)
- Planning of risk assessment activities, tools and techniques is planned and relevant to the organisation (5 marks)
- The risk management process is applied within the manual (4 marks)
- Methods for recording and documentation of risk management activities is prescribed. (2 marks)

Part B: Consult on the development of the Risk Management Manual (10 marks)

- Evidence (samples) of at least two consultation strategies that were/might be used (4 marks)
- An explanation of how consultation was/would be conducted is provided (3 marks)
- A timeline of how the manual was/would be developed is provided. (3 marks)

Part C: Develop criteria to measure the effectiveness of the manual (10 marks)

- A comprehensive review of one risk management activity that considers:
 - The suitability of the tool for the contexts is applied to (2 marks)
 - The identification of emerging risks relevant to the problem (2 marks)
 - Ability of the tool to determine and apply suitable controls relevant to the problem (2 marks)
 - Usability of the tool for targeted stakeholders/users of the tool (2 marks)
 - Components of the risk management process applied within the tool (2 marks).

Referencing Style

• Harvard (author-date)

Submission

Online

Learning Outcomes Assessed

- Define terms utilised in risk management.
- Recognise and apply the principles of risk management in a health and safety context.
- Identify and prioritise hazards according to their risk in a variety of settings.
- Apply the hierarchy of control in recommending appropriate interventions to control risk.
- Demonstrate diverse and critical thinking in risk management decision making.
- Differentiate between compliance-based and evidence-based practice.

Graduate Attributes

- Communication
- · Problem Solving
- Critical Thinking
- Information Literacy
- Information Technology Competence
- Cross Cultural Competence
- Ethical practice

Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the **Student Academic Integrity Policy and Procedure**. This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

What is a breach of academic integrity?

A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

Why is academic integrity important?

A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

Where can I get assistance?

For academic advice and guidance, the <u>Academic Learning Centre (ALC)</u> can support you in becoming confident in completing assessments with integrity and of high standard.

What can you do to act with integrity?



Be Honest

If your assessment task is done by someone else, it would be dishonest of you to claim it as your own



Seek Help

If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)



Produce Original Work

Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem