

桃園市私立龍祥照護事業園區

Taoyuan City Private Long Xiang Nursing Care Home

龍祥療養院

Long Xiang Psychiatric Nursing Care Center

員工援助計畫(方案)

(Employee Assistance Program)

一、目的

員工協助方案（EAP）是一項自願的、以工作為基礎的計劃，為遇到個人與工作相關問題的員工提供免費且保密的評估、短期諮詢、轉介和後續服務。EAP 在解決一系列影響員工心理和情緒健康的複雜問題，例如酒精和其他物質濫用、壓力、悲傷、家庭問題以及心理障礙。

EAP 諮商師/心理師也會為經理和主管提供諮詢服務，以應對員工和組織面臨的挑戰和需求。許多 EAP 積極幫助組織預防和應對職場暴力、創傷和其他緊急應變情況。

An Employee Assistance Program (EAP) is a voluntary, work-based program that offers free and confidential assessments, short-term counseling, referrals, and follow-up services to employees who have personal and/or work-related problems. EAPs address a broad and complex body of issues affecting mental and emotional well-being, such as alcohol and other substance abuse, stress, grief, family problems, and psychological disorders.

EAP counselors also work in a consultative role with managers and supervisors to address employee and organizational challenges and needs.

Many EAPs are active in helping organizations prevent and cope with workplace violence, trauma, and other emergency response situations.

二、適用範圍

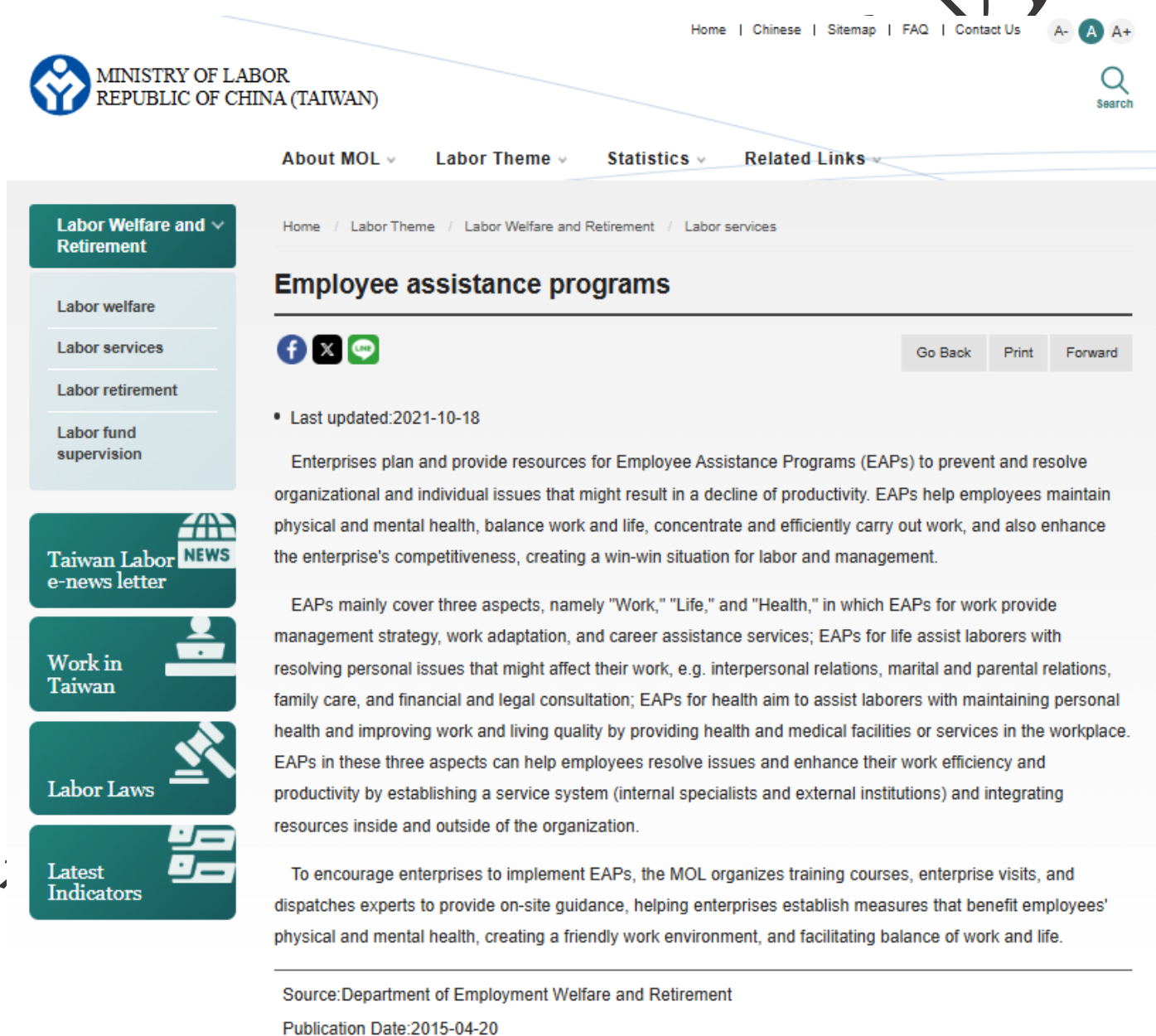
主要機構及其附屬事業體所有主管職及基層員工。

三、計畫(方案)主要架構

服務項目	說明
財務援助	負債管理、預算規劃、理財建議，適度提供財務援助。
心理援助	協助處理壓力、焦慮、憂鬱、人際衝突等心理健康問題

家庭援助	婚姻、親子、家庭溝通、離婚協商等問題
人際關係	改善與同事、主管之間的溝通模式，解決職場人際衝突，提升團隊合作氛圍
職場問題	同事衝突、職場霸凌、壓力過大、職涯規劃等
法律援助	提供基本法律意見（例如離婚、監護權、遺產等）
危機援助	員工或家屬有自殺傾向、重大創傷、災難事件時介入
戒酒戒菸	提供資源與轉介服務幫助員工戒除成癮行為

四、參考文獻(勞動部-就業福利及退休部)



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Employee assistance programs

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- Last updated: 2021-10-18

Enterprises plan and provide resources for Employee Assistance Programs (EAPs) to prevent and resolve organizational and individual issues that might result in a decline of productivity. EAPs help employees maintain physical and mental health, balance work and life, concentrate and efficiently carry out work, and also enhance the enterprise's competitiveness, creating a win-win situation for labor and management.

EAPs mainly cover three aspects, namely "Work," "Life," and "Health," in which EAPs for work provide management strategy, work adaptation, and career assistance services; EAPs for life assist laborers with resolving personal issues that might affect their work, e.g. interpersonal relations, marital and parental relations, family care, and financial and legal consultation; EAPs for health aim to assist laborers with maintaining personal health and improving work and living quality by providing health and medical facilities or services in the workplace. EAPs in these three aspects can help employees resolve issues and enhance their work efficiency and productivity by establishing a service system (internal specialists and external institutions) and integrating resources inside and outside of the organization.

To encourage enterprises to implement EAPs, the MOL organizes training courses, enterprise visits, and dispatches experts to provide on-site guidance, helping enterprises establish measures that benefit employees' physical and mental health, creating a friendly work environment, and facilitating balance of work and life.

Source: Department of Employment Welfare and Retirement
Publication Date: 2015-04-20

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Work-life balance



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• Last updated:2025-02-20

"Work-life balance" has different implications in two aspects. From an individual's perspective, it means that an individual is able to suitably allocate time and effort for work, family, and recreation, to minimize the conflict of roles in work and family life, and to coordinate work and family care responsibilities. From an enterprise's perspective, it means letting individuals shoulder work and family responsibilities in a physically and mentally healthy state by creating a corporate culture of care and respect, as well as implementing various systems and measures, allowing workers to gain a sense of achievement at work, enjoy harmonious family relations, and enjoy a fulfilling social life and recreation. work-life balanced measures will enable individuals to fully realize their true potential, and enterprises will also have stable and healthy human resources that are productive and competitive, which is necessary for achieving sustainable operations.

Concretely speaking, measures to achieve "Work-life balance" are implemented in three aspects:

1. Autonomy and achievement at work: Includes flexible working hours and flexible work, multiple leave programs, and employee career development, giving employees suitable flexibility to work or rest, making it more convenient for employees to take care of their family, pursue further education, or serve public interests.
2. Family care and support: Includes maternal protection measures, child care services, family care services, and family friendly measures.
3. Physical and mental health and safety: Includes physical and mental health lectures, health management or services, creating a health culture in the workplace, and work adjustments for workers with special needs.

Furthermore, according to Article 23 of the Act of Gender Equality in Employment, employers hiring more than one hundred employees shall set up breastfeeding (breast milk collection) room, child care facilities or provide suitable child care measures. Competent authorities shall subsidize the expenses to those employers who have set up breastfeeding (breast milk collection) room, childcare facilities or provided suitable childcare measures for their employees.

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五、模型參考

Employee assistance program (EAP) maturity model

員工援助方案 (EAP) 成熟度模型

Maturity Level -成熟度級別	Key Deliverables (Organizational) -關鍵交付成果（組織）	Key Deliverables (Employee) -關鍵交付成果（員工）
1. Basic EAP （基礎 EAP）	Basic EAP offers core services such as short-term counseling, referrals, and crisis intervention. It focuses on providing immediate support for employees facing personal or work-related issues.- 基礎型 EAP 提供短期諮詢、轉介和危機介入等核心服務，旨在為面臨個人或工作相關問題的員工提供即時支援	- Basic resources list (booklets, online articles) on common issues - Basic training for managers to identify struggling employees - Access to general self-help resourcesInitial awareness about common personal problems -常見問題的基本資源清單（小冊子、線上文章） -為管理人員提供識別陷入困境的員工的基本培訓 -獲取一般自助資源對常見個人問題的初步認識
2. Enhanced EAP （增強型 EAP）	Enhanced EAP expands on the basic services by including additional offerings such as extended counseling sessions, specialized services for specific concerns (e.g., substance abuse, financial counseling), and resources for work-life balance. 增強型 EAP 在基本服務的基礎上進行了擴展，包括延長諮詢時間、針對特定問題（例如藥物濫用、財務諮詢）的專門服	- Collaboration with local support services for referral - On-site workshops or seminars on key topics Access to basic professional counseling services via referral - Exposure to more specialized resources -與當地支援服務機構合作進行轉介

	務以及工作與生活平衡的資源等附加服務。	- 就關鍵主題舉辦現場研討會或研討班透過轉介獲得基本的專業諮詢服務 - 接觸更專業的資源
3. Hybrid EAP (混合 EAP)	A hybrid EAP combines in-house services with external resources. This allows organizations to provide a broader spectrum of support options to employees, utilizing both internal professionals and external experts or service providers. 混合型 EAP 將內部服務與外部資源結合。這使得組織能夠利用內部專業人員和外部專家或服務提供者，為員工提供更廣泛的支援選項。	- Partnership with an external EAP provider - Tracking of utilization rates - Access to a range of off-site professional services - Confidentiality and privacy assurances - 與外部 EAP 供應商合作 - 追蹤利用率 - 存取一系列場外專業服務 - 保密性和隱私保證
4. Comprehensive EAP (全面的 EAP)	A comprehensive EAP provides a wide range of services beyond counseling, including wellness programs, legal and financial consultation, educational resources, and employee training. It takes a holistic approach to employee well-being, addressing various aspects of their lives. 全面的 EAP 除了提供諮詢服務外，還提供一系列廣泛的服務，包括健康計劃、法律和財務諮詢、教育資源以及員工培訓。 它以整體的方式關注員工的福	- Full-scale EAP services managed by an external provider - Monitoring and evaluation of program effectiveness - Training for managers and employees on EAP utilization - Access to professional counseling. - Employee workshops and seminars - 由外部供應商管理的全方位 EAP 服務 - 監控和評估專案成效

	社，涵蓋他們生活的各個方面。	- 為管理人員和員工提供 EAP 使用培訓 - 獲得專業諮詢 - 員工研討會和研討會
5. Full-service EAP (全方位服務的 EAP)	- Full access to a broad range of services tailored to employee needs- Comprehensive, integrated support for personal and work-related issues- On-site services for convenience and accessibility - 全面存取根據員工需求量身定制的廣泛服務 - 為個人和工作相關問題提供全面的支援 - 方便快捷的現場服務	- Full access to broad range of services tailored to employee needs - Comprehensive, integrated support for personal and work-related issues - On-site services for convenience and accessibility - 全面根據員工需求量身定制的廣泛服務 - 為個人和工作相關問題提供全面的支持 - 便捷的現場服務

Employee Assistance Program (EAP) Maturity Model



參考網站：<https://www.aihr.com/blog/employee-assistance-program-eap/>

五、評估工具

1. 需求評估
2. 資源盤點
3. 服務方案檢視
4. 成效評估
5. 困境檢視

機構在推動 EAPs 時，可先運用以下檢視清單，了解推動 EAPs 的需求是什麼？機構現有的資源狀況？是否已經採取一些服務方案？在實施 EAPs 後之後成效如何？以及遇到哪業困境？作為下一階段的改進參考。

● 需求評估：

針對員工與組織進行評估，選定 2-4 項需求作為員工援助方案推行的目標，並同時考量後續推動與

成效評估的方式。

◆常見企業推動的 EAPs 需求(可預見達成成效)項目如下:

■期望員工能安心/樂在工作	■建立相互關懷的組織氣氛，促進勞資關係和諧
■吸引更多優秀人才	■降低職場工安事故之發生
■提高機構聲望(企業社會責任)	■降低人員流動率
■提高員工工作效率/工作績效	■協助管理者處理員工議題
■提高員工工作幸福感/工作滿意度	■員工不滿情緒的及早發現與處理
■增加員工工作壓力之因應能力	■處理員工心理及異常行為議題
■幫助新進或復職員工適應環境	■避免員工個人因素(感情、婚姻…等)而影響工作表現
■因應產業及同業已實施員工援助計畫方案之潮流	■危機事件或行為的預防(不法侵害、情緒失控、自殺意向…)

應注意:

1. 若無法確定員工或組織需求，建議再次檢視員工年齡、家庭或工作型態等基本資料，或了解機構對於推動 EAPs 的期待。
2. 建議先選擇與員工直接相關的需求，達成後再選擇組織長期需求。

● 資源盤點:

盤點資源可清楚了解機構目前在推動 EAPs 運用資源現況，與可擴大運用及發展的部分，有助於擬定與執行 EAPs 後續服務。

◆常見推動 EAPs 資源項目如下:

負責部門	■人事管理組■財務規劃組■護理部■特約專任人員■負責人
推動人力	■委託外部專業機構■機構內部專辦■機構內部兼辦■負責人
可運用人力	■人事管理組■財務規劃組■護理部■特約專任人員■負責人
目前推動模式	■整合服務模式■兼辦服務模式■社會資源連結模式
支持層級	■負責人■高階主管■中階主管■基層主管■承辦人
預算	■固定編列 EAPs 推動預算■有專業諮詢預算■可辦理少數支持活動
服務狀態	■有建立 EAPs 服務諮詢管道或員工關懷機制 ■有將員工關懷或問題處理列入教育訓練課程辦理 ■有固定辦理活動講座(壓力、情感、家庭…等)

	■有搭配其他部門辦理促進員工工作適應之活動/講座 ■有連接資源提供員工諮詢服務(法務、財務、健康、心理…等) ■有固定窗口處理同仁求助/諮詢
資源運用	■整合機構內外單位 EAPs 及社會相關資源，並週知員工使用 ■委外單位提供 EAPs ■與外部專業機構分別合作提供 EAPs(諮商、醫護、法律等) ■有外部專家顧問提供諮詢(諮商、醫護、法律等) ■有內部同仁提供專諮詢(諮商、醫護、法律等) ■整理機構內社會相關資源，公告網站提供員工使用 ■機構簽訂特約商店，提供員工食、衣、住、行、育、樂措施優惠 ■提供心理健康假(需心理師評估後開假單，有給薪制)
運用資料	■員工年度滿意度調查 ■員工離職面談資料 ■員工公安事故資料 ■員工補加班資料 ■員工危機/異常行為資料 ■員工人事資料(家庭/職務異動…) ■員工年度體檢報告 ■員工申訴/投訴資料 ■員工出缺勤資料 ■員工機績效核資料
推動單位可運用宣傳管道	■發送宣傳卡片 ■張貼宣傳海報/傳單 ex 電梯、餐廳、公告欄、網站、廁所… ■機構網站 ■社群網站、通訊軟體 ■公告張貼、Email、簡訊 ■發函通知 ■電子報、機構內部刊物 ■放置傳單至同仁辦公桌上 ■月會及重要會議說明 ■印製於員工手冊、管理手冊、標準作業流程
參與支持度	■高層主管支持 EAPs ■承辦部門支持 EAPs ■多數同仁熟悉並支持 EAPs ■多數主管熟悉並支持 EAPs ■多數同仁願意參與

應注意：

1. 推動 EAPs 的支持度不足或層級不高，將影響推動動力，建議運用相關員工人事、健檢等基本資

料了解員工需求，說明推動 EAPs 的重要性，以及與員工及組織需求的關聯，爭取主管重視並支持。

2. 若資源項目不足或不明確，建議重新檢視需求或是結合其他部門共同推動。
3. 不同部門可運用資料與資源不同，建議先以自身部門可掌握的資源來推動 EAPs。
4. 若機構內已有推動窗口及預算資源，推動也相對穩定，建議以建立服務系統為長期推動方向，將 EAPs 措施列為機構的管理制度或政策。

● 服務方案檢視

EAPs 服務範圍可分為工作面、家庭面、健康面，以及員工援助服務系統，推動型態可分為服務方案及諮詢服務，推動 EAPs 時選定符合需求且立即有感的 EAPs 方案，或依照機構情況擬定中、長期的 EAPs 方案。

◆常見推動 EAPs 服務方案項目如下：

-服務方案類

-工作面

- 員工個人生涯發展計劃
- 新進人員適應與照顧計畫(mentor 制度)
- 工作適應輔導
- 壓力管理/職場人際關係
- 衝突管理課程
- 退休生涯規劃
- 中高齡工作協助(如職務調整、職務再設計、健康照護…等)
- 轉職安置或離職面談
- 員工滿意度調查
- 員工幸福感調查
- 員工優於法令之給假(如心理健康假)
- 員工因家庭因素或個人因素可申請調性調整工作時間
- 員工工時或加班關懷機制(本機構無加班文化，不准加班)
- 復職復工協助計畫
- 跨世代溝通或管理課程
- 外派工作適應諮詢

-健康面

- 員工健檢之追蹤管理
- 健康飲食相關活動
- 心理諮商
- 戒菸、戒酒班
- 舒壓按摩服務
- 身心健康相關書籍及文章借閱、推廣
- 健康相關特約機構(醫院、精神診所、心理諮商所…)

- 組織相關運動社群
- 辦理央關運動活動(如運動團體、同仁運動會…等)
- 減重班、體適能訓練班
- 壓力檢測
- 身心健康及壓力管理講座
- 重大傷病/癌症支持團體

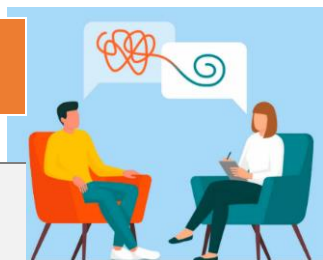
-生活面

- 新手爸媽手冊
- 員工社會服務活動/志工假
- 眷屬就業協助和關懷服務
- 親子關係促進活動(如親子共學、DIY 教學…等)
- 家庭照顧聯誼社群(幼兒或長者)
- 員工子女臨時安親計畫(含照顧空間)
- 員工子女長期課業輔導照顧計畫(含師資介入)
- 長者照顧空間
- 提供托育津貼
- 眷屬聯誼性社團
- 兩性、親子、家庭相關講座及活動
- 法律/理財/退休規畫講座
- 托兒、托老與長期照顧諮詢
- 設哺(集)乳室
- 與托兒機構簽約
- 妊娠員工協助
- 禁止性騷擾及家暴防治宣導

-服務系統面 (建置中)

- 員工問題發現與處理機制
- 員工危機處理機制
- 同仁間相互關懷訓練
- 員工關懷轉介程序
- 機構網站自我檢測壓力或健康測驗/遊戲
- 主管人員敏感訓練
- 機構內志願工作人員訓練
- EAPs 相關宣傳活動

-諮詢服務類(提供一對一或一對多諮詢服務)



心理諮商諮詢	生涯工作、性別關係、家庭關係、人際關係、壓力管理、親子關係
健康醫療諮詢	疾病及藥品、精神疾病症狀與處理、慢性疾病、醫療處理、營養品及飲食諮詢、一般健康生活諮詢
法律相關諮詢	車禍、債務、遺產、婚姻、衝突…等法律相關事件及議題諮詢
理財稅務諮詢	稅務處理諮詢、債務協商諮詢、理財及保險諮詢、社會及政府資源討論
管理相關諮詢	管理溝通、績效溝通、特殊及不適任員工處理、離職或留任面談、徵選工具、精簡方案與執行、外派諮詢
危機管理諮詢	衝突管理、重大事件處理、創傷輔導、悲傷輔導、意外事件心理重建、性騷擾、自傷與意外事件處理
其他相關服務	輔導轉職及組織外協助、組織溝通管道及組織文化滿意度調查

應注意：

1. 推動初期建議選擇員工有立即需要、所需資源較少、且較容易推動的服務方案，以凸顯 EAPs 的服務成效
2. 已持續推動 EAPs 的單位建議可由下列工作項目中，選定符合員工與機構需求的服務方案，擴大 EAPs 的服務範圍。
3. 建議初期先推動「服務方案類」的 EAPs，待員工接受度上升且相關資源到位後，在推動「姿云服務類」的 EAPs。

● 成效評估：

藉由成效評估可以了解 EAPs 對於員工及機構的貢獻，以及推展過程仍需加強改善的部分，做為未來推動及精進之參考。



◆常見推動 EAPs 成效

評估指標項目如下：

員工使用指標

- 活動/講座/課程參與率
- EAPs 相關文章/網頁/措施使用率
- 活動/講座/課程滿意度
- 獲知活動或服務管道的調查
- 特定指數改變程度(如壓力、情緒、生理數據…等)
- 個別服務的整體滿意度
- 問題解決程度(使用嘔立即感受 1-4 周追蹤)
- 危機程度改變程度
- 主管評估行為改善程度(轉介個案)
- 工作室應誠篤改善程度(轉介個案)
- 管理者或同仁轉介率
- 主管對 EAPs 協助處理員工問題滿意度
- 員工對 EAPs 廣知率
- 員工對 EAPs 使用率

整體評估指標

- 員工對機構滿意度
- 員工工作幸福感
- 工安意外事故發生率
- 職場衝突發生率
- 勞資糾紛或管理衝突發生率
- 員工申訴率
- 員工離職率
- 新人留存率
- 危機事件發生率
- 獲獎(政府或公證單位頒發獎項表揚)



應注意：

1. 服務成效是以需求為基礎，開始規劃 EAPs 時應設定明確。
2. 有些影響服務成效項目因素較為廣泛(如流動率)，較難以單純歸因於 EAPs 成效，但 EAPs 可視為整體成效達成的關聯因素。
3. 當成效未能達成時，應檢視：需求設定是否正確、資源是否足夠或運用正確、方案規劃執行是否正確，及是否選用正確評估指標，作為 EAPs 改進知參考。



● 困境檢視

EAPs 推動困境的檢視可分為方案推動、資源及成效等。各種不同困境其因應方式有所不同，藉由困境的檢視可以做為 EAPs 修正與調整知參考。

◆常見推動 EAPs 困境項目如下：

-推動方案困境

- 無概念，也不清楚機構是否有推動意願或動機
- 承辦人/部門有意願嘗試推動，但主管支持度未定
- 主管有意願推動，但無推動方向
- 設特定窗口，但僅有盤點與整理機構內資源提供給員工
- 單位已開始推動，但僅能辦理少數活動或講座
- 單位已開始推動，但僅能辦理特定方案
- 單位有推動，員工參與度與使用率低
- 單位有推動，其他單位配合意願不高
- 單位有推動，想要發展出進階或特色方案

-資源困境

- 機構無預算或無足夠預算
- 機構周邊無社會或專業資源可連結或轉介
- 機構內無專業人員可提供專業服務
- 無適當外部單位可協助提供 EAPs 服務
- 機構無法提供或沒有足夠資源協助員工解決問題

-成效困境

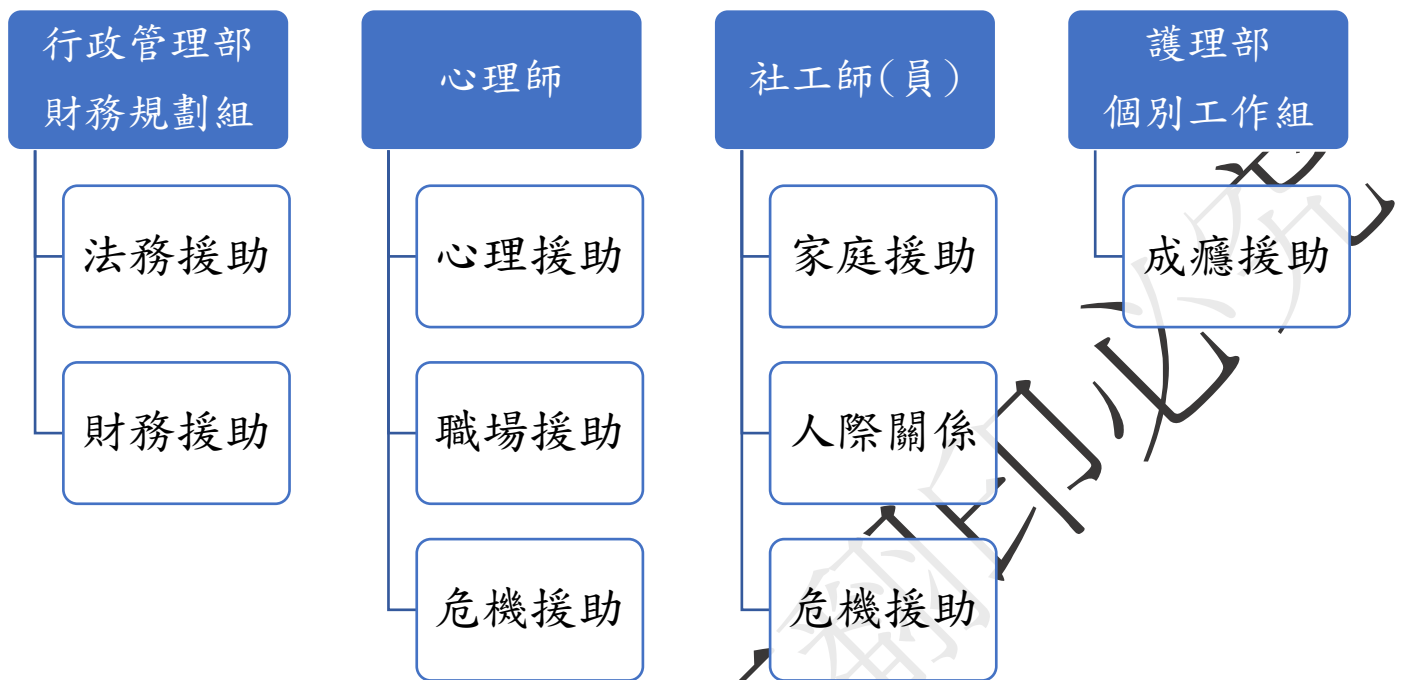
- 目前服務成效不佳或想提升服務成效
- 不知該如何深化或擴大服務範圍
- 推行一段時間不知如何評估成效或訂定成效指標
- 人員更替導致 EAPs 服務品質不穩定
- 員工很喜歡但無法舉出對於機構的具體貢獻
- EAP 合作單位服務成效不彰或合作遇到限制與阻礙

應注意：

1. 若是主管支持度不高或資源不足，建議應「推動 EAPs 方案之必要性」，及對「組織管理的預期成效」來進行說明，已獲得主管及資方的支持與機構資源投入。
2. 若使用率或其他單位配合度低，建議先檢視方案設計是否符合員工需求，同時擴大宣傳管道與方式，以增加員工對於 EAPs 的認識與了解。
3. 若機構無足夠資源(人或預算)，建議可以先連結社會資源，或連用政府相關補助計畫，進行 EAPs 初步規劃之推動。
4. 解決成效相關困境，建議思考方案之設計是否符合員工及組織需求，或成效指標是否正確選擇，以及其他非 EAPs 之影響因素，已找到 EAPs 改善之作法。



六、 各組及專業人員參與計畫之組別、分配業務架構



七、 各類援助表單及具象評估作業

1. 法律援助表單評估紀錄
2. 財務援助表單評估紀錄
3. 心理援助表單評估紀錄
4. 職場援助表單評估紀錄
5. 危機員駐表單評估紀錄
6. 家庭援助表單評估紀錄
7. 人際關係表單評估紀錄
8. 危機援助表單評估紀錄
9. 成癮援助表單評估紀錄

八、 匿名專線及隱私保護及祕密通報窗口：

依據勞動部 2020 EAP 設置指引方向，提供外部連結：

一、
相關網站

- 勞動部網站
<https://www.mol.gov.tw>
- 工作生活平衡網
<https://wlb.mol.gov.tw>
- 企業托兒與哺(集)乳室資訊網
<https://childcare.mol.gov.tw>
- 勞動部職業安全衛生署勞工健康照護資訊平台
<https://ohsip.osha.gov.tw>
- 勞動部勞工保險局網站
<https://www.bli.gov.tw>

- 員工協助方案推動諮詢
電話：02-2596-5573
- 工作與生活平衡輔導與補助諮詢
電話：02-2369-4168
- 企業托兒及哺集乳室設置與補助諮詢
電話：02-3343-1118
- 勞工健康服務諮詢
電話：0800-068-580

二、
諮詢電話

三、
社會資源
專線

- 長照專線
1966
- 福利諮詢專線
1957
- 保護專線
113
- 防疫專線
1922
- 安心專線
1925
- 張老師
1980
- 生命線
1995
- 食安專線
1919
- 戒菸專線
0800-636363
- 男性關懷專線
0800-013999
- 健保諮詢服務專線
0800-030598
- 家庭照顧者關懷專線
0800-507272
- 孕產婦關懷諮詢專線
0800-870870



工作生活平衡網

相關員工協助方案資訊，
請連結「工作生活平衡網」

機構內部隱私通報及流程入口 APP 建置中，可先諮詢心理師後向院長通報援助。