

# 平時多一分關心、少一點事後補救—— 落實心理諮商回報機制

To care a little more at normal times  
saves a lot of remedial work - enforcing  
the psychological counseling feedback  
mechanism

對於單位而言，諮商輔導工作的真正重點在哪？是問題發生後做適當的介入？還是秉持「預防重於治療」讓事件在初始階段即被發掘並做適當之處理？答案似乎很明顯，但理想與實際的鴻溝卻是存在的。以 80/20 法則來看，前者往往佔去諮商輔導人員 80% 的時間；而後者時常僅剩 20% 的心力。不是心輔人員不夠認真、努力，而是受限於本身能力、編制、複雜之個案類型。及其他環境因素使然。有鑑於此，心理諮商回報機制的落實與否，就成為重要的關鍵。平時多一分關心、少一點事後補救，誠如其言！若是每位幹部都能體會並貫徹此點，單位團結人員平安就是可期之目標。

以筆者任職總隊所在之北部地區巡防局而言，心理諮商回報機制可分為週報及月報。首先是週報部分，它是回報機制的核心，所佔的地位最為重要。藉由每週將單位內狀況及處置情形做整理彙整，不僅使上級單位得以瞭解各總、大隊最新人員狀況，並

As far as an operating unit is concerned, what is the true focus for psychological consulting work? Is it adequate intervention following the occurrence of an incident, or is it more prudent to uncover and act upon an issue at the onset of an incident taking to the approach that prevention is better than remedy? The answer seems obvious, yet the gap exists between the reality and ideology. To gauge by the 80/20 doctrine, the former is 80% of the time that counselors spend, and the latter is of 20% of the dedication in remain. It is not because the counselor has not tried hard enough or diligent enough, it is rather limited to a counselor's capability, allocation, and the complexity of each case, as well as the results of other related environmental factors. With that, the validity of a psychological counseling feedback mechanism has emerged as a crucial key. And nothing can be truer than the saying that a little more care saves post-incident remedies. If all officer personnel could truly understand and enforce this critical point, the goal of anticipating a united and peaceful unit personnel would become quite feasible.

As far as Northern Coastal Patrol Office is concerned where the author is posted, the psychological counseling feedback mechanism can be divided into weekly report and monthly report. First there is the weekly report segment, which serves as a core of the feedback system, and commands an important footing. By recapping the status and disposition of incidents at the unit on a weekly basis, it not only keeps the superior agencies informed of the latest staffing situation on the head

據此做出適時之指導及建議；對於單位心輔人員來說，也可厚植自身的輔導能量，相關紀錄清清楚楚一目了然。以筆者的經驗，往往面對棘手的個案問題不知如何解決時，過往的週報紀錄就是最佳的參考範本，所謂鑒往知來即是這個道理。其次是月報方面，它除了是週報的再彙整外，更是掌握特殊及一般個案本月動態的媒介，藉由月報的呈現可以瞭解到列管個案營內外之情況，並做為平時輔導及個案研討會升、降等之依據。

一個完整的制度必須搭配良善之配套措施才得以完成。因岸巡工作之特性，各安檢所駐點必須分散，加上受限於人力編制，各總、大隊心輔官無法常駐在弟兄左右，是以如何即時掌握弟兄動態，就是心理諮商回報機制成敗之關鍵所在。有鑑於此，北部地區巡防局特別在今年推行「心輔志工」制度，希望在每個轄區、駐點，遍撒心輔的種子，藉以彌補心輔人力的不足及無法時時刻刻關注到的「盲區死角」。至於實際執行方式，乃由各單位1至2位弟兄志願擔任，除定期向心輔官回報單位狀況，並可在心輔官介入前，做初步的輔導與協助。

筆者以為，「心輔志工」的推行其助力甚大。心輔官雖每月定期巡迴輔訪，但每單位造訪頻率平均2至3次，若有弟兄該月假期恰與心輔官雷同，則該月就很有可能無法當面慰問探詢，而僅能以電話方式連繫。其次，弟兄與弟兄間朝夕相處關係最親，是最有可能聽到或看到一些蛛絲馬跡的。而若能在事件初始即能察覺徵候，則將有助降低危安事件的發生。如同先前即有某單位心輔志工回報過該所有一員弟兄近日睡眠品質不佳，導致心中壓力過大之



bureau and squad levels, but relevant guideline and recommendation can also be extrapolated from which. To the unit psychological counselor, this also helps to deep-root one's counseling dynamics, keeping all records clear and concise. Of the author's firsthand experience, when one tends to be trapped with not knowing how to proceed when thorny cases come up, the weekly jour-

nals tend to be the best reference point, in a sense of refinement through mirroring the past. Next comes to the monthly journal, which not only serves to recap the weekly journals but is also a medium for grappling unique situation and general cases that would poise to provide a glimpse of the current status of enlisted cases, and serve as the basis for routine counseling, the ups and downs of case studies.

A comprehensive system often needs to be collocated with well-sought, tried-and-true package measures. In light of the unique characteristics of the Coast Guard work, as the securities checkpoints are widely dispersed, coupled with constraints in manpower allocation, it is not feasible for the psychological counselor to be stationing at various head bureaus or squads on a regular basis, hence presenting the key issue of how best to utilize the psychological counseling feedback system to grasp the latest development among the men. In light of which, Northern Coastal Patrol Office has instigated a "Psychological counseling volunteer" system that aims to sow psychological counseling seedlings in various districts and stationing points to compensate the deficiencies in manpower and in addressing certain blind spots. As to the actual implementation mode, it calls for every unit to come up to one to two volunteers, who serve to file a regular report with the psychological counselor, but also to provide initial counseling and assistance before the intervention of a psychological counseling officer.

The author reckons that the promotion of the volunteer system provides significant yield. In spite of the psychological counselor office's monthly routine roaming counseling visits, calling each unit at a frequency averaged to twice or three times per month, there is always the possibility that the time leave of certain men and the officer could fall on the same schedule and only for them to be counseling over the telephone in place of a face-to-face counseling session. Next, with the men working together, they are at the frontline of spotting any telltale signs. Given that when an incident can be spotted at the every beginning, there is a higher probability that the risk of a safety incident can be greatly



- 回報機制能夠確實執行，有賴心輔人員的熱誠與耐心  
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情形。筆者接獲通知後，即協同總隊衛生組安排至醫院就醫，並協調單位將該員之班表儘量固定不至變化過大，以幫助該員順利入睡。經種種介入措施後，該員睡眠情況好轉並逐漸適應單位之生活。

心理諮商回報機制是心輔工作重要的一環，回報機制能夠確實執行，接受回報的單位才得以做出正確之決策，並妥採輔導措施。至於如何加以落實，則除了有良善的制度外，最重要的還是仰賴心輔人員的熱誠與耐心。熱誠來自於一顆希望單位更好的心；耐心則源於人性本善的信念。聽起來很玄其實不然，不妨就從詳實的晤談紀錄做起，而不要三言兩語就打發過去。因為平時多一分關心與努力，事後就少一點收拾與補救，願與各位心輔同仁相互勉勵！

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reduced. An example in point is how a volunteer counselor has filed a report recently citing one of the men has experience restless sleep leading to excessive stress. The author, upon receiving the report, is soon joined by the squad health section to arrange the man for hospital diagnosis, and coordinate the unit to keep the man's duty schedule at a moderated manner, in order to assist the man get quality sleep. After several intervention measures, the man is reported getting quality sleep and gradually integrated to the unit operation.

The psychological counseling feedback mechanism remains a crucial link in the psychological counseling work, and a precise execution of the feedback mechanism not only helps the receiving unit come to a correct decision, but also in adopting proper counseling measures. As to how it can be enforced, it calls for more than a comprehensive system, but the most crucial elements are resting on enthusiasm and patience of the counseling personnel. Enthusiasm has come from a heart that wanting the unit to be better, while patience is of a faith of human nature. Both seem far-fetched yet the fact says otherwise. It is viable to begin with the interview records, rather than it go by unnoticed. For a little care and effort could definitely save a lot of mending and remedial work, a constructive input to share and emulate with all counseling associates.

(The author is with the Coast Patrol Corps 2nd)