

A QUALITATIVE STUDY OF A JOB PLACEMENT SYSTEM FOR PEOPLE
WITH DISABILITIES: THE ROLE OF THE FAMILY, EMPLOYER
AND EMPLOYMENT AGENT IN MONTERREY, MEXICO

by

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My life's journey is filled with experiences where people, in very unique ways and beautiful selves, have contributed to what I am now. They are remembered and cherished in whatever time space they are; thanks to all.

I dedicate this work in memoriam to my father, Maximino Ramos, who taught me that living with a disability was not a sign of weakness, but a human condition that allows discovering life's richness from a different angle. Gracias pa', tu eres mi héroe, te extraño tanto.

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ABSTRACT

A QUALITATIVE STUDY OF A JOB PLACEMENT SYSTEM FOR PEOPLE WITH DISABILITIES: THE ROLE OF THE FAMILY, EMPLOYER AND EMPLOYMENT AGENT IN MONTERREY, MEXICO

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This study explored the role of the family, employer and agent of employment as determinant to employment for people with disabilities in Monterrey, Mexico. The main purpose of this study was to contribute to the equitable integration of people with disabilities into the labor force. The researcher used a case study approach that employed in-depth interviews of 27 participants and grounded theory procedures for data analysis. The key categories and themes that emerged and characterized each case study were cross-cased; the process contributed to the identification of key categories that formed the central tenets that influenced the job placement system. The following acted as a means for conscientization and increasing job offers: (1) lack of culture concerning disability; (2) family values as

central to work beliefs and success; (3) an agent of employment as a significant element in the employment integration, and (4) a public campaign.

The findings indicated that a potential for improving the current placement system existed by transforming its service delivery from a functionalist model dependent on supply and demand of the market, to a comprehensive approach that acknowledged the supply demands of the market and recognized the role of program participants, the family, employers and society as active collaborators in the placement process. The results underscored the intricacy of a rapid changing culturally and economically rich environment where the effectiveness of the employment process is dependant on the synergy of this environment. All actors involved in the process must be aware of and able to adapt to it. This perspective acknowledged society's influence on the person; an ecological approach is supported therein.

TABLE OF CONTENTS

ACKNOWLEDGMENTS	iii
ABSTRACT.....	vi
LIST OF FIGURES	ix
LIST OF TABLES	x
Chapter	
I. INTRODUCTION	1
II. LITERATURE REVIEW	8
III. METHODOLOGY	45
IV. ANALYSIS OF FINDINGS	62
V. IMPLICATIONS OF THE STUDY	149
REFERENCES	159
BIOGRAPHICAL STATEMENT	175

LIST OF FIGURES

Figure		Page
1	Conceptual theoretical framework.....	14
2	Conceptual interactions	49

LIST OF TABLES

Table		Page
1	Paradigms' Assumptions, Related Theories, Person View and Policy Implications	30
2	Population with Motor Impairments in Monterrey Metropolitan Area According to Municipality	48
3	Agent of Employment Key Categories Relevant to Employment Integration of People with Motor Impairments in Monterrey	83
4	Employer's Key Categories and Themes of Relevance	100
5	Employee's Key Categories and Themes of Relevance to Employment.....	121
6	Key Family Categories and Themes.....	135

CHAPTER I

INTRODUCTION

Development encompasses the creation of “enabling environments for people to enjoy long, healthy and creative lives” (Human Development Reports [HDR], 2003). Amidst rapid social changes the social and economic development of people with disabilities (PWD) continues to be challenged. Unlike any other disfranchised community group that faces inequalities, the biased notions that PWD “suffer” as a result of their disabilities and are in need of “care” promotes discriminating practices and hinders the development of effective social policies that promotes their rightful participation in society (Biklen, 1988). The result of these biased notions is manifested in limited access to education, health care, and employment opportunities that are essential in reducing poverty, decreasing the dependence on others and promoting the autonomy of this population.

Fundamental to the autonomy of PWD and other members of society is the availability of income benefits. These income benefits include state aids, employment, financial support from family and others. Of these benefits, the most desirable and sought after income generating activity is employment (OECD, 2003). Nonetheless, employment activities among PWD are affected by equating disability with inability, the latter, an association related to the medical definition of disability (Hahn, 1985; Bickenbach, 1993).

In the literature related to employment and disability, disability is often defined by health criteria or capacity to work (Yelin & Katz, 1994). According to the International

Labor Organization (ILO), “Disability does not mean merely a medical condition; rather, it constitutes a broad and fluid category, associated with social disadvantages and restrictions” (2003, p. 34). These social disadvantages and restrictions are imposed by a society’s prevalent beliefs and attitudes toward disability.

Arokiasamy, Rubin, and Roessler (2001) noted, “Societies have their own characteristic social, cultural and economic values that shape the attitudes and behaviors of their members” (p. 174). These attitudes and behaviors influence the responses of all members and intertwine to form the moral fiber of a society and have some bearing on what constitutes a social problem. Therefore, the cultural definition of what constitute a disability, when disablement has been recognized as a social problem, affects the social interventions that address the needs of PWD. Around the globe, to address the issues that hinder the participation of people with disabilities, policies have been implemented.

In the United States the continued collaborative efforts between people with disabilities, their family, professionals, and elected officials (to name a few), contributed to the 1992 Rehabilitation Act amendments that improved access to employment opportunities (Whitney-Thomas, Timmons, & Thomas, 1999). The United Kingdom addressed the discrimination that many disabled people faced by enacting the Disability Discrimination Act (DDA) in 1995 (DDA, 1995). In Mexico, similar efforts contributed to the approval in April 2003 of the “Ley Federal para Prevenir y Eliminar la Discriminación” [Federal Law to Prevent and Eliminate Discrimination].

Mexico has not been apathetic about its people with disabilities. Its active participation in the United Nations, World Health Organization, and International Labor Organization pertaining to disability issues has prompted legislation to benefit its people with

disabilities. Yet, a plethora of cultural, and socio-political issues—among them a lack of reliable socio-demographic data and consensus on what constitutes a disability—has undermined the labor and social integration policies for this population (Monte & Massiah, 2003).

The compromise that Mexico has with its people with disabilities cannot be achieved without scrutinizing the issues that influences their economic development. Mexico continues to include the PWD, which is an available labor resource that can be a major asset to the economic and social growth of the nation. This study focuses on employment as a fundamental aspect of development for persons living with disability in the metropolitan area of Monterrey, Nuevo León, Mexico.

Significance of the Problem and Justification

In Monterrey's metropolitan area, 80% of PWD live within the marginal or lower stratum of society (Instituto Nacional de Estadística Geográfica e Informática [INEGI], 2000). Nine percent of this population is actively looking for some sort of employment that allows them to be self-sufficient. This is particularly important to the heads of household. The low figure of persons actively looking for employment in a society with limited financial incentives, limited disability benefit schemes, and high poverty level merits further investigation. Montes and Massiah (2003) posit:

Without reliable, comprehensive data on disabilities, an opportunity is missed to gather data on the challenging dynamics among people with disabilities. This, in turn, limits the development of effective programs of inclusion and restricts efforts to develop and monitor appropriate public policies. (p. 3)

Monterrey's unique contribution to Mexico's economy through its manufacturing, commerce, and services industries is unquestionable. About 10,000 industrial plants were

registered in the state of Nuevo Leon with 97% of them found in Monterrey's metropolitan area (Zavala, 1993). Although industrially rich, high unemployment and poverty levels do exist in its metropolitan area. These are more marked among PWD, consequently limiting their participation in society and encouraging their dependence on their family and the charity of others. The latter often includes engaging in high risk informal income generating behaviors such as begging for money or subhuman underpaid working conditions.

Equitable access to services that promotes self-sufficiency, social growth, and quality of life are fundamental in a democratic society. These actions are not the sole responsibility of the government but of all members of society. The sluggishness of employment integration policies, high unemployment, and poverty among people with disabilities in Mexico merit attention. Recognizing that employment is a fundamental tool in the economic and social growth of a person, the family, community and a nation; and focusing on the most prevalent impairment in Mexico's population, people with motor impairments as an available labor resource, justify the following inquiry: What job placement conditions, family supports fulfill and employer's need and the expectation of people with motor impairments in obtaining and maintaining employment?

Statement of the Problem

Throughout history people with disabilities have been treated differently in society. Prejudices arising from religious, psychological, social, and economic interpretations mired their participation as contributing citizens (Stiker, 1999). These prejudices often contributed to social discrimination. The International Labor Organization (ILO) notes:

The most common form of discrimination is the denial of opportunities, both in the labour market, and in education and training. Unemployment rates for people with disabilities reach 80 per cent or more in many developing countries. People with

disabilities are often trapped in low-paid, unskilled and menial jobs, with little or no social protection. (ILO, 2003)

Disability is linked to poverty through limited access to rehabilitation, education, training, and employment (Dulcik, Elwan, & Matts, 2003). It is estimated that between 15-20% of all people living below the poverty level have a disability (Cuellar, 1999). The Department for International Development (2000) found that “poverty is both a cause and consequence of disability. Poverty and disability reinforce each other, contributing to increased vulnerability and exclusion” (p. 2).

The relationship between poverty and disability is complex; however, by identifying and studying the conditions that promote self-sufficiency, a significant contribution to reducing this type of poverty can be accomplished. Employment is a prime contributor to economic self-sufficiency and quality of life among people with and without disability. It is essential to formulate inclusive training strategies, skills development, and other actions that can be accomplished through the support of legislation favoring labor standards that respect the rights of people with disabilities to employment and income generation schemes (DFID, 2000).

As a nation, Mexico has a constitution and a federal labor law that establishes that work is a “right” and a “social duty” for every person. New international treaties, federal and state laws, community based organizations; persons with disabilities and families are adding momentum to securing equity in employment participation. Still, attitudinal and architectural barriers challenge these efforts.

It is estimated that in Nuevo Leon 84.9% of people with disabilities are economically inactive (INEGI, 2000). This study focuses on identifying the job development processes,

family roles, and employers' perceptions that promote or hinder employment activities among a segment of a population with physical disabilities—people with motor impairments. Motor impairment accounts for 50.9% of persons with disability in the metropolitan area of Monterrey (INEGI, 2000) and are among the most challenged in securing employment opportunities.

This study not only will benefit the present generation of persons living with these conditions but also other generations as well. The findings of this study will add to the limited empirical literature of work integration issues of people with motor as well people with other impairments in Mexico. The results of this study are intended to contribute to the equitable integration of people with disabilities in the labor force, to foster disability research and to promote best disability intervention practices among rehabilitation practitioners, social workers and other agents of social change.

Objectives of the Study

1. Identify the family, social, and institutional characteristics that hinder or foster the employment of people with motor impairments.
2. Identify the attitudes and beliefs toward employment and vocational opportunities of people living with motor impairments.
3. Identify the offers, limitations, hiring practices and employment policies established by potential employers.
4. Identify and strengthen the existing public policies and programs that foster equitable access to employment.

Chapter 2 discusses the relevant literature associated with work and disability. These include various theoretical perspectives about the significance of work in society that together with the disablement paradigms constitutes the conceptual framework for this study.

CHAPTER II

LITERATURE REVIEW

Disability in Mexico is synonymous with illness and inability. In Mexico the medical and economic paradigms have been predominant in shaping the public policies for persons with disability. A recent study by Secretaria de Desarrollo Social (SEDESOL) (2005) discovered the following:

- 1, Forty-one percent of the people without disability believe that persons with disabilities do not work as well as the non-disabled,
2. One out of three without disability agree that in a school where there are a lot of children with disability the quality of education is diminished,
3. Forty-two percent of Mexicans agree that, given the employment difficulties that exist in Mexico, it is preferable to provide employment to people without disability than people with disabilities,
4. Eighty-three percent of disabled persons attribute the discrimination of fewer employment opportunities to the employer's fear of loss of productivity.
5. Eighty-seven percent of PWD believe they have fewer opportunities to find employment than the rest of the population,
6. Almost 40% of disabled have received a salary less than the non disabled to perform the same job, and
7. Forty-two percent of PWD have been denied work due to their disability.

In Nuevo Leon, 80.9% of PWD are not economically active (INEGI, 2000). Furthermore, a study by Flores (2003) found that, in the metropolitan area of Monterrey, negative attitudes toward PWD are prevalent and conform to the medical paradigm of disability that considers disability as central to the person and a deviation from normalcy.

This section briefly presents the relevant history and theories that influence the current labor integration policies, programs, and opportunities for PWD in Mexico as well as in Monterrey's metropolitan area.

Disability Actions and Accords

National Disability Actions

Mexico's governmental entities at all levels recognize and support social and labor integration programs for persons with disabilities. There are two federal guiding principles—the Constitución Política de los Estados Mexicanos (Political Constitution of the Mexican States)¹ (1917) and the Ley Federal del Trabajo (Federal Labor Law) (1931)—that have the legal authority on labor issues. The Mexican constitution establishes the following in its Sixth Title of Labor and Social Considerations Article 123 (1917):

Every person has the right to a dignified and socially useful work. To achieve this, the creation of jobs and the social organization will be promoted conforming to law.

The "Ley Federal del Trabajo" establishes in Title 1 Article 3:

Work is a right and a social duty. It is not an article of commerce, demand respect for the liberties and dignity of those who procure it and shall be effectuated in conditions that safeguard the life, health and an honorable economic level for the worker and its family.

It cannot establish distinctions among workers based on race, sex, age, religious, creed, political doctrine or social condition. Likewise, it is of social interest to promote and oversee the training of employees.

¹ In August 15, 2001, the reforms of diverse articles took effect in the constitution, in order to prohibit any form of discrimination base on ethnicity, gender, different abilities and social condition. (PILPD, 2002).

The Mexican constitution in 1995, for the first time in history, included people with disabilities in its “Plan Nacional de Desarrollo 1995-2000” (National Development Plan 1995-2000) throughout the “Plan Nacional para el Bienestar y la Incorporación al Desarrollo de las Personas con Discapacidad” (National Plan for the Welfare and Integration and Development of Persons with Disability). The responsibility to enforce this plan was adjudicated to the department of Desarrollo Integral de la Familia (Integral Development of the Family) (DIF). To achieve its purpose DIF collaborated with other federal institutions such as the Secretaria de Salud (Secretary of Health), and Secretaria de Trabajo y Previsión Social (Secretary of Labor and Social Provision).

In 2001 under President Vicente Fox de Quesada’s administration, and as part of the Plan Nacional de Desarrollo 2001-2002, the Programa de Integración Laboral para las Personas con Discapacidad 2001-2006 was established (PILPD, 2001). The Secretaria de Trabajo y Previsión Social (STPS) is the federal entity that has the sole authority to implement this program. The department of Desarrollo Integral de la Familia (DIF) of each state is the responsible institution for the supervision and evaluation of this labor integration program (PILPD, 2001).

The mission of the Program of Labor Integration for Persons with Disabilities 2001-2006 (English translation) recognizes the importance of persons with disability as collaborators in the national development. The program has the general objective to:

achieve, at a national level, the integration of persons with disabilities in productive activities, through the coordination of different entities within the public, private, and social sectors participating in all stages of the process, in order to achieve the most efficient manner for their incorporation into the world of work, their development, and its perception. (PILPD, 2001, p. 21)

The disability movement and non-governmental offices influenced the actual administration for the establishment of the Office of Representation for the Promotion and Social Integration of Persons with Disabilities and the National Consulting Council for the Integration of Persons with Disabilities. These institutions not only constituted the judicial framework but they also were the fundamental players in the development of social policies for persons with disabilities (PILPD, 2001).

The aforementioned efforts contributed to the ratification of the Ley Federal para Prevenir y Eliminar la Discriminación (Federal Law to Prevent and Eliminate Discrimination), (Diario Oficial de Federación, 2003). In relation to employment the article 9 of this law point out as discriminatory to:

- III. Prohibit the free election of employment, or restrict the opportunities to access, its permanence and promotion;
- IV. Establish differences in the remuneration, benefits and working conditions for the same jobs;
- V. limit the access to training and professional development programs (English translation). (p. 2)

The article 13 of the same law establishes:

The public organizations and federal institutions, according its competencies will carry out, among others, the following positive and compensatory measures to favor the equal access of opportunities for persons with disabilities:

- IV. Create permanent employment training programs and the promotion of work integration (English translation). (p. 5)

State Disability Actions

The first law for PWD in the state of Nuevo Leon is the Ley de Integración Social de Discapacitados (Social Integration Law of the Disabled) (Periodico Oficial del Estado, 1992).

This law has the objective:

To regulate the measures set aside to the resolution of the problems that affect the disabled in fulfilling their personal and total social integration, motivating the collectivity to favor their integration into different activities.

To implement a system of services to individuals with physical, psychological, and social impairments that comprise: medical and rehabilitation assistance, guidance, and occupational training, counseling and training to the family or interested parties in their attention, prosthesis, orthopedics, and essential equipment in their rehabilitation and integration, education and labor recovery, that permits self and family integration to social life (English translation).

The DIF of Nuevo Leon had the responsibility of implementing this law. This law utilized a medical model in attending to the needs of PWD in the state. A new law, the Ley para la Promoción y Protección de la Equidad y Accesibilidad Universal de las Personas con Discapacidad del Estado de Nuevo León (Law for the Promotion and Protection of Equity and Universal Accessibility for Persons with Disabilities in the State of Nuevo León) was officially enacted in April 2006. This law has four titles, six chapters and 54 articles that addresses diverse policy areas to promote the equal access to opportunities for PWD; establishes who is responsible to promote, monitor, coordinate and follow the actions to guarantee the quality of life of its constituents with disability; and the responsibilities and sanctions for not following the mandates. As any new law, the effect remains to be seen.

International Accords

Mexico, as a participating member in the United Nations, adopted the World Program of Action Concerning Disabled Persons of 1982 that focused on promoting effective measures for disability prevention and realization of the equality and full participation of PWD in social life and development. It also adopted the Standard Rules on the Equalization of opportunities for Persons with Disabilities of 1994 that provided the international legal standard for disability programs, laws, and policies. Furthermore, it adhered to the 1993

Declaration of Managua, based on the World Program Action and Standard Rules, that established the framework for laws on disabilities issues in Latino-American countries (PILPD, 2001; Dudzick, Elwan, & Metts, 2002; Toledano, 2004; CNPD, 2005).

In March 2001, Mexico enhanced its efforts by adopting the initiative of the Convention on the Elimination of all Forms of Discrimination against Persons with Disabilities promulgated by the Organization of the American States. This initiative aims to secure the fundamental rights of people with disabilities. In April 2002, Mexico ratified the International Labor Organization Convention 159 and recommendations 99 and 168 that establishes the definitions and scope of vocational rehabilitation and in enabling people with disabilities to obtain and maintain suitable employment and to further community integration (Diario Oficial de la Federación, 2002; PILPD, 2001; Toledano, 2004). These international and regional initiatives benefit the development of programs for persons with disability in Mexico; however, its implementation is affected by limited national regulatory and outcome measurement mechanisms. Advancement has been made in the last decade, however, the sluggishness of actions that promote opportunities for PWD is hindered by a lack of a national policy to coordinate at all level of government the development of public policies that are in accord to the pressing needs of this population (Toledano, 2004).

Theoretical Framework for the Proposed Study

For the clarity of this study the importance of defining the concepts that construct its framework is paramount. Considering the evolution of thoughts in regard to disability issues, the concept of a paradigm is appropriate to describe the development of recent disability labor and social integration practices. A paradigm provides a way to look at the world very distinctively with its own “language, principles, assumptions and methods” (Saleebey, 2001,

p. 22). Several paradigms and theories exist that discuss disability as it relates to employment integration. These paradigms and theories cannot answer the questions of all researchers, persons with disabilities, service providers, and society; however, their study is warranted as essential in understanding the evolution of the discourse toward employment policies and practices for PWD in Mexico.

The medical, economic, sociopolitical, and bio-psychosocial paradigms have been the most influential in current disability theory. They have been widely discussed by scholars; their definition of disability ranges from a problem within a person, a societal construction, or different combinations inherent within the individual and affected by the environment.

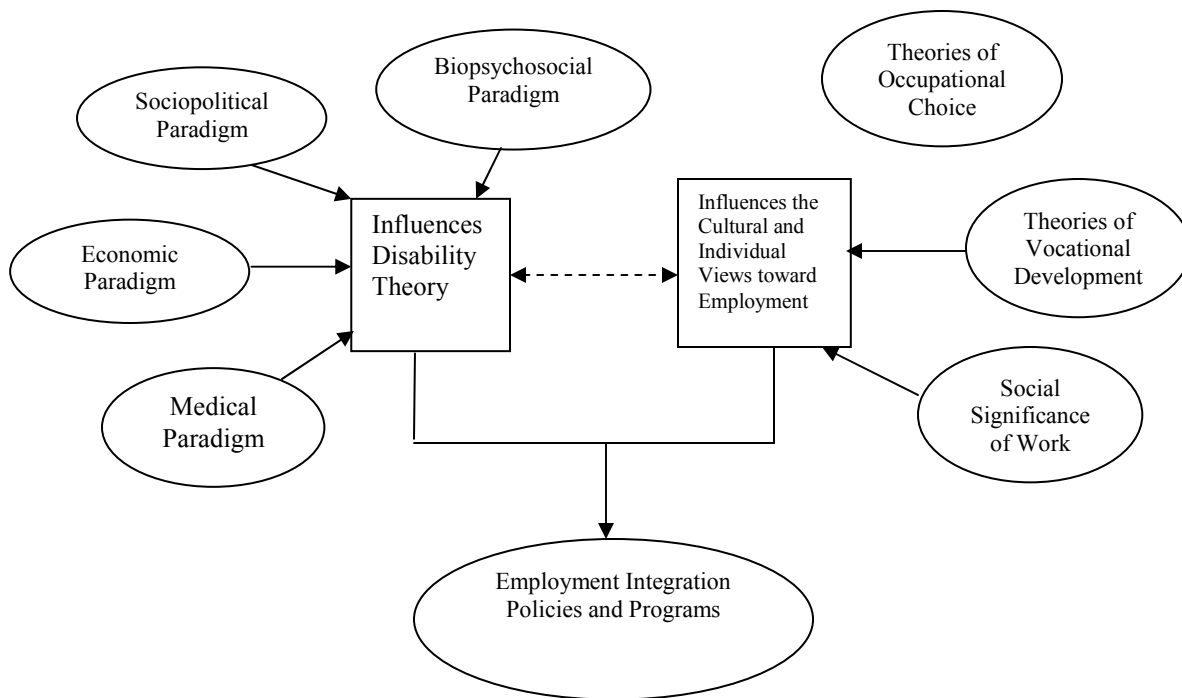


Figure 1. Conceptual theoretical framework.

The analyses of these paradigms—vocational and occupational theories—and the social significance of work are fundamental in the conceptual and theoretical framework for this study. This section will examine these paradigms and theories to identify their goodness of fit in facilitating employment integration opportunities for people with disabilities in Monterrey’s metropolitan area. Figure 1 shows a conceptual theoretical framework model.

Medical Paradigm

The medical paradigm is the most recognized in society as it is associated with the “notion of impairment or organic pathology” (Hahn, 1999, p. 4). This paradigm has evolved since the 19th century when medical personnel learned about the causes of disabling conditions from accidents and demanded better facilities to treat people with disabilities (Stiker, 1999; Henderson & Bryan, 1997). Its practice aims at correcting the impairment, not the problems of the person or any environmental influence affecting the conditions (Hahn, 1999).

During the 20th century illness and impairment have been conceptualized as a socially institutionalized role-type where the person cannot be held responsible for the impairment, needs some type of therapeutic help, is exempt from roles and task obligations, and the members of the person’s family are responsible for the welfare and procurement of competent services primarily from medical agencies, which attempt to make the person well (Parsons, 1964). Smart (2001) posits:

The natural result of holding *someone* responsible for the disability is to hold that same person totally responsible for the treatment and care of the disability. The rationale is, that whoever created the situation should also deal with it. Therefore, the individual and his or her family should manage the disability and not subject others (who are totally blameless) to request assistance, accommodations, resources or rights. . .the disability is thought to be an individual responsibility. (p. 103)

This paradigm excludes architectural limitations and environmental barriers in the treatment of permanent impairments, reinforcing the notion that a disability is a trait lodged within the person (Hahn, 1999). It reinforces the reductionist notion that disability is biological in nature, disability problems are the result of impairments, people with disabilities are victims, disability is central to the person's self concept, self definition, social comparisons and reference group (Fine & Asch, 1988).

The ideological argument against this perspective is that it might infer the existence of a close relation between a medical definition and a person's physical capabilities, capacity to work or to participate in significant life's activities. It focuses on the inabilities or limitations of the person without taking into consideration environmental, economic, and social factors (Hahn, 1985; Oliver, 1990). Stone (1984) noted, "The concept of impairment is certainly an imperfect rendition of the phenomenon of the ability to work" (p. 117).

However, it is important to clarify that arguments against the medical paradigm do not refer to the rejection of medical interventions that contribute to the maintenance and improvement of lives of people with disabilities, but refer to the promotion of medical interventions to accommodate to what is an imposed normality. The former is a revered human right; the latter a hegemonic human right infringement.

The medical paradigm contributed to the development of a disablement theory. This theory articulated the consequence of disease, its relation to impairments, resulting in disability, and consequently handicaps. This perspective was the basis of the development of the International Classification of Impairments, Disabilities, and Handicaps (ICIDH) by the WHO in 1980—a taxonomy that aimed at providing a conceptual framework for epidemiological investigation, not to be used as a diagnostic tool. The ICIDH presented a

conceptual taxonomy that unifies what produces the consequences of disease conditions: (1) externalized impairment, (2) objectified disability, and (3) socialized handicap (Bickenbach, 1993). Hahn (1999) stated that:

the emphasis on causation in the medical perspective seems to imply an almost exclusive focus on prevention, or the eradication of disabling conditions, that may be interpreted by persons who have already acquired these disabilities as threatening or neglect of their problems. (p. 5)

Recognizing the inadequacies of the ICDIH and with feedback by disability advocates, the WHO implemented a new classification, the ICIDH-2 (WHO, 1999). The continued implementation of this instrument contributed to the development of the International Classification of Functioning (ICF) as a classification tool that “defines disability as the interaction of medical condition, functional capacity, participation in activity, and environmental factors” (DePoy, 2004, p. 92). DePoy noted that although debates exist about the ICF in assessing disability, its “methodological approach, descriptive element, and intention to factor contextual variables into measurement represent advancements on which to build” (p. 66). The continuous efforts by the people with disabilities, researchers, and advocates, led to the espousal of a biopsychosocial paradigm (to be discussed later in this section), which recognizes the medical, social, and environmental aspects in the conceptualization of disability policies and programs.

Economic Paradigm

The economic paradigm is the most widely accepted in public policy and the most prevalent in societal attitudes toward the relationship of physical capabilities and occupational requirements (Hahn, 1999; Bickenbach, 1993; Yelin & Katz, 1994). The

central argument of this paradigm is related to the functional limitations caused by a disability and how these limitations add to business costs and threatens productivity (i.e., perceived threats to economic well-being). According to Arokiasamy, Rubin, and Roessler (2001) possible concerns about hiring people with disabilities emerged: (1) increase in worker's compensation rates, (2) loss of productivity, (3) increase in absenteeism and additional costs of modifying the workplace, and (4) addition of extra safety precautions. The economic model is value-laden and prompt to label those who work as valued by society and those who do not work as burdensome and a drain (Smart, 2004). This paradigm is noteworthy as it characterizes disablement as a social problem (Bickenbach, 1993).

The advent of industrial accidents and war casualties increased the prevalence of physical and mental impairments. The result of functional limitations caused by these impairments contributed to the emergence of vocational rehabilitation, a practice that goes hand-in-hand with the medical paradigm. Vocational rehabilitation originated after World War I in an attempt to facilitate the reintegration of disabled soldiers into the economic stratum of society (Oberman, 1965). It aimed to enhance “functional limitations so the person can fit within the environment” (Bryan, 2002, p. 25). According to Hahn (1999), the operational measure of the economic definition of disability is “any limitations on the amount or kind of work that a person can perform” (p. 6). This vague definition applies to persons with or without disabilities. The same author concluded that as “with medical assessments, economic measures do not seem to provide a clear, consistent, or universal standard for evaluating between the disability and various sorts of vocational or other capabilities” (p. 6).

A strong argument against this model is that functional capacities are not the only determinant of work (Hahn, 1985). Other factors such as the actual demands of the labor market, threats values, state of the economy, inflation, and government revenue strongly influence the acquisition of jobs (Hanh 1991; Ariokiasamy, Rubin, & Roessler 2001; Smart, 2004).

Socio-Political Paradigm

The prevalent attitude within the disability movement refutes the medical and economical paradigm's assumptions that disability is an attribute of the person rather than a social construction based on societal attitudes and the environment. The socio-political model posits that "disability stems from the failure of a structured social environment to adjust to the needs and aspirations of disabled citizens rather from the inability of a disabled individual to adapt to the demands of society" (Hahn, 1985). This definition does not ignore the functional limitations and impairments of the person with a disability but attributes the disabling barriers of a society to the person's limited participation in society (Turmusani, 2003). Bickenbach (1993) noted that adherents of this paradigm affirm that society brings about the conditions that foster and maintain the restrictive social and employment practices toward persons with disabilities. Hahn (1999) states:

Existing features of architectural design, job requirements, and daily life that have a discriminatory impact on disabled citizens cannot be viewed merely as happenings stance or coincidence. On the contrary, they seem to signify conscious or unconscious sentiments supporting a hierarchy of dominance and subordination between nondisabled and disabled segments of the population that is fundamentally incompatible with legal principles of freedom and equality. (p. 7)

Two influential theories are central to the sociopolitical paradigm—deviance theory and minority theory. Barnes and Mercer (2003) note that the attribution of deviance to persons with disabilities “is associated with ascribed (involuntary) rather than achieved (purposive) rule breaking” (p. 4). The proponents of this theory reason that “disablement is a socially created category applied to people with disabilities by ‘normal’ in order to discredit them indirectly by justifying prejudice, stereotypes, stereotyping, and misperceptions” (Bickenbach, 1993, p. 143).

The minority theory portrays persons with disability as an oppressed group whose right to education, employment, health and social activities have been impeded. Biklen (1988) states:

Any other group subjected to these circumstances would most likely be characterized as a minority. Yet, the more common tendency has been to view people with disabilities as (a) victimized by the disabling condition and (b) in need of treatment- not of rights. (p. 127)

These assertions support the existence of disability prejudices. Disability prejudices manifest themselves in actions of exclusion based on unfounded societal notions such as “the perceived cause of disability, who is perceived responsible for the disability, and to what extent disability is seen as a threat” (Arokiasamy et al., 2000, p. 182). The roots of disability prejudices are deeply entrenched in the psyche of societies; they cannot be ignored and need to be understood when constructing equitable work and social integration practices (Yee, 2000). It is paramount to study disability prejudices and their effect on disability anti-discrimination actions “because laws and policies are only effective in so far as they are maintained, enforced, and accepted by a society that understands the underlying needs for such laws” (Yee, 2000, p. 5). This view supports that only a conscientious society can

promote the removal of environmental and attitudinal barriers to secure the equalization of opportunities for people with disabilities.

Biopsychosocial Paradigm

The biopsychosocial paradigm combines the valid features of the medical and social perspectives on disability. It recognizes that disability is a complex phenomenon and cannot wholly reject either perspective. The discourse of the biopsychosocial paradigm centers on the idea that disability is not an attribute of the person but a complex set of conditions brought about by the interaction of persons with disabilities with their environment (ICF, 2001).

This paradigm originated as the conceptual framework of George L. Engel, who in 1977 termed the bio-psychosocial model of disease (Engel, 1977). His assertions aimed at explaining that the biological and sociological paradigms were not enough to explain the issues of health and illness. The biopsychosocial paradigm states that disability is the result of a complex set of conditions and affirms that there is not a simple linear solution to solve its problems. This assumption is shared in other related theories such as System Theory and Ecological Theory.

In understanding the phenomenon of disability, the biopsychosocial approach supports the ontological assumption that “there are thought to be many realities, constructed through language and relationships, and that such realities are formed and have a content dependent on the person(s) who interpret them” (Saleebey, 2001, p. 179). Corker and Shakespeare (2002) noted, “The global experience of disabled people is too complex to be rendered within one unitary model or set of ideas” (p. 15). This perspective promotes a role of social workers and rehabilitation practitioners as agents of change that partner with the

person with a disability in identifying the problem, analyzing, and negotiating the best alternative in securing the needed resources that maximizes employment, self-sufficiency, and social participation within a given environment that is constantly changing. Table 1 presents the paradigm's assumptions, related theories, view of the person, and the policy implication.

Today the rapid access to information, advances in technology, changing economy, and improved health practices challenges society and alters cultures' perception of disability. These transformations explain the shift in paradigms and reinforce the adoption of new models that conform to these changes. In the scientific inquiry aiming at better understanding the complexity of disability and employment the task of the researcher is inquire about the synergy between the impairment in a given environment from the smallest to the largest components as they encourage or discourage the discourse of effective employment policies that results in actions benefiting people with and without disabilities.

The following sections contain a discussion of the social activity and significance of work and the individual theories associated with career and vocational choices that, together with the paradigms, constitute the conceptual framework for this study.

Social Activity of Work

Undoubtedly, the activity of work has had divergent connotations throughout history, but its value in society cannot be negated. Work has been depicted biblically as God's punishment to sinners and an ascribed condition only to slaves, the poor and social outcasts. The modern theorizing concepts of Marx and Engels espouse that work is an alienation practice that can be lifted only by utopist futuristic technology (Matrajt, 2002). Nevertheless, work is an individual and a social activity where men and society thrives. Specific to this

study, the individual and sociological significance of work and the theories that explain occupational choice and vocational development opportunities will be discussed in relation to how their assertion influences the employment opportunities for people with disabilities.

I must emphasize that the theoretical assumptions are context specific and the complex interweaving of interactions that happens in a given cultural context challenges its generalization. Nevertheless, understanding their assumptions is important when developing a conceptual framework that focuses on the development of effective employment integration programs and policies.

The following section discusses the meaning of work, its economic perspective, the theories attributed to career and vocational choices of individuals, and societal evaluation. It becomes apparent that the existence of many theories implies that work is an ambiguous social construction that cannot be objectively defined. “What counts as work is dependent on the specific social circumstances under which such activities are interpreted by those involved” (Grint, 1991, p. 7).

Meaning of Work

Current work attitudes have evolved throughout the history of humankind. At the dawn of our era the activity of work was a necessary and natural endeavor associated with survival. As man progressed and organized, the activity of work became stratified and manipulated by the ones who had power. The activity of work became a transaction tool, sometimes to secure the most basic human needs of shelter and food. Its negotiation gave rise to employment—a remunerated work activity that not only aimed at securing the basic need of food and shelter but also the need to thrive and play. As work evolved it became more

complex, and today it remains a transcendental activity vital to our psychological and sociological well being.

The classical work of Morse and Weiss (1954) supports the belief that work is more than a means for economic support. These authors found that work serves as an important element in the emotional economy of many individuals as it serves to anchor the individual to society. Besides having a psychological component that promotes the wellbeing of a person, work has a sociological component that offers a role and grants a status in society (Blustein, 2006; Martinez, 2005; Neff, 1985).

In industrialized societies, work is a strong indicator of a person's validity. This validity is represented in the form of how people value the activity of work and its relation to their personal and family wellbeing, and their contribution to society. The most important element of work in industrialized societies is its contribution to peoples' sense of identity (Neff, 1985).

Caplow (1957) noted that "even the simplest societies must maintain themselves throughout functional skills transmitted from each generation to the next" (p. 9). These functional skills and work personalities develop during early childhood. All children face "the demand to achieve, since the process of growth to adulthood involves the mastery of a great many biologically and culturally defined tasks" (Neff, 1985, p. 144). Other scholars attest that the work personality continues developing by the experiences acquired through the actual working process and through the life span (Osipow, 1968; Wright & Hamilton, 1978). These assertions further support the notion of work as a social construct and suggest that its analysis must consider the prevalent values of the society studied.

The seminal work of the Meaning of Working International Research Team (MOW, 1987) studied people's sense of identity and the significance of working in several nations. Central to the study was the definition of work centrality: "The degree of importance that working has in the life of an individual" (Mow, 1987, p. 17; Quintanilla, 1991). Work centrality is influenced by the socialization process which influences the values, beliefs, and expectations of the individual—the work meanings (Quintanilla, 1991). Understanding the meanings people attach to the activity of working proves instrumental in the development of effective employment integration practices to all individual in society. There are no doubts that "man's ability to work, including the complex and variegated social relations that have developed around man-as-worker, constitutes one of those great domains of human activity that, in one way or another, shape the lives of all of us" (Neff, 1985, p. 1).

Economic Perspective of Work

As population increases, ages and disability issues become paramount in political economic analysis. Oliver (1990) asserts, "With the rise of capitalism, disability has become an important boundary category through which people are allocated to the work-based or needs-based system of distribution." The economic philosophy of a society significantly influences the way it allocates its resources to meet its social needs and wants (Arokiasamy et al., 2001; Oliver, 1990). Mexico's adoption of an open market economy presents work challenges for its people. The effects of this neoclassical economic model of the labor market are still emerging—the impact between the people who have, and the have-nots remains to be seen. This is an issue of concern to be addressed by policy makers as Mexico's disabled persons generate an economic loss of 75 million pesos (approximately \$7 million) annually; this is due to their not being economically active during the productive years. It is projected

that people with disabilities will comprise 5.7% (i.e., 22 million) of the population of 145 million by the year 2050 (PreveR-Dis 2001-2006, pp.13-14).

The market economic model bases on the premise that markets for goods and services operate rationally, markets set their own prices, free bargaining as the norm, and knowledge is asymmetrically disseminated, all this resulting in correct values in correct end values for commodities (Ashley, 2000). The same author asserts that beneath this theory “market forces disciplines employers and the market and their self-destructive tastes against particular groups by driving those employers from the market” (p. 316). This approach supports Marx (1913) posits:

The mode of production in material life determines the general character of the social political and spiritual process of life. It is not the consciousness of men that determines their existence but, on the contrary, their social existence that determines their consciousness. (p. 266)

“Under a rational market economy that values the greatest net productivity, the disabled individual is a deviant—a risk to the economy and the social order” (Albretch & Bury, 2001, p. 599). This perceived threat challenges the integration of persons with disability in the labor market. Eighty three percent (83%) of PWD surveyed in Mexico noted the perceived threat to their unemployment condition (SEDESOL, 2005).

On the other hand, the notion of disability as a threat can benefit people with disabilities by positively challenging society’s response through media concientization, and the provision of rehabilitation and preventions services (Arokiasamy et al., 2001). Such concientization efforts can affect positively the removal of attitudinal barriers and consequently facilitate the implementation of employment integration practices, policy

development and policy enforcement. Investing in labor integration services for people with disabilities is an investment in human capital, because as the recipient of these services they “immediately return their benefits to the market place through living expenses and the purchase of goods and services” (Albretch & Bury, 2001, p. 587). Securing the mechanism for this integration reveals the national societal values and the commitment to the equal rights and the quality of life of its citizens.

Theories of Vocational Behavior

The previous sections discussed some fundamental assumptions that influence the social perception of work. This section addresses the theories that influence an individual’s occupational choice and vocational development—the theories of vocational behavior. They attempt to explain how an individual chooses a career path, the influence of individual experiences and needs in the process of vocational development, and adjustment to the work process. These theoretical approaches have been considered in the process of assisting people with or without disability in making employment and career decisions.

Parsons (1909), the pioneer of vocational choice theory, believes that no person can decide a profession for another person; however, it is possible to assist a person to make a sensible conclusion about choosing an occupation. Vocational development stresses that career choices are a life term process and no single model can explain entirely the behavioral determinants of occupational choice (Osipow 1968; Neff, 1985).

Theories of vocational behavior are fundamental in the field of job placement, education and career counseling. Their assertions contribute to the development of a plethora of assessment tools widely used in career counseling, vocational assessment, and employment planning. A thorough description of these theories is beyond the scope of this

study; however, the essential arguments of these theories merit consideration in the conceptualization of this work. The fundamental theories are identified as: (1) trait-factor; (2) self-concept; and (3) vocational choice, and (4) personality.

Trait and Factor Theories

Most commonly known as the trait-factor approach, these theories are based on the assumption that people have unique patterns and potentiality called traits. These traits are matched with a set of qualities (factors) that are necessary to function in a job. The vocational guidance process utilizes this rationale to match people and jobs (Zaccaria, 1970). Parsons (1909), the pioneer of this approach, believed, “Counselors should have a storehouse of industrial information and material and detailed classification of vocations, broken down into specific jobs, and keeping it up to date at all times” (Davis, 1969, p. 122). Factor theories lie behind the current practices of modern career counseling theories, which include prominent theories such as Holland’s theory of occupational choice, and Minnesota Theory of Work Adjustment.

Self-concept Theories

The self-concepts theories posit that self-concept is central in the process of determining a career. As people’s ages interact with their environment they develop images of the occupational world, which they compare with their self-images and make career decisions based on this comparison. This theory focuses on how the individual moves through life stages, each stage with its own contribution to the formation of vocational behaviors, concluding that the degree which individuals accomplish their vocational task is contingent on the adequacy of behavior performance during each phase of their development

(Osipow, 1968). The tenets of this theory support the impact of early education in work values formation. This early education not only relates to formal education, but to the acquired experiences in the family institution as well.

Vocational Choice and Personality Theories

Neff (1985) explains that the components of work personality are complex and they should be considered semiautonomous, as they do not share the same demands of the personalities of love and play. These theories attribute the selection of jobs to the potential for need satisfaction. Proponents of these theories assert that a job moderately modifies the personality characteristics of a worker (Osipow, 1968). Two major theories—Hoppock’s theory and Holland’s theory—sustain this assertion.

Hoppock’s theory consists of a composite of several existing theories. He posits that a series of factors such as “values, participation in an occupation, educational experiences, psychological factors such as unconscious, motivation, and lastly, broad economic, sociological and cultural factors constitute some other significant determinants of occupational choice” (Zaccaria, 1970, p. 34).

Holland’s theory proposes a hierarchy of six personality orientations that links to occupational environments (Osipow, 1968; Zaccaria, 1970; Parker & Szymanski, 1992). The six categories: (1) realistic, (2) investigative, (3) artistic, (4) social, (5) enterprising, and (6) conventional are influenced by both heredity and environmental factors. In relation to people with disabilities, this theory has been criticized for not considering social, chance factors, and environmental variables not described in the occupational typology (Conte, 1983). However, with “appropriate caution, supplemental assessments of career maturity, and potential

Table 1. Paradigms' Assumptions, Related Theories, Person View and Policy Implications

Paradigms	Assumptions	Related Theories	Person's View	Intervention	Policy Implications
<i>Medical</i>	Disability is biological in nature a trait lodged within the individual. Focuses on correcting the impairment and making the person well.	Organic Pathology	Sick Impaired Victim	Treatment	Focus on prevention, or the eradication of disabling conditions. Place responsibility in the person's family for the welfare and procurement of competent services primarily from medical services in an attempt to make the person well.
<i>Economic</i>	Functional limitations threaten business costs and productivity. Perceived threat to economic well-being, fear of a "welfare drain" and the national economy. Disablement as a social problem	Vocational Rehabilitation	Deficient	Restoration	Vocational rehabilitation enhances the functional limitations of a person so they can fit within a given environment.
<i>Socio-political</i>	Society brings about the conditions that foster and maintain the restrictive social and employment practices	Deviant Minority	Deviant Oppressed	Concientization	Posits that only a conscientious society can promote the removal of environmental and attitudinal barriers that secure the equalization of opportunities for persons with disabilities. Empowerment and rights highlighted.
<i>Bio-psychosocial</i>	Disability is not an attribute of the persons but a "complex set of conditions" brought about by the interaction of persons with disabilities with their environment	Systems Ecological	Adaptive	Strengths Perspective	There is no a simple linear solution to solve people's problems but utilizing a part/whole analysis facilitate effective solutions. Utilizes a holistic approach in policy making.

adaptive devices and job modifications” (Parker & Szymanski, 1992, p. 281) the instruments associated with this theory can be of use for people living with disabilities.

Valuable in the field of job placement is the Minnesota Theory of Work Adjustment; this theory emphasizes the proper fit between the person and a job (Dawis, 1996; Roessler, 2002). The theory stresses the importance of correspondence between satisfactoriness, which means that the person has the aptitudes and skills to meet the demands of a job, and satisfaction, which means that the job meets the preference of the person (Roessler, 2002). The interaction of people and their environment is acknowledged in this theory.

These theories accentuate the importance of considering the person, the employer, the family, educational and other social institutions when developing work integration programs and employment integration policies. Moreover, the discussion of these theories is used as the conceptual framework for this study, given that no other indigenous theories exist in Mexico that addresses the disability and employment. Thoroughly studying these theories and related assertions should certainly advance the field of disability and employment studies in Mexico.

Evolution of Work Inequality

Society’s current beliefs toward disability evolved from previous notions of disability as the cause of spiritual forces or sinful behavior, or mechanical forces as the result of humours and body fluids imbalances, and to germ theory as the cause of disease (Stone, 1984). These beliefs still pervade in societies and its prevalence varies among cultures. This is an important factor to consider when addressing cross-cultural disability issues. What lies behind these viewpoints is beyond the scope of this analysis; however, a reasonable assertion centers on capability and economics. What led to the stratification of work abounds in the

work of Karl Marx, Emile Durkeim, and Thomas Malthus. The common denominator in these arguments relates to the evolution of complex societies.

As the population increased, complex societies emerged. The ability to obtain, produce, and storage food contributed to the stratification of labor in these societies (Diamond, 1999). Kelly (2001) noted that cooperation became the basis for the division of labor. In pre-industrial communities, people with disabilities participated in “legitimate, valued, and productive roles” (Drake, 2001, p. 415). These roles changed, however, as people migrated to the cities with the advent of industrial revolution.

The industrial revolution brought its own problems and contributed to a paradigm shift in the role of work and people with disabilities. Industrial accidents as the result of poor labor practices and poor sanitary conditions due to overcrowding resulted in diseases. Unable to compete with the physical and production demands of work and no assistance from the industrialists or the state, disabled people were segregated from mainstream society (Drake, 2001).

This period in history not only contributed to the marginalization of persons with disability but also contributed to the notion of the deserving and undeserving poor, and to the establishment of entitlement services from the state (Stone, 1984; Karger & Stoesz, 1998; Drake, 2001; Barnes & Mercer, 2003). Some people with disabilities were classified as deserving poor and placed in almshouses and asylums; others were jailed or treated as criminals (Drake, 2001). Disability was equated with inability to work.

People with disabilities were seen as threats to the personal safety and economic wellbeing of society (Arokiasami, Rubin, & Roessler, 2001). The perceived threat to the person was manifested as fear of contagion and violence to the non-disabled. Hahn (1985)

noted that “the presence of significant numbers of disabled people may arouse both an aesthetic aversion and subconscious anxiety about bodily integrity that may be even more empowering than the fear of death” (p. 18). The economic threat manifested itself in the false notion that persons with disability are a burden or drain to communities, national economy, and “employers who consider persons with disabilities as economic liabilities” (Ariokasami, Rubin, & Roessler, 2001, p. 164).

There are no doubts that industrialization contributed to social problems that could not be overlooked by the government. Far from impartial, the entitlements of that era were the frontrunners of the welfare state and gave a new citizenship status to persons with disability (Stone, 1984; Drake 2001).

Unlike developed countries that have entitlement income schemes, Mexico disability entitlement only existed for people who had employment and lost their ability to remain in that job due to an acquired disabling condition. The policy was, people who do not work are not entitled to benefits and are obliged to depend on family, the charity of others, or engage in informal employment practices to secure their survival.

Labor Force Issues

People with disabilities are among the most economically disadvantaged and the poorest of the poor in society (Schriner, 2001; Corker & Shakespeare, 2003). Mainly those who do not have basic or advanced education or training are more predisposed to have low income, live in poverty, and to depend on governmental assistance (Wehman, 1993; Disability Statistic Program, 1992). Their opportunities are hindered by their socio-economical status. Thus, a cycle of misconceptions about disability and inability to work is maintained.

The unequal access to work opportunities is related to discrimination and prejudice. These are maintained by perceived threats to the economy and society. These false notions affect all actors including people with disabilities, the family, employers and society.

People with disabilities are negatively affected when they internalize these false notions undermining their self-worth and self-esteem thus limiting their participation in society. Keany and Glueckauf (1999) noted that when “perceived as a misfortune disability can lead to underestimation of existing abilities and even devaluation of the whole person” (p. 140). This is often expressed as lack of motivation or avoidance of engagement in education, training, and employment activities among people who are able to live independent lives.

Families are affected due to economic social and economical hardship encountered by caring for a member with a disability. Hernandez-Licon (2002) states:

For families with at least one member with a disability. . . a household’s labor dynamics change according to which household member has a physical disability. If the household head becomes disabled, his or her occupational status strongly affects the labor participation rates of other household members.

A society’s labor force is affected by the beliefs that persons with disability are in need of care and are less capable to perform self-sustaining or social contributory activities. These beliefs echo in discriminatory practices that hinder the equalization of opportunities for persons with disability (Arokiasamy et al., 2001). Therefore, the employers lose the opportunity to have qualified and productive employees, a consequence that hinders businesses productivity and efficiency goals. The purchasing power of a population segment is lost.

Bruyère (2003) noted that the highest reported barriers to employment relate to the lack of similar experience; requisite skills and training for the person with disability, followed by lack of knowledge of how to make accommodations or adjustment, and attitudes or stereotypes among co-worker and supervisors. She asserts that “people with disabilities still represent a largely untapped employment resource in many countries around the globe” (p. 3).

Worldwide, people with disabilities have lower employment rates, earn lower wages than the non-disabled population, are more likely to be employed in manual, unskilled occupations and are less likely to hold managerial or professional occupations (Schriner, 2001; OECD, 2005). This assertion indicates the prevalence of workers with disability to become “stuck” in the secondary market and with little chance to make a transition to the primary market (Hagner, 2000).

Roessler (2002, p.207) noted “The difficulties that people with disabilities encounter in retaining employment are evident in many years of rehabilitation research”. Furthermore, Gilbride, Sternsrud, Vandergoot, & Golden (2003, pp. 136-137) posited that “employment outcomes for people with disabilities can be enhanced if rehabilitation providers pay more attention to the specific characteristics of the organization in which they want to place their consumer”. Rumrill and Roessler (1999) emphasized the need for career-development services as a job retention strategy rather than achieving and maintaining one job placement.

The above mentioned implies that a successful labor integration of persons with disabilities is dependent on matching client characteristics with employer needs. Simply, it refers to the proper fit between a person and a job as described in the Minnesota Theory of Work Adjustment (Dawis, 1996; Roessler, 2002). This theory stresses the importance of

correspondence between satisfactoriness, which means that the person has the aptitude and skills to meet the demands of a job, and satisfaction, which means that the job meets the preference of the person (Roessler, 2002). The interaction of the person and his/her environment is acknowledged in this theory.

This notion supports the Human Capital Theory of Labor assertions that not all the economic capabilities of a person are given at birth or during a specific age, but instead they are developed through activities that have attributes of an investment (Shultz, 1971). Under this perspective education and training becomes tool of empowerment.

Historical Milestones and Current Labor Thoughts in Mexico

Mexico's political and economic history has contributed to its current labor attitudes and policies. Its transition from a closed economy to an open market oriented economy has had an enormous effect on its people (Heath, 1997).

In Monterrey, the third largest urban area of Mexico, increased productive industrial activities during the 1960s to early 1980s resulted in large migration from rural areas, hence promoting a distorted development that resulted in patterns of social exclusion and poverty. The growing deindustrialization and changes in the labor market during and after the mid-1980s resulted in increased unemployment among the general population and hindered the labor participation of those citizens seeking employment for the first time (Gordon, 1997). Heath (1997) noted, "The manufacturing sector went through an extremely painful adjustment period of net job destruction to reduce labor costs and adapt to modern technology" (p. 144).

Nowadays, Mexico's global market participation challenges the construction of labor attitudes and behaviors that affect its own economy as well as other nations' economies. The search for better employment opportunities influences internal and external migration, which in turn affects the quality of life of all actors involved. An informal labor market has developed. Mostly made by people with low socio-economic level, this informal labor market is the only way to secure the basics needs of those people unable to participate in the formal labor market (Novo, 2005). The informal labor market supports the assertion that "people tend to accept that the economic markets establish the boundaries of what is possible and even desirable in most domains of organized life, including social policy" (Iatridis, 1994, p. 109).

Although the market influences people's employability, other elements (e.g., culture, beliefs that influence occupational choices, vocational development and employment opportunities) have some bearing on people's labor integration efforts. People are not passive respondents to the market.

Challenges of the New Century

The world of disability is rapidly changing. Employment issues are challenged by the democratization of information and technology (Friedman, 2000). Advances in medicine, technology, and policies of inclusion are contributing toward better living and working conditions for PWD. These advances are creating opportunities in areas of communication, accessibility, and education, thereby enhancing labor inclusion and job maintenance. Kelly (2001) emphasizes that:

the transition from a manufacturing-based economy to a predominantly service-based economy as well as development in information technology, automation, and the

introduction of more flexible patterns, has led to the widespread disappearance in the West of industrial work dependent on predominantly male, low skilled manual workforce. (p. 407)

These advances are limited to the ones who have access to it. Mexico has few communication and economic resources available for people with disabilities (IDRM, 2004). Without access to educational and/or training opportunities that enable to fulfill the demands of the current market people with disabilities will remain in a disadvantageous situation. It is not surprising that some people see technology as beneficial while others see it as a creation by the same oppressive society that turned those with impairments into disabled people (Sheldon, 2004).

This labor paradigm shift has prompted seeking new approaches in dealing with employment and social integration issues for PWD. The current situation justifies the utilization of a transformative rehabilitation practices system approach (i.e., a multidisciplinary approach using psychology, economic, political science, community development and system theory) in assisting rehabilitation practitioners widening their conceptual framework in producing social change (Schriner, 2001). Under this perspective, the possibilities are endless in creating transformative win-win situations for people with disabilities as well as for the non-disabled. As a result, the implementation of universal services will be the norm and the residual services the exception.

Policy Implications

The outlined medical, economic, and socio-political model do not explain in its entirety the phenomenon of disability and its implication of labor issues. However, these factors have influenced the development of labor disability policies around the world,

Mexico included. The effectiveness of these policies is dependant on the cultural definitions of disability and the economic and political interest of the nation. In Mexico the medical model rules.

Policy implementation varies among developed and developing countries. Elwan (1999) noted, that policies for PWD in developed countries focuses on the adequacy of income support programs, whereas in developing countries, who have no effective labor market, efforts have to remain focused on prevention and rehabilitation and informal systems for support.. Dudzik, Elwan, and Metts (2002) suggests:

Policies and strategies must be designed and coordinated to facilitate the passage of people with disabilities through three distinct, but interrelated; stages of physical and social integration:

1. Adapting to the disabling condition and maximizing functional capacity,
2. Interacting with community and society, and
3. Gaining access to social economic activities that give life meaning and purpose (e.g., contributing to family and community, actively participating in society, and becoming productively employed). (p. 25)

These recommendations emphasize the importance of accommodations, family interventions, and social networking in the pursuit of social and labor integration. The proposal reveals the importance of identifying and considering the micro, mezzo, and macro level interactions in policy making. Unfortunately, disability is not high on the political agenda of mainstream society and continues to be seen only as a series of individuals suffering impairments (Shakespeare & Watson, 2001).

The United Nation's Standard Rules on Equalization of Opportunities for Disabled People promotes disability rights around the globe yet "its stated intentions have not been

matched by the required action” (Barnes & Mercer, 2003, p. 145). Moreover, these authors declare that the Western world’s “disabling tendencies associated with minority world economic and cultural development” (p. 145) are being adopted throughout the world influencing the social construction of disability and the exclusion of disabled people from mainstream society.

Work-based system or need-based system are paramount and remain unequivocally the central argument in disability policy (Stone, 1984). Schriener (2002) affirms:

People with certain impairments that are inconsistent with the production needs of society are thus excused from the work-based system of reward and allowed to participate in the need-based system of social welfare programs (most notably, disability insurance schemes). (p. 649)

In Mexico, where disability insurance schemes are limited only to the economically active population, those excluded from work have no choice but to engage in informal employment practices that often increase their risk for exploitation, exacerbation of the disabling condition, and further reinforce the cultural views that people with disabilities are non-productive. However, the limited disability insurance schemes provides an opportunity to promote a transformative rehabilitation practice that focuses not on an “individual-by-individual analysis of the problems and solutions but rather by an analysis of the societal systems which fundamental change may be achieved to improve the accommodation and acceptance of disabled people” (Schriener, 2001, p. 655). This concept shifts the focus of seeing disability as a person’s problem to resolve and to a societal problem to attend by all actors of society. A culture based on mutual responsibility can only then be acknowledged.

This review yields the following question: Do the current employment policies match the needs of the disabled community?

Practice Implications

Despite the increased awareness of society's role in limiting the community participation of people with disabilities, and increasing numbers of countries developing policies and legislation related to disability, there are still many disabled people who do not have adequate opportunities to access rehabilitation services that can improve their function, help them to attend school, to achieve income producing work, or to participate in activities characteristic of their communities (WHO, 2002).

Degener and Quinn (2000) affirm that equal opportunity opens the door to those who have not been able to participate in the market economy. To secure the implementation of disability policies and law it is necessary to establish a regulatory mechanism that coordinates, in all level of governments, all the elements related to labor and social inclusion. As agents for social change rehabilitation practitioners, social workers and disability advocates can partake from these models to advance their efforts in serving this vulnerable population by:

1. lobbying for people with disabilities to be a part of the evaluative structures to guarantee that the prescribed programs addresses their individual needs and social needs,
2. supporting the families to take an active role advocating for needed services and participating in the decision making and program development of those services,
3. promoting awareness about the benefits of labor integration of persons with disability in the economy, family life, and as contributing members of society,

4. providing leadership in actions aimed at changing existing attitudinal and architectural barriers; and

5. supporting the governmental initiatives to diffuse in society about the right and obligations of persons with disability.

All this requires the amalgamation of various social disciplines and a collaborative effort from all governmental and social institutions to facilitate the proper fit of the persons served and their environment. Improving the quality of life for people with disabilities is not limited to the equalization of opportunities, but is also equal to the improvement of the life conditions of families providing care and the awareness of all society of the environmental, economic, and political constraints for achieving normalization and equal rights (Ingstad, 2001). In Mexico federal and state policies that promotes equal access of opportunities for people with disabilities exist, however, what is needed is the mechanism to guarantee that what is proposed is accomplished. Securing unprejudiced mechanisms for labor and social integration benefits people with disabilities and non-disabled people as well. It is important to recognize that a highly unequal society is harmed by not doing the best with its citizens' talents and abilities (Giddens, 1998).

This review supports the importance of utilizing a multidimensional approach in investigating the synergy between the person with a disability, the family, the employer and existing disability policy and programs, to understand and determine what constitutes the best conditions to secure and maintain employment, and ultimately, social and economic development for PWD in Monterrey, Nuevo Leon.

Summary and Critical Analysis of Theories

The discussed paradigms and theories are the echelons of contemporary society's scientific inquiry in regard to disability and employment. They describe various viewpoints on disability; yet they are unsuccessful in solving the problems that threaten the rights for self-determination and social participation of persons with disabilities through employment.

The medical paradigm reductionist assumptions contributed to the emergence of disablement theory—a seminal position that influenced work integration policies of the 20th century and still lurks in the current discourse on disability. It was noted that arguments against the medical paradigm do not refer to the rejection of medical interventions that contribute to the maintenance and improvement of lives of person with disabilities but to the promotion of medical interventions to accommodate to what is an imposed normality.

The economic paradigm assumptions contributed to the recognition of disablement as a social problem and to the emergence of vocational rehabilitation practices enhancing the functional limitations of PWDs so they could fit into the environment. Nonetheless, a strong argument against this model is that functional capacities are not the only determinant of work (Hahn, 1985). Other factors such as the actual demands of the labor market, threats to values, state of the economy, inflation, and government revenue strongly influence the availability of jobs (Hanh, 1991; Gordon, 1997; Heath, 1997; Ariokiasamy et al., 2001; Smart, 2004).

The social paradigm affirmed that disability is not an attribute of a person but is rather a social construction based on the societal attitudes and the environment. It posited that the disability is the result of the imposition made by an ableist society and only through conscientization social changes and equalization of opportunities can occur.

Moreover, the review elucidated that persons with disability are not victims of their impairments and not always in need of treatment but rather in need of rights to secure their full participation in society. Several assumptions were presented on the meaning of disability and its impact on the most fundamental tool of integration in a society: work.

The paradigms addressed the beliefs that predisposed the current thoughts about disability, the meaning and economical perspective of work highlighted the conceptualization of the activity of work, and the vocational theories focused on the assumptions behind the vocational choices and work needs of the individual. The effect of these assertions in policy and program development merits further investigation.

In sum, the review highlighted the importance of utilizing a multidimensional approach in investigating the synergy between impairment, society, and the environment as they encourage or discourage effective social and labor integration practices and ultimately social and economic development for PWD. Fostering a culture of mutual obligations should be an aim to secure such development.

CHAPTER III

METHODOLOGY

Introduction

Chapter 1 described the paradigms and theories of management approaches and behavioral patterns that influence the work and social integration of people with disabilities. Information on this subject specific to Monterrey Nuevo Leon, however, was missing. Monterrey has a deserved reputation for contributing to the industrial and economic development of the nation (Zavala, 1993) and for recognizing employment as an essential part of a person's wellbeing, especially people with motor impairments (PWMI). The conspicuous absence of information in the literature concerning Monterrey validates the need for this study.

Due to the complex dynamic of integrating people with disabilities into the workplace, a qualitative research that uses a case study approach is the preferred research method for this study. The case studies employ in-depth interviews identifying, a systematic analysis of the interaction of the various components, and the internal dynamic of each subunit. This study involves a single system case with several case studies as subunits of analysis. This is justified in situations where "certain topics of inquiry are so complex that the phenomenon of interest is not readily distinguishable from its contextual conditions, and data are therefore needed about both" (Yin, 1993, p. 78).

Patton (2002, p. 446) explains that in this type of approach the “analysis begins with the individual case studies; then the cross-case pattern analysis of the individual cases might be part of the data for the program case study.” This approach allows gathering data about disability beliefs, meaning of work, obstacles to employment, and satisfaction of services received among people with disabilities, their families, and employers. This helps to identify patterns and how these patterns interact. The case study analysis seeks to identify the employment agent’s process and effectiveness of services and how they influence the employment integration of PWMI. Summarizing, this study aims at “understanding what people value and the meaning they attach to their experience” (Patton, 2002, p. 147). The value and meaning of the subjects will be clarified as they seek and maintain employment. Consequently, these findings can be utilized to improve existing programs and develop policies to promote equal participation of people with disabilities in Nuevo Leon’s society labor market.

Expected Relationships to be Found

Although it is not necessary in qualitative research to establish hypotheses to query the anticipated outcome of the study (Patton, 2002), it is possible to establish the following assertions:

1. An employment opportunity increases when the intervention of the service agent utilizes an integrated job placement model that matches employer need with client vocational skills and goals.
2. Family beliefs about disability do influence the extent of educational success and employment integration of PWMI.

3. Structural architectural barriers are greater impediments than employer attitudes in obtaining and maintaining employment among PWMIs.

4. PWMIs who value work as a duty are more likely to obtain and maintain employment than those that value work as a burden, a social or financial responsibility.

Qualitative Design Overview

This section discusses the design of the system case study and subunits of analysis. It is divided into five subsections: (1) type of design used, (2) characteristics of the study population, (3) sampling design and procedure, (4) data collection tools and ethical consideration, and (5) method of analysis. That information describes the processes that precede and contribute to the analyses and conclusions in the study.

The data was gathered from both state and federal sources that provide services or collect information about people with disabilities. One such source that provides direct services (e.g., pre-employment evaluations, support services, job training and referral to employment for people with disabilities) is The Centro de Rehabilitación y Educación Especial (CREE) of Nuevo León. The Consejo de Relaciones Laborales y Productividad (Counsel of Labor Relations and Productivity) (CLRP) is a state program from the Secretaría de Trabajo y Previsión Social (Secretary of Labor and Social Provision) (STPS) of Mexico. This program is responsible to assist in the labor integration of vulnerable groups in the state of Nuevo Leon. The CRLP and the CREE work collaboratively in an effort to avoid duplication of services and to strengthen the employers' network and employment opportunities for PWD.

People with motor impairments are the salient population of the study. To understand the issues facing this population and to conform to the standard cultural explanation, motor

impairments are defined as “loss or restriction of movement capacity, displacement and equilibrium of the whole or one part of the body” (INEGI/PSNL, 2000, p. 179). For classification purposes, Mexico’s 2000 census grouped motor impairments into two categories—muscle-skeletal impairments and neuromotor impairments. The first refers to the difficulty a person faces when moving, walking, or maintaining some posture as well as manual limitations. The second refers to those that have one part of their body impeded as a result of neural damage, including the sequelae from trauma or illness such as poliomyelitis, stem lesions, and muscular dystrophies (INEGI, 2004, p. 28). Even though the figures in table 2 are from the year 2000, the percent of the population with motor impairments residing in Monterrey’s Metropolitan Area are still quite high (see table 2).

Table 2. Population with Motor Impairments in Monterrey Metropolitan Area According to Municipality

Population	% ³
Monterrey	52.29
Apodaca	48.39
General Escobedo	48.85
Santa Catarina	47.38
San Pedro Garza	55.39
San Nicolás de los Garzas	50.57
Guadalupe	51.41
Juárez	48.46
Salinas Victoria	51-53
García	50.82

Source, *INEGI*, 2000

³These percentages are in relation to other disabilities.

Characteristics of the Study Population

Beyond the definition of motor impairment, this section identifies and describes the characteristics of the four units of analysis in the study: (1) the agent of employment program (CREE), (2) employers, (3) people with motor impairments (PWMIs), and (4) their family. Figure 2 presents a three-dimensional representation of the possible conceptual interactions of the units of analysis of the proposed system case study. The larger circle represents the culture where these interactions occur.

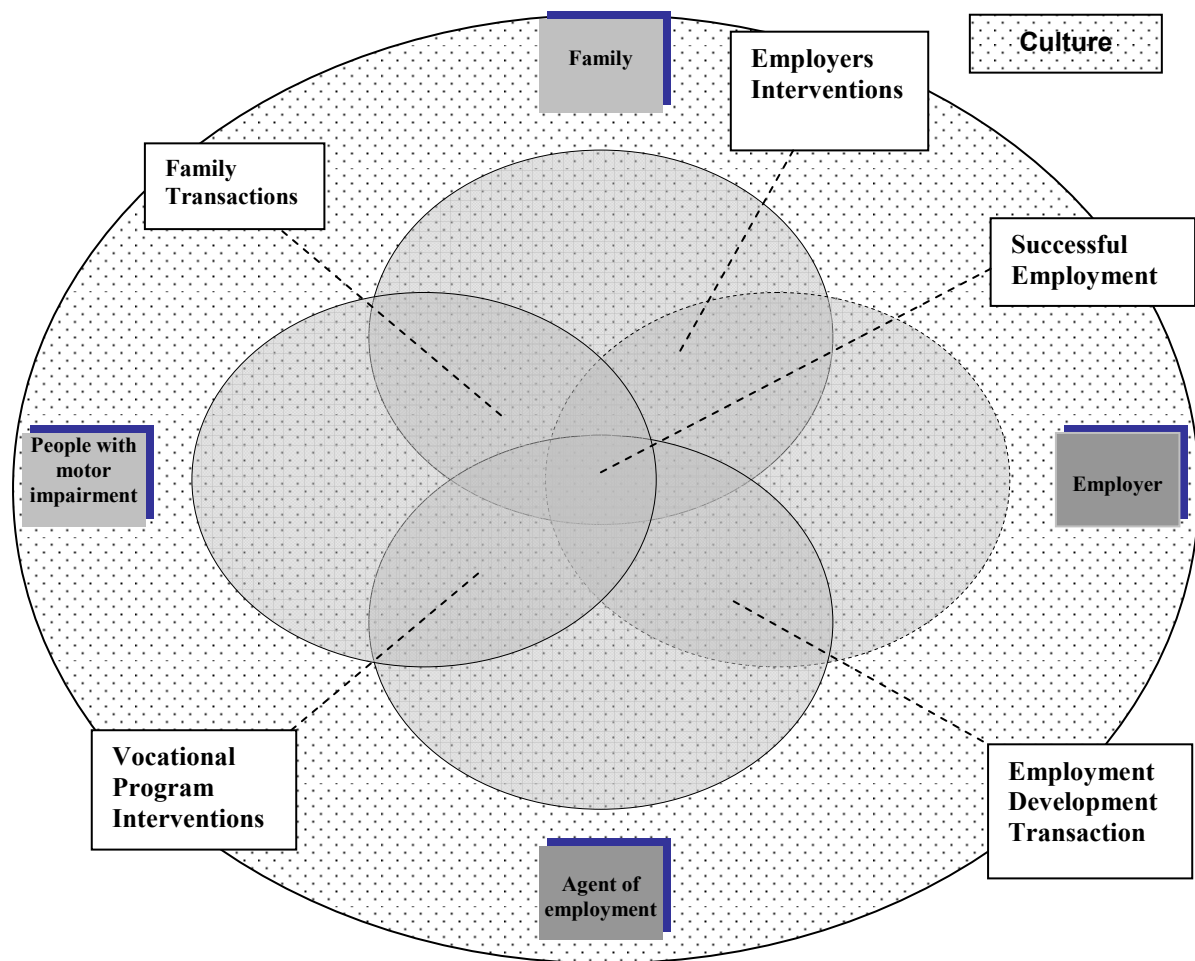


Figure 2. Conceptual interactions.

The identified units of analysis are the fundamental players that interact together in the work integration process. For each identified unit of analysis, specific characteristics that supply critical information for data analysis and interpretation are illustrated. The characteristics of each unit of analysis are the seminal components of this study and will provide the framework in the development of an interviewing guide.

Agent of Employment

The agent of employment is identified as the first unit of analysis of this study and it refers to the program solely responsible for the provision of services leading to the integration of people with disabilities into the labor market. Hergenrather, Rhodes, and McDaniel (2003) state that “no aspect of rehabilitation practice demands more careful study by public rehabilitation placement professionals than the placement of consumers with disabilities into jobs” (p. 27). The employment agent is not only responsible to the consumer but to the employer as well. Successful rehabilitation services outcomes can be obtained by understanding public rehabilitation professional beliefs (Hergenrather, Rhodes, & McDaniel, 2003) and by a thorough examination of current employment practices that include an understanding of an employer’s decision making processes, the job seeker level of involvement, networking, and use of incentives and services (Szyemansky & Parker, 2003).

For this study the DIF-CREE is the recognized state program responsible for the implementation of employment placement services for PWD in Monterrey, Mexico. The rationale for using a case study design with this unit of analysis is supported by the following three factors:

Unique characteristic of the unit of analysis. It is the only governmental agent responsible for the evaluation of work abilities, job development, and job placement services for PWD in the state.

Impact on other units of analysis. This refers to the impact of services delivery of persons seeking employment and their families and to the employer seeking qualified workers.

Intentions to evaluate its service effectiveness. These are prescribed activities aimed at enhancing service delivery according to established policy mandates. This qualitative approach allows a study of the units of analysis interactions toward effectiveness. Rubin and Babbie (2001) noted the importance of using qualitative approaches to help determine if the results are the consequences of the intervention or other extraneous events.

Employers

Employers are the second unit of analysis. The employer is defined as a “representative of the business [to] whom the authority and responsibility of making employment decisions has been delegated” (Millington, Miller, Asner-Self, & Liowsky, 2003, p. 323). According to Millington et al., employers do not hire PWD simply because they want to help them; they do so because they are seeking qualified workers to contribute to their business ends. Millington et al. assert that in a competitive labor market all people are workers, and only when a disabled worker underperforms, does his/her status become a factor.

It is clear that the prevailing notion about disability can contribute to employers’ attitudes and qualms and may influence their decision to hire or not to hire PWD (Gilbride, Stensrud, Ehlers, Evans & Peterson, 2000; Peck & Kirkbride, 2001; Arokiasamy, Rubin &

Roessler, 2001). However, when an employer begins to see a greater need for more workers, employment opportunities for PWD dramatically improve (Gilbride et al., 2001). This study will address analysis centers and employers beliefs, hiring practices, management styles, disability perception, obstacles to employment and satisfaction with employment services.

People with Motor Impairments

People with motor impairments are the third unit of analysis. This unit is essential because it recognizes that they have first-hand knowledge of what it is like to function in a world completely different from their own (Holstein & Gubrium, 1994). This unit of analysis considers experiences people with disabilities have had while seeking, attaining, and maintaining employment. These experiences include perceived employment obstacles, perceptions of other people's attitudes toward disability, demographic characteristics, and satisfaction with services provided. This approach allows exploration of the situation-specific interrelation of social action as experienced by people with disabilities more than establishing causal relationships (Mercer, 2002).

Family

The fourth unit of analysis is the family. The family is central to the Mexican philosophy of life. It focuses on helping and protecting each member, a positive aspect of the culture that has been instrumental in the acquisition of traits passed from generation to generation that enables its relatives to thrive and survive (Diaz-Guerrero, 2003). The universal experience of illness, disability and death are among the factors affecting the family role and equilibrium (Rolland, 2000). Chachkes (1999) states:

The family's beliefs about disability, their familiarity with modern medicine, the existing relationships with health care systems, their education, and their general characteristics of

resilience all have an effect on their capacity to understand, integrate, and utilize education and support. (p. 618)

Rolland (2000) noted the need to understand a chronic condition and the professionals responsible for the provision of services. Quinn (1998, p. xviii) emphasized that “understanding a family’s beliefs and concerns about disability, health care, and involvement in bureaucratic systems is vital in order to involve the family in an assessment of its strengths and weaknesses and in developing appropriate interventions.” The family support in work motivation is significant (Szymansky & Treviño, 1996).

The family’s influence cannot be overrated as it affects the employment integration process. Information about the family’s impact on the value of working, the perception of and response to disability, and satisfaction with services available to a disabled family member became paramount to this study. Other themes included demographic characteristics and perceived employment obstacles.

Sampling Design and Procedures

This section identifies the sample population for each unit of analysis of the proposed study. The researcher initialized the sample selection using a general purposive sampling, people with motor impairments, and employers that utilized the state’s agent of employment services. First, the researcher inquired about formal and informal job services providers for people with disabilities in Monterrey’s metropolitan area (MMA). This inquiry led to the identification of the Centro de Rehabilitación y Educación Especial (CREE), Nuevo León’s only state’s program responsible for the evaluation of aptitudes, development of work abilities, employment search, and placement for people with disabilities. Although, people with disabilities use other informal means to obtain employment (e.g., family, friends, church

community organizations) the CREE is the formal agent of employment for PWD preferred by employers.

Seven employees comprise the formal state employment agent. The seven team members include five full-time staff that is responsible for the evaluation of prospective employees with disabilities, job procurement, job placement, case record management, and employers' relations in MMA. One staff member is accountable for the program administration, and one for general program support staff. CREE was selected by this researcher because no other agent existed that provided the comprehensive services mandated by established federal guidelines to secure employment.

The researcher contacted the administration of the CREE by phone and requested a formal interview to present the objectives of the study. The organization's administration and program team agreed to participate in the study. An initial meeting was held to inform the staff about the general purpose and particular needs for the study. The staff as interviewees was given the option of scheduling the interviews. Seven in-depth interviews took place at the CREE during a five-month period. The researcher utilized an open ended questions protocol to maximize the value of the responses and an interview guide to maximize the comparability of the responses. This approach allowed the interviewer to remain focused on specific topics and issues while maintaining the spontaneity of a conversation (Rubin & Babbie, 2001). Observations and other qualitative strategies to identify and define the employment integration process and program effectiveness were used in this study.

The employers were identified from a pool of businesses that the CREE recognized as having a working relationship. A general criterion of inclusion was that the businesses must have operated within Monterrey's metropolitan area and have hired people with disabilities

with at least one with motor impairment. Fifteen employers out of 29 were provided and their employees were identified for the interview. The rationale for this selection was to have a diverse representation of services and industries that employ PWMIs. Secondary, but no less important, was to have equal representation of local, national and international employers. The researcher contacted the personnel department or person responsible for the recruitment and hiring of employees. To secure an informed consent to participate, the purpose, procedure and implications of the study were detailed. The researcher coordinated with the employer in regard to the available time frame to conduct the site visit and interview. This action facilitated the acquisition of information without interrupting the employer's regular activities. For this unit of analysis the researcher used an informal open ended guided questions protocol with the person responsible for the recruitment and hiring of PWD. The researcher took field notes, made observations of the sites accessibility, inquired about employment recruiting practices, employment policies and management styles.

Fifteen employees with motor impairments were identified from the selected employers participating in the study; however, due to saturation, only seven employees were interviewed. To participate in the study, the employee must have had at least three months of consecutive employment and must consent to have a family member interviewed who should not be an employer's family member. The researcher contacted the employees and explained the purpose, procedure and implications of the study. Once consent to participate was secured, a meeting was arranged with the subject to conduct an in-depth interview. An informal open question protocol was used as a guide during interviewing. Accommodations, such as interviews by phone or several time frames to complete the interview, were available upon employee's request, but these were not requested.

Family members, as identified by the employees during the interview, were contacted for an interview on a later day. To minimize bias, the family members that emerged as most supporting to the PWMI employment integration during the interview were considered to be interviewed. The researcher contacted the family members to explain the objectives of the study and to confirm their participation. As with the employee, the researcher arranged for a place and time to conduct the interview and conducted the in-depth interview using an open ended questions protocol interview guide list.

Data Collection Tools and Ethical Considerations

The researcher is the main tool in qualitative data collection. The data for this study were collected through in-depth interviews, documentary data and observations. The qualitative interviews allowed for a better understanding of the experiences and descriptions of the social and political processes of the people participating in the study (Rubin & Rubin, 2005).

As mentioned above, a guided questions protocol aided the researcher in obtaining relevant information about the questions, topics and issues covered during the interview (Patton, 2002; Rubin & Babbie, 2001). It is emphasized that this guided question protocol did not follow a linear process as the nature of questions evolved. However, the structure of the interview did follow Rubin and Rubin's (2005) responsive interviewing model that combines "main questions, follow up questions, and probes" (p.129). The interview data incorporated observations, documentary data when available, and contextual information to add support to the case studies (Patton, 2002).

To secure maximum participation, freedom of information, ethical practices and thoroughness in scientific social research, the researcher ensured that both the environmental

and attitudinal conditions were appropriate in which to conduct the interviews and data analysis. A written consent to participate was developed by the researcher and submitted for approval to the university's Institutional Review Board to ensure that no harm or stress was done to the subjects willing to participate in the study. The consent included a concise but clear Spanish explanation about the procedure, purpose, and implication of the study and the reassurance that there was no reprisal if they wished not to continue their participation in the study. It also specified the confidentiality and anonymity of their responses according to the subject's rights and as far as possible within state and federal laws. To secure the accuracy of the responses, the researcher, upon subject's approval, did record the interview using digital tape recorders. Notes were taken to obtain relevant information and as a support and preventive measure for recording failure. The recorded data was transcribed and the researcher assigned a number to the written document to secure the anonymity of the subjects. Individual case files for all case studies were stored by the researcher in a locked cabinet.

Methods of Analysis

The literature reviewed highlighted the importance of utilizing a qualitative multimodal methodological approach for investigating the synergy between impairment, society and the environment, as they encourage effective social and employment integration practices. In addition to the theoretical knowledge base in human behavior in social and organizational environments, the investigator must possess the ability to identify the singularities and the regularities of these singularities to understand the phenomenon of employment integration. The views of people with motor impairments, their families, employers and employment agents are fundamental in determining what would be the best

conditions to obtain and maintain employment. Strauss, Anselm, and Corbin (2003) attest that “it is not the researcher’s perception that matters but rather how research participants see events happening” (p. 47).

Recognition and understanding of the phenomena studied must be articulated into a coherent model with practical implications. For the proposed study, this implies articulating the findings into suggestions to strengthen the program processes and social initiatives promoting the equal access to employment opportunities for people with disabilities. This section explains the process of analysis that aims at attaining this objective. It is, however, important to emphasize that proposed phases do not imply the adherence of a linear process but rather a reference to guide the process of analysis.

Patton (2002) noted that the case analysis is a process where the data is organized by “specific cases for in-depth study and comparison [that are] holistic and content sensitive” (p. 447). He added that the analysis process results in a product that is a case study.

The proposed research consists of a layered study that considers a series of case studies that are the agent of employment, people with motor impairments, their families, and their employers. For the Agent of Employment (CREE), the proposed case study of the organization includes an examination of its service processes. The aim of this examination is to “assess the fidelity and effectiveness of a program’s implementation” (Rossi, Lipsey, & Freeman, 2004, p. 56). This encompasses systematic interviewing and observations to identify staff roles and practices that influence program implementation, the rationale of the program, its objectives, and the intended impact of the employment integration program.

To enhance the social understanding of the phenomena being studied and to find the best practices that will strengthen the actions and policies of a just and effective job

developing system for people with motor impairments in MMA, the use of a grounded theory method of data analysis was used. With this method, the researcher begins with an area of study and allows the theory to emerge from the data that is systematically gathered and analyzed through the research process (Strauss & Corbin, 1998). These authors assert, “Theory derived from data is more likely to resemble the ‘reality’ than is theory derived by putting together a series of concepts based on experience or solely through speculation” (how one thinks things ought to work) (Strauss & Corbin, 1998, p. 12). The process of analysis conforms to the basic guidelines suggested by Miles and Huberman (1994) that encompasses the collection, reduction, and cross-checking of data.

Auerbach and Siverstein (2003) identify the following three phases in the mechanics of coding using this method: (1) making the text manageable, (2) hearing what is said, and (3) developing theory. The same authors noted that “the central idea of coding is to move research from raw text to research concerns in small steps, each steps building on the previous one” (p. 35).

It is important to emphasize that to conceptualize and understand a job developing system and subsystems associated with it, the data gathered must be more than descriptive. To the researcher, this means to be cognizant of subtle yet noteworthy data nuances and to be engaged in an ongoing content analysis to weigh and combine the qualitative data into meaningful categories (Rubin & Rubin, 2005; Patton, 2002; Corbin & Strauss, 1998).

For the proposed study, upon data transcription, the researcher read the texts and commenced the microanalysis process: “a detailed line-by-line analysis to generate initial categories (with their proportions and dimensions) and to suggest relationships among categories; a combination of open and axial coding” (Strauss & Corbin, 1998, p. 50).

During the first phase of the analysis, *open coding*, the researcher identified the core consistencies and meanings that could be interpreted as important concepts and themes (Rubin & Rubin, 2005; Patton, 2002; Strauss & Corbin, 1998). Upon completion of the data reduction, a record for each case studied was developed to aid in the organization of classified data and the construction of a case based on findings (Patton, 2002).

The second phase involved the process of axial coding. Strauss and Corbin (1998) noted that axial coding has the purpose “to begin the process of reassembling data that were fractured during open coding” (p. 124). For this study, the responses of the subjects, as noted in the methodology section, were individually analyzed and then cross-cased and comparatively analyzed for each unit. The importance was to discover the way the categories related with each other (Strauss & Corbin, 1998). The approach involved examining the data systematically to identify the specific parts and then to see their relationship as they compare to the whole (Rodriguez-Gomez, Gil-Flores, & Garcia-Jimenez, 1999). During this phase several concepts emerged and new categories were established according to properties and dimensions (Strauss & Corbin, 1998). The number of categories was determined once the researcher assessed for *theoretical saturation*, that is, when the data no longer yields any new information or categories (Glaser & Strauss, 1967; Strauss & Corbin, 1998; Corbin, Auerbach, & Silverstein, 2003).

Once the regularities (repeated theme and concepts) within each cross-case study of the unit of analysis were identified, they were grouped together to identify the emergent general categories that precludes the development of a theoretical construct (Patton, 2003). As Patton suggests these categories are then judged based on “internal homogeneity and external heterogeneity [the former relates to] the extent to which the data that belong to a

certain category hold together [and the later to] the extent to which differences among categories are bold and clear” (p. 265). In addition, the relationship among categories will contribute to the development of hypotheses (Strauss & Corbin, 1998). However, those hypotheses should be answered within the same analytical process.

The third phase involved the identification of a central category, that is, a category that has an analytic power, a conceptual category that holds other categories together into an explanatory whole (Strauss & Corbin, 1998). Having accomplished this, the researcher proceeded to compare his findings with the reviewed literature. The result of this analysis was integrated into recommendations aimed at enhancing the employment integration interventions services of PWMIs, encouraging disability research, and contributing to the advancement of employment integration policies for people with disabilities in the state of Nuevo León.

The researcher initially considered the use of a qualitative computer program (*Ethnograph v 5.0*, 1998). The qualitative analysis, however, was conducted in a similar reflexive manner as the one which is facilitated by qualitative software, as described earlier: an initial coding system going from simple action-coding, to more complex coding categories (axial coding) up to the more general categories (main categorization), just as the categorization process which is possible using qualitative computer software as the *Ethnograph*.

CHAPTER IV

ANALYSIS OF FINDINGS

The purpose of this study is to determine the roles of the employer, family, agent of employment and people with motor impairments as they influence a job placement system for people with disabilities in Monterrey, Mexico. Presented in this chapter are the findings and analyses of the case studies that constitute the sub-units of the job placement system in question. It is divided into five sections representing four case studies with their own particular categories, themes, and analysis. The fifth section discusses the emerged central categories that form the conceptualization of the job placement system.

In-depth interviews of the agent of employment—the DIF-CREE employment integration program—the employers, the employees with motor impairments, and the employees' families, all formed the basis for this study. The agent of employment group included state and federal employees with administrative, direct service, and support responsibilities for the employment integration program for people with disabilities. The employer group consisted of employers that represented international and national manufacturing, service companies, and a governmental public service institution. The employees group was made up of employees with a wide range of motor impairments—congenital or acquired conditions—that used a wide range of mobility aids (e.g., wheelchairs, prosthetics, braces, support canes and crutches). The family group reflected a wide range of

socio-demographic characteristics; all but one respondent was female. Observations, field notes, and documents complemented the researcher interviews.

To protect the informants' confidentiality no identifying personal information was used; an informant nomenclature was randomly selected for each study. Statements in Spanish were cited verbatim, with the English translation highlighted in italics. This was done to respect the purity of the language and to document precisely what the participants of the study said, an important element in interpretative validity (Johnson, 1997).

Thorough attention was paid to transcript coding and content analysis. The analyzed case studies revealed 13 categories and 43 corresponding themes. The key categories and themes that emerged from and characterized each case study were analyzed, discussed, and illustrated in tables: Table 3, Agent of Employment; Table 4, The Employer; Table 5, People with Motor Impairments; and Table 6, The Families. When cross-cased and analyzed, the process contributed to the identification of key categories. Upon further analysis and contrast with the literature, this process formed the central tenets influencing the job placement system, a process that conformed to what is understood as theoretical validity (Johnson, 1997).

Agent of Employment Case Characteristics

The availability of employment services is important to people with or without disabilities. These services provide specialized programs to facilitate employment integration and fulfill the needs of those seeking employment. Efficient employment programs are those that can match the needs and skills of a potential employee to the needs of an employer within a given market. This process proves challenging in the highly competitive and changing labor market in Monterrey, Mexico. It is important to determine

and understand the needs, attitudes and perceptions of the employer, family, and people with disabilities to plan, develop, and implement effective employment integration services for people with disabilities in this region. This is a challenging endeavor that has been addressed by the DIF-CREE employment integration program, the only governmental entity responsible for the evaluation of work abilities, job developing, and job placement services for PWD in the state.

Cultural Categories Relevant to Employment Integration

Every culture has its own belief systems that influence service to its members, both with and without disability. Significant to the social development and advancement in a culture is that people have a job. However, not everyone has equal access to employment opportunities. This is a discrepancy that a society often addresses through state programs. Although well-intended and sometimes well-designed, these programs face market rationalities and are influenced by the belief system of the state constituency. It can pose a challenge for the most oppressed members of society—in this case, people with disabilities. This study addresses the most significant social arguments concerning disability and employment by the state agent of employment integration program staff in Monterrey, Nuevo Leon, Mexico. The researcher emphasizes that this analysis reflects a snapshot in a given time frame.

Lack of a Disability Culture as a Basis of Employment Disadvantages

The agent of employment believes that lack of disability culture is a significant deterrent to employment opportunities for PWD in the region. The agent noted that this lack

of awareness permeates all levels of society and is responsible for shaping the perception of families, employers, people with disabilities, and services providers that associate impairment with inability. This factor influences a person's exclusion from participating in society, most notably being employed. This is an issue with negative social consequences that should be addressed by raising the consciousness of society. Agent of employment assertions 1 and 3 best affirm this analysis:

EA 1. I believe that, well, trying to enable ourselves much more and be convinced that only those who do not want cannot do nothing, to have a work culture and to recognize the limits of disability, man from its conception is, well, have to work, in whatever condition but had to work, persons with different abilities throughout history had to work, nothing else than society is limiting them, and that is the culture we have, disabled is the one who cannot do nothing, are the people that should be watching television at home, this, overprotected because they cannot and that really is a fallacy, this is a social error in our country

Yo creo que, este, tratando de capacitarnos un poco más nosotros mismos y estar más convencidos de que solamente no puede hacer nada el que no quiere, tener una cultura para el trabajo y reconocer los límites de la discapacidad, el hombre desde su concepción es, este, ha tenido que trabajar, en las condiciones que sean pero ha tenido que trabajar, las personas con capacidades diferentes a lo largo de la historia han tenido que trabajar, nada más que la misma sociedad es la que las ha estado limitando, y esa es la cultura que tenemos, discapacitado es el que no puede hacer nada, es la gente que debe estar en su casa ahí viendo la tele, este, sobreprotegiéndolo porque no puede y realmente esa es una falacia, ese es un error social en nuestro país

EA 3. Many people that do not know about disability are not aware, this, how capable they are (the PWD), do not know about the capacity of the person. You say this is a person with a disability, cannot do anything; I believe that is culture, sensibility, accessibility. I believe that these are the factors mainly is culture that we should encourage. Now we are working on that in fostering a culture of respect, of acceptance to persons with a disability. To be included in all ambits; we are working on that.

Mucha gente que no conoce de discapacidad no sabe este hasta donde son capaz, no conocen sus alcances de una persona. Tu dices esta es una persona con discapacidad, no sabe hacer nada; yo creo que es cultura es sensibilidad, accesibilidad. Yo creo que eso son los factores sobretodo es cultura que debemos de fomentar. Ahorita estamos trabajando en eso en fomentar una cultura de respeto de aceptación a las personas con discapacidad. De que los incluyan en todos los ámbitos. Estamos trabajando en eso.

Accessibility as a Major Obstacle to Employment Opportunities

According to the agents of employment, it is the difficult and obstructed access to public buildings in Monterrey, combined with a transportation system that is expensive and unmodified to the needs of people with motor impairments that hinders access to education, job placement, and job preservation. People in wheelchairs are the most affected. Sometimes, even where inclusive programs have been adopted, people with motor impairments have no viable access. The agent of employment asserts that motor impairments do not cause a person's inability to work but it is the architectural challenges. Therefore, it is essential that efforts be made to remove architectural barriers, to promote effective transportation systems, and to facilitate equal physical access to education and thus, employment opportunities. AE 2, AE 6 and AE4 best affirm this analysis.

AE 2. I believe that education is important, at all levels, true, the fact that you are on a wheelchair as a musculoskeletal consequence such as poliomyelitis is not a motive for the people to not work, the fact of been in a wheelchair and having educational establishment not accessible for these children limits the education level of these kids and almost always they remain with low education levels, here many of the schools are two stories or have staircases, the mothers cannot with the children and their wheelchairs, neither the teachers are available to help the children on wheelchairs, then there is no other for this children but to say home true?, watching TV, there are sidewalks badly designed without ramps, they constitute architectural barriers for the free access of these kids and in schools too, even their own home are not built to have or house people with different abilities on wheelchairs

creo yo que es importante es la educación, a todos los niveles, verdad, el hecho de tener una silla de ruedas por una consecuencia músculo-esquelética como pudiera ser la poliomielitis no son un motivo para que la gente no pueda trabajar, sin embargo, el hecho de verse en una silla de ruedas y al haber planteles educativos sin accesos para estos niños limita el nivel educativo en estos jóvenes y se quedan casi siempre con niveles educativos bajos, aquí muchas de las escuelas son de doble planta o tienen escaleras, las mamás no pueden con los niños y la silla de ruedas, ni los maestros están dispuestos a ayudarles a estos niños, entonces los niños pues se.., no hay otra más que quedarse en la

casa ¿verdad? viendo la tele, hay muchas banquetas mal trazadas, sin rampas, constituyen barreras arquitectónicas para el libre traslado de estos jóvenes y en las escuelas también, en las mismas casas no están construidas para tener o albergar a gentes con capacidades diferentes en silla de ruedas

AE 6. Sometimes, in regard to motor aspects for example, for wheelchairs the main obstacle is accessibility. I struggle much to integrate people on wheel chair because accessibility, because a person with a wheelchair needs transfer by taxi, or own vehicle, this imply a fuel cost or an expense that they cannot pay

Algunas veces, en los aspectos motrices por ejemplo, cuando son silla de ruedas el principal obstáculo es la accesibilidad. Yo batallo mucho para incorporar a gente con silla de rueda por accesibilidad, porque una persona con silla de ruedas necesita que se traslade en eco-taxi, o bien en vehiculo propio, que eso implica un gasto de gasolina o un gasto de pagar y no le es tramitable lo que pueden pagar.

AE 4. in public buildings, in hospitals, in some hospitals, you go to a, the public hospital and have to take down 50 stairs, where is the accessibility?, in companies, there are companies that are, that have inclusive programs but they're lacking much in regard to accessibility, there are companies doing it but others not, and many companies that are, sorry, including, include but not with motor disabilities

en edificios públicos, en hospitales, en ciertos hospitales, usted va a una, a un seguro social y tiene que bajar como 50 escaleras, ¿dónde está la accesibilidad?, en empresas, hay empresas que son, que tienen programas incluyentes y les falta mucho en cuestión de accesibilidad, de rampas y de accesibilidad, que hay empresas que lo están haciendo, pero hay otras empresas que no, y muchas de las empresas que están, perdón, incluyendo, incluyen no con discapacidad motora

Family Beliefs System/Socioeconomic Level Contrast as Influential to Employment Outcomes

Agents of employment consider the family to be the most fundamental social institution influencing the attitudes about work and disability. They identified two distinct family characteristics that facilitated employment opportunities for people with motor impairment: (1) family beliefs and values and (2) family socioeconomic level. Family's beliefs can be passed on to children and how a family deals with disabilities influences other relatives in the same situation, and can help to instill in them self-confidence and

independence. The agents feel that a family's education level and access to resources are strongly linked in families with a high socioeconomic level. This finding suggests that disability is dependent upon and maintained by the beliefs and value systems in society. The implication of this finding in disability policy, program development and the provision of family interventions and education services merit further research. AE 7, AE 2 and AE 3 best affirm the analysis.

AE 7. Is much the insecurity they have about themselves, many since they were little, I feel that the family makes them insecure, like they are overprotected, I see that much

es mucha la inseguridad que tienen con ellos mismos, o muchos desde que están chicos, yo siento que la familia los hace inseguros, como que están sobreprotegidos, yo veo mucho eso

AE 2. (observed socioeconomic level) The middle level, middle-high, and very high almost always tend to procure the independence and social integration of the children with disabilities, rehabilitating them, they deal with them, and educate them in contrast to the lower economic status, this may be related to the education that parents of these kids received and this has come from generation to generations and conveyed from parent to children and if there has been a person with different abilities in the family in the family, well (the person) is overprotected or relegated because in quotes their uselessness, true?, being the have nothing of useless

(observación nivel socioeconómico) el medio, medio o medio alto, muy alto tiende casi siempre a buscar la independencia y la integración social de los hijos discapacitados, los rehabilitan, los tratan, los educan a diferencia de los status económicos más bajos, esto tal vez se deba a la educación que recibieron los padres de estos muchachos y esto ha venido de generación en generación y se ha transmitido de padres a hijos y si ha habido alguien con alguna capacidad diferente en la familia, pues se sobreprotege o se relega por su inutilidad entre comillas ¿verdad?, que no tienen nada de inútiles

AE 3. Because a person or a youth that have resources, they take him to the university or high school. He prepares because he has these amenities they have even a caretaker many times to assist hi to go up and down, to move, to carry the books or don't know. They have more access to education, they are more prepared. Therefore logically when you are going to employ someone you take the one that have more training

porque una persona o un muchacho que tiene recursos, a el lo llevan a la universidad a la prepa. El se prepara porque si tienen esas facilidades traen hasta un cuidador muchas

veces para que le ayuden a subir bajar, a moverlo, para que le cargue los libros o no se. Ellos tienen más acceso a la educación, están más preparados. Entonces lógicamente cuando vas a emplear a alguien pues te vas con el que tiene más preparación.

Employers Disability Knowledge as Influential to Employment Outcomes

The agent of employment noted that often disability was synonymous with wheelchairs, a condition that was associated with special accommodations and an economic burden to a company. Employment opportunities were often limited because employers were unaware of how the labor laws applied to the hiring of PWD. Many employers were not comfortable interacting with people with disabilities and that in turn, limited their getting a job.

These findings suggest the need to address the concerns of the employers in regard to employment and disability issues and the provision of a legal framework that protects the employer as well as the PWD. The agent of employment emerged as an employer's educator and as an advocate for the people with motor impairments. AE 1 an AE 6 best affirms:

AE 1. Relating a disability with wheelchairs, they say is that I do not have the area accessible and then we have to explain that a disability not only include persons with wheelchairs but also can be can be persons on crutches, can be a person with a cane, persons with sensory disabilities, a person who has a visual weakness also is a person with a disability then when we show them an overview of what a disability is, this, we remove that, truly say the stigma.

las preocupaciones principales son, que relacionan la discapacidad con silla de ruedas, esas son las principales preocupaciones, dicen ellos es que no tengo el área accesible y en ese momento nosotros les tenemos que explicar es que discapacidad no incluye únicamente personas con silla de ruedas pueden ser personas con muletas, personas con un bastón, personas con discapacidad sensorial también, una persona que tiene debilidad visual también es una persona con discapacidad también entonces cuando les mostramos el panorama de lo que es la discapacidad, este, quitamos ese, estigma se dice verdad

AE 6. *If they have to hire them with a different modality. According to the seguro social (public health) laws. Also they ask if they, within the seguro social laws the way work accidents are labeled if hiring a person with a disability will increase the premium they have to pay for them to do their job, as those law aspects worries them much. The issue of security too, how they will do with all they have on security. As an example, they have to get used to evacuation drills in case of fire, how they will do this with people on crutches or wheelchairs. How should I treat them, can I tell story about their disability or no? That's what they ask a lot, do I have to put them on morning schedule or afternoon schedules, if they have to do a special schedule.*

Lo que pregunta es por ejemplo, si los tiene que contratar con una modalidad diferente. De acuerdo a las leyes del seguro social. También preguntan que si ellos, dentro de las leyes de seguro social la manera como se califican los accidentes de trabajo si el hecho de incorporar una persona con un impedimentos motriz le va a aumentar las primas que ellos pagan por hacer su trabajo, como que esos aspecto de la ley les preocupa mucho. La cuestión de seguridad también, como le van hacer con todo lo que ellos tienen de seguridad. Por ejemplo, tienen que estar acostumbrados a hacer simulacros de evacuación en caso de incendio, como le van ha hacer con la persona con muletas o sillones de rueda. Esos aspectos son los que los inquietan bastante. También como los van a tratar. ¿Como los voy a tratar, puedo hacer bromas acerca de su discapacidad o no? Eso preguntan mucho, los tengo que poner en horarios de la mañana o en horarios de la tarde, si tienen que hacer un horario especial.

Personal Disability Experience as Influential to Employment Outcomes

The agent of employment noted that attitudes toward disability and employment varied among people with motor impairments. These attitudes surfaced during the job placement process and related to their own notion of ability. Often a program participant manifested low self esteem and trepidation when applying for employment. Such behavior might indicate that the disability had been internalized by that person. Notably among the most affected were persons who had recently experienced impairments. Although family support and other rehabilitative services proves beneficial in promoting positive attitudes, it is only when persons recognizes their own abilities and potential that an active and meaningful participation in employment activities is possible. This finding underscores the

importance of skillful vocational counseling skills as a tool for participant empowerment and successful work integration. AE 6 and AE 3 best affirm this analysis.

AE 6. First is that they be convinced that they can that is many people come with this idea but others come with fears with qualms. Opportunities are given and they are pleased, there are people that call me wanting to work but when I present it to them for some reason they do not accept the employment or accept it and quit right away. I believe that the first challenge is that they are convinced that they can...the first challenge is for them to be convinced that they are different, but not because that they are worth less than others even when others could compete with them it does not going to affect them much. The main challenge is within them, to have a strong self concept that allows them to be integrated.

El primero es que ellos estén convencido de que si pueden o sea mucha gente llega con esa idea pero otros llegan con miedos con temores. Se le dan las oportunidades y están muy gustosos, hay alguna gente que me llama que ya quiero trabajar pero que cuando se la presento por alguna razón ya no aceptan el empleo o lo aceptan y luego renuncian. Yo creo que el primero reto es que estén convencidos que si pueden... el principal reto es de que ellos estén concientes de que son diferentes, pero no por eso valen menos que los demás aun cuando los demás le puedan hacer alguna competencia no le va a afectar tanto. El principal retos están en ellos, tener un concepto en si mismo fuerte que le permitan poder integrarse.

AE 3. Definitely it affects their plan, their self-esteem. That is a limitation that I say we all could have, the psychological issue and how it affect emotionally. Definitely that is, I am talking about some people who acquired a disability because an accident or disease and were left, that are living a normal life and because an accident o illness remain on a wheelchair. I believe that is a limitation that takes time to overcome. But once overcame what is the emotional and with rehabilitation, that they get the means and family support this many people maybe return to a normal life or return to their activities.

Definitivamente les afecta mucho en el plan, en su autoestima. Esa es una limitante que tiene digo yo creo que todo mundo la tendríamos. La cuestión psicológica de como le afecta emocionalmente. Eso es definitivamente, estoy hablando de alguna gente que ha adquirido una discapacidad por algún accidente o enfermedad y que se ha quedado, que llevan una vida normal y por cuestiones de algún accidente quedaron ya en una silla de ruedas. Yo creo que es una limitante que si se tardan tiempo en superar. Pero ya una vez la superan que es lo emocional y con una rehabilitación, que se le de la facilidad y el apoyo de la familia este vuelven a lo mejor mucha gente vuelven a su vida normal o vuelven a sus actividades.

Agent of Employment Intervention Processes

The agent of employment emerged as the fundamental intermediary between the person seeking employment and the employer. The job placement program was the intervention process aiming to fulfill the needs of the prospective employee and the employer. The content analysis revealed three significant themes of the agent of employment that elucidate the program direction toward achievement success: (1) program strengths, (2) program needs, and (3) recommendations for program improvement. These identified themes emerged as significant issues in the employment integration process and conveyed the agent of employment's requirements to maximize the quality of service.

Selective Job Placement as Preferred Employment Model

Selective job placement emerged as a central employment model, where the participant's abilities are matched to the job requirements. To ensure a job match the agent of employment used a variety of assessment tools to make sure the prospective employee qualified. Only those program participants that qualified for competitive employment (i.e., people with motor impairments that could compete with any other person for the same position) were more likely to be placed. Selective employment leaned toward the needs of the employers because they are reluctant to make accommodations. AE 2 and AE 6 best affirm the finding analysis.

AE 2. It is selective placement, that is, we are not going to send anyone to a job position that demand more than their abilities...this is the way we explain to the employers, that they should not fear if we send them a worker because according with the tests that we performed yes they can meet the demands of the position, and the risk that could happen in the process, well do not exceed the ones all us could have.

la colocación es selectiva, o sea, no se va a enviar a nadie a un puesto de trabajo que le exija más de sus capacidades... así se lo explicamos a los patrones, que no deben tener temor si nosotros le estamos enviando un trabajador porque de acuerdo con las pruebas que nosotros les realizamos sí pueden cumplir con las exigencias del puesto, y el riesgo que pudiera tener en el traslado, pues no supera el que pudiéramos tener cualquiera de nosotros

AE 6. Now we are responding to the needs of the employer, the employer is not doing any modifications, there is the position, the position is well defined, it is not adapted to the people, the people has to adapt to the position...that is, the candidates that responds to the needs of the employers are the one placed, we have not been able to place the others.

y horita estamos nosotros respondiendo a las necesidades del empleador, el empleador no esta haciendo ninguna modificación, hay esta el puesto, el puesto esta ya bien definido, no esta adaptado a la gente, la gente se tiene que adaptar al puesto...o sea, los candidatos que responden a las necesidades del empleador son los que se colocan, los otros no los hemos podido colocar.

Evaluations as a Valued Job Placement Program Tool

A participant's comprehensive pre-employment evaluation (e.g., psychological, medical, and abilities assessments) was pivotal to the success of employment program placement and integration. The agent of employment noted that the evaluations benefited not only the applicant, but also the employer. To the applicant it revealed his/her abilities and potential. To the employers the evaluation served as an endorsement that a prospective employee met the requirements of the position. Employers looked for a worker who was socially responsible, averted work related injuries, and who would minimize economic loss. This process can be of great value in matching the person with a job when the evaluation capitalizes on personal abilities not inabilities. The noted assertions of AE 3 and AE 6 do confirm this analysis.

AE 3. *Here we invite them to have that evaluation done. So their abilities can be evaluated. Often they do not know how much they can do. The same persons do not know what limits them or their limitations. I can do these things up to here or I cannot do them, it is going to help me or it is going to harm me. Sometimes the type of employment has to agree with the disability. And here the evaluation is done to match what is the person as much as the employment. And be it so comprehensive. The people come and also they are medically evaluated, they see a physician and an evaluation is done, and afterward what is a psychological evaluation is done, and there then the labor integration.*

aquí se les invita a que vengan hacer esa evaluación. Para que se les evalúe sus habilidades. Muchas veces no conocen hasta donde pueden hacer. Las mismas personas no saben sus limitantes o sus limitaciones. Yo puedo hacer estas cosas hasta aquí o yo no lo puedo hacer, me va ayudar, me va a perjudicar. A veces el tipo de empleo tiene que ir de acuerdo a la discapacidad. Y aquí se hace evaluación de empatar lo que es tanto a la persona con el empleo. Y que sea integral. Viene la gente y se evalúa médicamente también, entran con un medico y se les hace una evaluación, y después se hace lo que es la evaluación psicológica, y luego ya lo que es la integración laboral.

AE 6. *Yes we get people placed we do not struggle finding companies, companies on their own they come. Now the needs are to find specific offers for people who have not been placed. But anyhow the employers keep coming, on their own they come. Another thing that had impact is the evaluation process. The companies are interested to have our letter. Many companies do not hire unless they have a letter from DIF. Often the process has been completed the people finished the assessments but they want the letter from the DIF. Then this is something that has been earned and has an impact, the evaluation process. Providing that letter the result of the evaluation that is something valued out of here.*

si se logra colocar gente no se batalla para buscar las empresas, las empresas solitas vienen. Horita lo necesidades de buscar ofertas especificas para los que tenemos sin colocar verdad. Pero como quiera los empleadores vienen, solitos vienen. Otra cosa que ha impactado es el proceso de evaluación. A las empresas le interesa tener un una carta de nosotros. Muchas empresas no contratan si no llevan una carta del DIF. A veces ya esta el proceso la gente termino los exámenes pero quieren una carta del DIF. Entonces eso es algo que se ha ganado y ha impactado, el proceso de evaluación. El proporcionar esa carta ese resultado de la evaluación eso es algo que se valora fuera de aquí

Internal and External Support Services Access as a Valued Program Strength

The agent of employment utilized internal and external services to maximize prospective employees' integration opportunities. Internal support services included a

comprehensive pre-employment evaluation (e.g., having access to psychological evaluations, social work and orthopedic services). The evaluation helped PWD to identify the capabilities needed to compete in the labor market. External support included training and placement through collaboration with other state and federal institutions. These collaborations proved particularly beneficial by promoting a shared responsibility for integrating people with disabilities into the labor force and by curtailing the duplication of services among governmental institutions. AE 6 and AE 5 best affirm the analysis:

AE 6. The STPS supply as much as candidates for evaluation as well as companies that want to hire. I believe that the STPS sent 50% of candidates as well as 50% of the companies are sent by them. They say these businesses want to work with people with disabilities, there we go then. Aside that they have a program that allows them to channel people for training that is paid for, as I told you, for employment seekers.

La STPS nos suministra tanto con candidatos para a evaluación como empresas que quieTren contratar. Yo creo que el 50% de candidatos los manda la STPS al igual que el 50 % de las empresas ellos nos los mandan. Ellos nos dicen estas empresa quieren trabajar con personas con discapacidad, entonces nosotros vamos. Ellos si son un buen proveedor de clientes. Aparte que ellos tienen un programa que los permiten canalizar a la gente con algún curso de capacitación que este pagado, lo que te comentaba, para buscadores de empleo.

AE 5. Sometimes person with disabilities have needs, as an example, hearing or orthopedic equipment and the DIF have other department that support, or occasionally they come with a wife with a child as well we direct them to another place to get more support...we direct them here, we send the person with a psychologist to have that first contact before work, as sometimes is needed. As once we had, I heard my partners, I think that the person had an amputation, but never in life had rehabilitation. The person need first go thru physical rehabilitation, psychological and afterward labor integration.

a veces las persona con discapacidad viene con necesidades por ejemplo, equipo auditivo u ortopédico el DIF tiene otro departamento que se le apoya, o a veces vienen la esposa con un niño igual se le da apoyo se les canaliza u otro lugar para que le den un apoyo mas...se canaliza primero aquí, se manda con el psicólogo para que la persona tenga ese contacto con el primero antes del trabajo, porque ha veces lo necesita. Como nos toco una persona escuche a mis compañeras, la persona creo que tenia una amputación, jamás en su vida había tomado rehabilitación. La persona necesita pasar primero por un tiempo de rehabilitación físico, sicológicos y ya después incorporar a lo laboral

Employment Supply/Employment Demand
Placement Dilemma

One of the biggest challenges in placing PWD is matching the jobs available to the prospective employees; these employees often outnumber offers available. The employment disparity usually reflects a market that requires highly educated and skillful labor. This often contrasts with PWD who have limited education and skills to match the market demands. A good example of this is seen in changing dynamics in Monterrey's labor market, which is shifting from manufacturing (manual labor) to service-oriented high technology. Consequences of this market shift merits further research and the need of collaborative efforts among education, disability, and labor policy makers to ameliorate this type of unemployment. AE 2, AE 3, and AE 6 best represent this finding:

AE 2. The factories, the companies are changing, they are becoming technically up to such level that people that are not disabled will become disabled once they finish a professional career, the competitive aspect, the professional profile often disabled these persons and force them to work on things that they did not have in mind, the, to someone who does not have education is at a low level, educationally speaking, with limited work experience, I believe that the opportunities are becoming, are becoming smaller.

las fábricas, las empresas están cambiando, se están tecnificando al grado de que muchas personas que no son discapacitadas se vuelven discapacitadas cuando terminan una carrera profesional, el aspecto competitivo, el profesionista de su perfil en ocasiones discapacitan a estas personas y los obligan a trabajar en cosas que ni siquiera tenían en mente, entonces, para alguien que no tiene educación está en un nivel bajo, educativamente hablando, con poca experiencia laboral, yo creo que las oportunidades van siendo, van siendo menores

AE 3. We have phenomenon now that we have seen it. We have people with disabilities but we do not have employment in accord to that person with a disability. And we have employment but there are no people, the employment and demand are not matching. The offer and demand. That is I have people with disability that do not have the profile of the employment position that I have. Now then we are in this disjunctive, yes I have positions and have persons but they don't match, because they don't have that profile.

Tenemos un fenómeno ahorita que lo hemos visto. Tenemos gente con discapacidad pero no tenemos el empleo de acuerdo a esa persona con discapacidad. Y tenemos empleo pero no hay gente, no están empatados el empleo con la demanda. La oferta y la demanda. O sea tengo gente con discapacidad que no cubre el perfil de las vacantes que tengo del empleo. Entonces ahorita estamos en esa disyuntiva, si tengo vacantes y tengo personas pero no se empatan. Porque no cubren ese perfil.

AE 6. The education, they ask much for this with a technical career or professional. The people that come here with a professional career immediately we place them... because there is much need for professional people with disabilities and they aren't. And as well that they should not have upper limbs problems. That are easy to place and sometimes we do not have them.

la educación. Nos piden mucho este con carrera técnica educativa o profesional. La gente que viene aquí con carrera profesional inmediatamente la colocamos... Porque hay mucha necesidad de gente profesionista con discapacidad y no hay. Porque hay mucha baja escolaridad que se tiene. Y también la gente que no tenga problemas en miembros superiores. Que fácilmente se coloquen. Quieren mucha gente así y algunas veces no la tenemos.

Census of the Population as a Needed Resource for Effective Program Implementation and Planning

Collecting data is essential to integrating people with disabilities into the work force. It is crucial to identify the wants and needs of PWD. This could be done by taking advantages from the agent of employment intervention experiences and by having a census of the characteristics of people with disabilities within working age. This action supports the promotion of evidence-based research and program evaluations as important components of a responsible disability intervention program. It also emphasizes the benefits of disability and employment monitoring and management practices to secure the highest program standard and best available services. AE 3 and AE 6 provide the best narrative that affirms the aforesaid analysis:

AE 3. *I believe that a lack of strategy to find, you know what, to do a census. What do I want is to benefit the people, no? Really my impact goal is the benefit of labor integration, the person. I have to evaluate not the company; the company does not interest me right now. I want to evaluate the persons, what demands do I have from the persons, what the people are demanding, manage to get that need of the people that really want. Then in base of that demand make my strategies for the companies, and direct my work to those companies that are going to match the profile. We are now in that situation, we are integrating, we are working, but I think we need to press this more.*

Yo creo que es una falta de estrategia de buscar, sabes que a ver, de hacer un censo. Que es lo que quiero beneficiar a la gente, ¿no? Realmente mi meta de impacto es el beneficio a la integración laboral, a la persona. Yo tengo que evaluar no ha la empresa; la empresa no me interesa ahorita. Yo quiero evaluar a las personas, que demanda tengo de las personas, que me esta demandando la gente, recabar esa necesidad de la gente que realmente quiere. Entonces base a esa demanda crear mi estrategias para las empresas, y dirigir mi trabajo a esas empresas que me van a cubrir el perfil. Ahorita estamos en esa situación, si estamos integrando, estamos trabajando, este pero yo creo que tenemos más que retorcer esto.

AE 6. *At the program level, I believe that what is lacking is to document it. To take advantage of the experience that we have that is, I believe that there is much richness that have not been take advantages of as it should. To document in numbers that is we know that there is a big universe but we do not have the exact numbers. We do not have and exact count on how many people, of persons with disabilities of working age are in Nuevo Leon...I believe that if we have like a photograph of what is the population with disability of Nuevo Leon we could benefit enough to be able to do a good program parting from that*

A nivel del programa, yo creo que lo que hace falta es documentarlo. En aprovechar la experiencia que ya se tiene o sea, yo creo que hay una riqueza muy grande y no se ha aprovechado como se debe. En documentar en cifras o sea sabemos que hay un universo grande pero no tenemos cifras exactas. No contamos con un lapso exacto de cuanta gente, de personas con discapacidad en edad productiva hay en Nuevo León...Creo que si tuviéramos así como que una fotografía de lo que es la población con discapacidad de Nuevo León nos podría beneficiar bastante para poder hacer un buen programa partiendo de eso.

Limited Personnel/Program Effectiveness Contrast
Perceived Need to Improve
Service Delivery

Agent of employment staffs are satisfied with the employment integration program procedures, but they believe that to maximize the quality of this service more specialized

personnel are needed. Follow-up services and monitoring program effectiveness—tasks that allow measuring stakeholder satisfaction—and program revision according to market needs and population characteristics, emerged as essential services. Without follow-up the program misses the opportunity to measure the effectiveness of intervention and assessment of best practices. This is a “must” in a social services organization. AE 6 best represents the aforesaid analysis:

AE 6. I believe that the procedures are good. What we do is good. What is not enough is the number of people. I believe that if we could have a larger structure with this same procedure we could be able to do a better program. The procedures are fine because they have good results in relation to previous years and in relation with other organizations, the work that is been done is good, but yes we lack a larger structure to be able to provide to the universe we have...I would think that having more evaluators and people to provide follow-up to be able to modify the program according to the real needs, in accordance to what is working and what is not working to refine it. With a larger structure with the same program I know we can give better results.

yo creo que los procedimientos están bien. Lo que nosotros hacemos esta bien. Lo que nos es suficiente es el número de gente. Yo creo que si estuviéramos una estructura más grande con estos mismos procedimientos si pudiéramos hacer un buen programa. Lo procedimientos están bien porque si han tenido buenos resultado con relación a años anteriores y con relación a otras entidades, el trabajo que se esa haciendo aquí es bueno, pero si nos falta una estructura mas amplia para poder dar atención al universo que tenemos...yo pensaría que hubiera mas evaluadores y hubiera gente que diera seguimiento para poder estas modificando el programa de acuerdo a las necesidades reales, de acuerdo a lo que esta funcionando y a lo que no esta funcionado irlo depurando. Con una estructura más grande con este mismo programa se pudiéramos dar mejor resultados

AE 1. Unfortunately due to a lack of personnel we cannot reach this part and it is something that we are putting enough efforts for ehh, having more personnel we can do this type of surveys and follow up and know if a company is hiring, how many people do they have, if the are interested in hiring more people with disabilities or what have been their experience.

Desafortunadamente por la falta de personal no alcanzamos a cubrir esta parte y es algo en lo que nosotros estamos poniendo bastante empeño para que ehh, teniendo mas personal podemos hacer este tipo de encuesta y seguimiento y saber si una empresa está

contratando, con cuántas personas cuenta, si le interesa contratar más personas con discapacidad o cuál ha sido su experiencia

Education and Training as a Fundamental Intervention in Promoting Employment Integration

Education and training emerged as vital to employment integration in Monterrey society. Education about disability and employment should be facilitated through a joint effort by institutions. Disseminating information through mass communication accentuating positive characteristics of PWD was recognized as essential to expanding employment opportunities. Staff agreed that training provided collaboratively by the federal and state governments (*Secretaria de Trabajo y Prevision Social* and the *Consejo de Relaciones Laborales*) is an important aspect of the program for PWD who are not quite ready for competitive employment. For the program participants who are unable to participate in competitive employment, sheltered employment was recognized as a necessary complement to the employment integration program. These findings suggest the importance of addressing employment and disability issues by labor policy makers and education policy makers. The following assertions do affirm the analysis of finding:

AE 2. Education, education for parents, education for employers, i believe with can do this job in collaboration with the secretary of labor and with the state employment direction that will be, an advance true? To make a group and give them orientation or talk a little more in relation to disability to the employers that have interest in the topic, diffuse it, diffuse it through a television or radio program, brochures, give it a little more diffusion, I believe that that trusting in the aptitudes of the disabled worker and giving that strength to the employer we could have more strength than weaknesses, No?, right now there are more weaknesses than strengths

Educación, educación para padres, educación para empleadores, creo que aquí la labor que pudiéramos hacer en forma conjunta con la secretaría del trabajo y con la dirección estatal del empleo sería, un avance ¿verdad? hacer un grupo y darle asesoría o hablar un poquito más en relación a la discapacidad a los patrones que tuvieran interés en el tema,

difundirlo, difundirlo en un programa de televisión o en radio, en trípticos, darle un poquito más de difusión, pienso yo que confiando en la aptitud del trabajador discapacitado y dándole esta fuerza al patrón tendríamos muchísimas más fortalezas que debilidades ¿no?, ahorita son más las debilidades que las fortalezas

AE 3. Training. Often training is fundamental. Many people with disabilities do not have work experience. Another thing that can be, this, is the creation of sheltered programs, That they build their own workshop altogether with others. Right now as DIF we do not have, we have as an aim to establish a sheltered workshop for those that do not go out, for the PWD that are not for competitive employment, true. To them this will be of help...that is this one of the program that also brings the state government directly with the labor relation counsel. We direct the persons, the persons that come here that we know that with training can get employment we direct them there. It is a job that yes it is being done altogether with government.

La capacitación. Mucha de las veces la capacitación es fundamental. Mucha gente con discapacidades no tiene la experiencia en el ámbito laboral. Otras de las cosas que puede ser, este, es la formación de talleres protegidos. Que ellos crean su propio taller en conjunto con otros. Eso les favorecería. Horita nosotros como DIF no tenemos, tenemos marcado como meta armar un taller protegido para los que no salen, para las PCD que no son de libre competencia, verdad. Este para ellos le serviría mucho. . . Eso es uno de los programas que trae también el gobierno estatal pero que lo trae directamente el consejo de relaciones laborales. Nosotros dirigimos las personas, las personas que llegan aquí que sabemos que con una capacitación pueden salir al empleo los dirigimos allá. Es un trabajo que si se esta haciendo en conjunto como gobierno.

Program Evaluation as a Needed Action

Program evaluation is primary in assessing staff utilization and program efficiency, thereby enhancing service delivery. The agent of employment believes that this evaluation not only can identify the human resources needed but also actualizes the procedural and technical skills needed to advance the program's intentions. AE3 best represent these findings:

AE 3. I will recommend an evaluation of what we are doing, for what? So we can foster, impulse more, to improve more. Maybe the technology that we are using, not the method, because I think the method that we are using is working well.

yo recomendaría levantar una evaluación de lo que estamos haciendo para que? Este para poder fomentar, impulsar más, para mejorar más. A lo mejor la tecnología que estamos utilizando, no el método, pues yo creo que el método que estamos utilizando esta trabajando bien.

Integration Findings

Significant categories of PWD employment in general and their integration specifically in Monterrey, Mexico have been outlined. Findings expose the intricacy of disability and employment issues and elucidate the social and organizational conditions that could be used in future research and program evaluations. Table 3 illustrates the key categories and themes that emerged from the agent of employment case analysis. The summary of findings, when combined with the employers' and family cases, will form the core conceptual framework of a system that aims to facilitate employment participation of people with motor impairments in Monterrey, México.

The state agent of employment, DIF-CREE, noted that lack of disability culture in Monterrey society was primarily responsible for PWD exclusion from gainful employment. This lack of culture about disability defines the disabled person as "unable." This attribution has a distinct negative impact on the person, family and society. The lack of culture about disability is associated with the attitudinal and architectural limitations entrenched in Monterrey's populace. It is only when the collective community dispels this notion, sensibility to the needs of people with disability emerges, and more accessibility and opportunities become available. This is a noteworthy finding because it denotes that through an ongoing process of education society can change its perspective and evolve regarding disabilities issues.

Table 3. Agent of Employment Key Categories Relevant to Employment Integration of People with Motor Impairments in Monterrey

Agent of Employment Cultural Categories Relevant to Employment Integration	Agent of Employment Intervention Processes		
	Program Strengths	Program Needs	Recommendations
1. Lack of disability culture as a basis to employment disadvantages	1. Selective employment services as preferred employment model	1. Employment supply / employment demand placement dilemma	1. Education and training as a fundamental intervention in promoting employment integration
2. Accessibility as a major obstacle to employment opportunities	2. Evaluations as valued job placement program tools	2. Census of the population as needed resource for effective program implementation and planning	2. Program evaluation as a needed action
3. Family beliefs system / socioeconomic level contrast as influential to employment outcomes	3. Internal and external support services access as valued program strength	3. Limited personnel/program effectiveness contrast perceived need to improve service delivery	
4. Employers disability knowledge as influential to employment outcomes			
5. Personal disability experience as influential to employment outcomes			

The agent of employment observed that a family's level of education influenced a relative's with disability work and independent living behaviors. A relationship emerged that linked higher educational levels to an increased procurement of specialized services and access to rehabilitation opportunities. This finding does not mean that families with low education level are less concerned, but they may have less access to resources as a result of socioeconomic conditions. Further research is needed to explore the scope and breadth of family education, socioeconomic level and employment success among people with motor impairments and other disabilities.

Lack of understanding of disability and employment issues in Monterrey significantly affected employers' hiring policies, a situation that troubled the agent of employment. The absence of clear labor standards (e.g., how companies can protect themselves, how to address employment needs of PDW) emerged as legitimate issues for companies. They were concerns that needed to be addressed. Consequently, the agent of employment ended up working both as a placement facilitator and an employer's educator, as well as an advocate for employees with disabilities.

Distinctive characteristics of program participants, such as level of education, onset of disability, and family socioeconomic level, influence a person's motivation and successful employment. These characteristics, when combined with the prevalent cultural view of disability and the changing labor market, pose a challenge to people with motor impairments and to the agent of employment. The analysis suggests that people with disabilities responses to employment are strongly influenced by their social experiences. Although, experiencing disability can influence a program's participant engagement in employment seeking

activities, the accessibility to support mechanism (e.g., vocational guidance, rehabilitation counseling) play an important role in developing employment opportunities.

The agent of employment's analysis revealed three distinctive areas of ongoing monitoring and assessment of services: (1) program strengths, (2) program needs, and (3) proposed recommendations. One of the most important assets of the program was the comprehensive evaluation that benefited both the employee and employer, and ultimately, the entire program. To prospective employees the comprehensive pre-employment evaluation enhanced their understanding of capabilities and employment potential. The employer benefited from the site evaluations and job analysis. When combined with the program participant's evaluation report, it ensured that a particular position being offered would match the prospective employee's abilities. This approach (to refer prospective job applicants to the state program for evaluation and a letter of endorsement) added credibility to the employment integration program. This is a widespread practice among companies today.

The employment integration program interventions have benefited from the ongoing collaboration by the Secretaria de Trabajo y Previsión Social (STPS) and its affiliate, the Consejo Relaciones Laborales y Productividad (CRLP). The researcher observed that this collaboration acknowledges the DIF-CREE employment placement program as essential component to the evaluation of work aptitudes and capabilities and as an authority of disability and employment issues, a finding that supports the planned actions proposed by the PILPD 200-2206 (Programa de Integración Laboral para las Personas con Discapacidad 2001-2006).

A selective job placement model (i.e., where the participant's abilities are matched with the job position) was an effective approach to employment integration. A prominent feature of this approach is that places the agent of employment as a negotiator for the prospective employee, a particular situation that may lean more in favor of the employer. In Monterrey where employers are reluctant to make accommodations this approach may not be of benefit to prospective employees who may have the capabilities to perform the essential functions of a job but as a result of needing some accommodations may not be hired. However, for the agent of employment, the effectiveness of the selective placement approach can be an area of opportunity to educate the employers about how accommodations can benefit all employees. The agent emphasized that one of the main attractions would be that the employer's image of being a socially responsible company would become recognized by Monterrey's society. This became a distinct plus factor.

The agent of employment emphasized the need to gather information about program participants' employment needs, employers' satisfaction with services, and a program evaluation to improve the integration program's service quality. Because the number of personnel was limited, required follow-up services (a fundamental task that allows measuring stakeholder satisfaction), including monitoring program effectiveness, revising programs to reflect market needs, and outlining population characteristics, were not implemented as expected. Program staff acknowledged the need to hire more people to the team and to implement more staff training.

It became clear, however, that successful labor integration is a responsibility, not only of the state programs, but also equally a responsibility of the populace of Monterrey. This could be addressed mainly through an educational process starting early in life, teaching

respect and value of diversity, and the proposition that equal access to employment opportunities should be available to all people regardless of their disability status. Consequently, in addition to being advocates and agents of employment intervention for PWD, they also needed to help the general population to become aware of their own discrimination and unfairness in hiring practices.

Employers Case Characteristics

In the rapidly changing and competitive Mexican labor market, understanding the needs, attitudes, and perception of employers proves fundamental to planning, developing, and executing employment integration services for people with disabilities. Successful employment does not end in the hiring process; it continues throughout the working span of the person in a given job. This is not a simple matter, but perhaps with studying the analyses emerging from experiences and beliefs of employers who have already hired PWD, the culture can gain helpful knowledge and understanding.

The Person with Disability

Employers' analyses revealed beliefs about the person with motor impairments, the perceived obstacle to employment, and the impact on the company having hired the person. The account of the interaction between employer and employee, and the emerging fundamental concerns of the employer, became invaluable.

Abilities/ Skillfulness Contrast

Employers often believed that even when persons with motor impairment lacked a certain skill; they usually had other talents and abilities that compensated. Many times these abilities could make them even more capable than others without disabilities. This

conceptualization was referred to by most employers as “different abilities.” Clearly EMPL 5 provided the best description of this conceptualization:

EMPL 5. My beliefs about disability is only that is not disability, but a different abilities to the one we, quote normal people have...like I said is a different abilities...there are people that without hands, they seem like octopuses, make more things than us, that is to say, is nothing more than see how do you make the most of your body and draw out benefit from the capacity you have.

Mis creencias sobre la discapacidad es solamente que no es la discapacidad, sino es una capacidad diferente a la que tenemos las personas entre comillas normales... Es como le acabo de decir es una capacidad diferente... hay personas que aún sin manos, parecen pulpos, hacen más cosas que uno, o sea, es nada más ver como explotas tu cuerpo y le saques beneficio a la capacidad que tienes

Positive Characteristics of the Person with a Disability as an Over Response

Employers noted that employees with disabilities consistently have other characteristics where they excel. One such area is being particularly responsible. Employers attributed this to two factors: (1) the employees’ need to feel useful and (2) because employees especially appreciate their jobs and want to benefit from the opportunity. This shared notion among employers was best described by EMPL 2 as follow:

EMPL 2. I believe that they are more responsible people, because they have more need to feel useful in their work setting...they are more responsible people as they feel that these opportunities will not be given in other companies, they feel that, they should give that extra

yo creo que es gente, que es más responsable porque tienen más necesidad de sentirse útiles en el ambiente laboral...es gente mas responsable, porque ellos sienten que esas oportunidades no se les va a dar en cualquier empresa, sienten que, que requieren dar ese extra

Social Image/Person as Human Capital Contrast

Two main reasons why employers provided employment to people with disabilities:

1. To *secure the company's image as "socially responsible."* As the employees' time with the company grew, the employers began to recognize the important contributions that PWD made as responsible, committed employees, and as a consequence, also made to the community. Most of these companies were first time hirers.

2. *To employ the people with disabilities for their skills.* Some employers, knowing it would reflect well on the company, also recognized the capabilities of the PWD, and thought of them as human capital for the betterment of the company, family and community.

These were usually companies with more experience of working with this population. The statements of employers 2 and 7 confirm these findings:

EMPL 2. *I told you in the beginning we started like that, listen, because we are going to be the first company that get into this we are going to look good in the community, go, we started that way but once you have this people inside, at least in this business we have felt more proper, more than excellent, we should support the community not to look good but because we are going to support a group of people*

como te dije en un principio pues así empezamos también, oye, pues vamos a ser la primera empresa que a entrar aquí nos vamos a ver bien ante la comunidad, vamos a, así iniciamos pero ya cuando tienes a la gente adentro, al menos nosotros en este negocio lo hemos sentido ya más propio, más de que excelente, debemos de apoyar a la comunidad y no por vernos bien sino porque vamos a apoyar a un grupo de gente

EMPL 7. Because we are given a quality of life opportunity to someone. Someone, I do not know who, families of that worker or those people with disabilities, more access to education, more access to medical treatment, more access to training, more access so the family can leave that marginalized environment, because he becomes productive well before he was a non productive person. Many are the benefits they have plenty, plenty, we cannot count them.

Porque estamos dando una oportunidad de calidad de vida para alguien. Alguien no se quien, familiares de ese trabajador o de esas persona con discapacidad, mayor acceso a educación, mayor acceso a tratamiento medico, mayor acceso a capacitación, mayor

acceso a que su familia pueda dejar ese ambiente marginado, porque el pasa a ser productivo pues antes esta una persona no productiva. Son muchos los beneficios que tienen demasiados, demasiados, que no podría contenerlos

Perceived Risks to the Company / Observed Threat
to a Person's Access to Employment
Opportunities

Perceived challenges and real obstacles to employment for people with motor impairments concern all employers. A clear distinction can be referred to as employers' perceived risk to the company and employers' observed threat to a person's access to opportunities.

The chief concern among employers was that employees with motor impairments could pose a risk to the company. Employers fear that the persons could not be qualified to perform a job, the potential for accidents, therefore contributing to law suits or further exacerbation of the impairment. This perception did suggest misinformation among employers about disability and employment issues. The following employers' assertions affirm this analysis:

EMPL 1. The first preoccupation with a motor impairment for the employer it is if is going to function, going to perform the functions of the job, that there isn't going to be any physical risk in the integration, because, well the integrity of the person, that is to say, goes together that, the person do not have physical risks and that can carry out the functions of the job.

la primera preocupación en un impedimento motriz para el empleador es si va a funcionar, si va a realizar sus funciones del puesto, que no vaya a haber ningún riesgo físico de integración, porque, vaya de integridad para la persona, o sea, va aunado el que, el que la persona no tenga riesgos físicos y que pueda cumplir sus funciones del puesto,

EMPL 7. Labor lawsuits. Normally employers think that a PWD is a conflictive person or that is going to give legal problems when hired. This, thinking that a worker with a disability may argue an injury at work and the employer fears to be labeled inadequately

demandas laborales. Normalmente el empleador piensa que la PCD es una persona conflictiva o que e va a dar problemas legales por su contratación. Eso pensando, que tal vez el trabajador con discapacidad puede argumentar una lesión de trabajo y el empleador tiene temor de que le valla a ser calificado de forma inadecuada

In regard to observed threat to a person's access to opportunities, those employers who hired were aware of the contributions that qualified person with a motor impairment could bring to the company and community but they were concerned about certain barriers to employment opportunities. Employers identified transportation, architectural, and attitudinal barriers in Monterrey as being major obstacles for PWD. Persons in wheelchairs or with moderate-to-severe mobility impairments were the most affected by these barriers. The following assertions confirmed this concern:

EMPL 6: The major obstacles to begin with is transportation, is the first one, ...we can have capable people, wanting but unable to work, because there is no adequate transportation system...the city has many architectural barriers and the medium of transportation are a great barriers for many things.

Los mayores obstáculos para empezar es el transporte, es el primerísimo, el transporte, porque podemos tener gente capacitada, con ganas, pero si está sin trabajar, y no hay un transporte público adecuado ... la ciudad tiene todavía muchas barreras arquitectónicas y los medios de transporte también son una gran barrera para muchas cosas.

EMPL 2. Because the job we have in our company is work, it is a metal company, then it is required more movement and more of, efforts, therefore it will be very complicated for us to have someone on wheelchair because there are boxes to lift, lift material and yes it will be more complicated

porque el trabajo que tenemos en la empresa es un trabajo, es una empresa metal mecánica, entonces sí se requiere de más movimiento y de más este, esfuerzo, entonces sería muy complicado para nosotros tener a alguien con silla de ruedas por cuestión de que tiene que levantar cajas, levantar material y sí se complicaría más

Employers emphasized that attitudinal barriers impeded access to employment opportunities and social participation. Employers attributed this attitudinal barrier to a lack

of culture about disability in society, both originating in the family that often overprotected the disabled person that often on grounds that they were sick and questioned their ability to perform meaningful work activities as well as the attitude of the culture in general. This observation reinforces the importance of family support services when implementing job placement services for people with disabilities. Moreover, it underscores that only a conscientious society can promote the welfare of its members with disadvantages. EMPL 1 offered the best description shared by employers:

EMPL 1. The first challenge to overcome is the family, to begin with, then society, why? Because the family often hinders the dreams of the person, why? Because they think they can't do it that is better not to put them at risk in insecure acts, etc.

El primer reto que tienen es vencer a la familia, para empezar, luego a la sociedad, por qué? Porque la familia muchas veces obstruye los sueños de la persona, por qué? Porque piensan que no van a poder, que mejor no arriesgarlos a actos inseguros, etcétera

Employers' Perception about Working

To employers work emerged as a valued activity that connected a person to society. To them, it was the family that was central to developing work values and experiential learning that gave meaning to those acquired values. Employers' perceptions of work are fundamental to understanding how they influence the hiring process and employment retention of people with disabilities.

Personal Fulfillment/Community Dilemma of Working

Employers identified working as central to self fulfillment and a sense of belonging to the community. Working as an activity connects the individual to society and is a valued

socio-psychological transaction that accentuates a person's role in society. The following narrative affirms this analysis:

EMPL 2. It is something more, more of value than a money issue, someone that do not have work is not more worried about work, is worried about how, how, how he feel in the community, or how does he look before the community because he is not feeling productive, is more, is more of value than money from work.

es algo más, más este de valor que de cuestión monetaria, alguien que no tiene trabajo no está más preocupado por el dinero, se preocupa más por cómo, cómo se, se, siente él ante la comunidad, o cómo se ve ante la comunidad porque no está siendo productivo, es más, es más de, de, de valor que de dinero el trabajo

Responsibility and Compromise as Valued Working Characteristics

Employers valued employees who were not only responsible but who also cooperated and compromised with the company. To the employer that meant the person's aptitudes and attitudes were important, as were their interests and personal and vocational goals. Employers looked for a "fit" with the company. If these characteristics were uncovered during the placement process, a win-win situation developed. Employer 1 best describe this common held belief among employers:

EMPL 1. An employee ought to, to correspond to the company of something which, you are developing, the activities and functions that you carry within the company, eeh, satisfy you but as well correspond to the expectation of the company

pues el deber ser del empleado es el, el corresponder de la empresa de lo que, tú estas desarrollando, el que las actividades o funciones que tú realices dentro de la compañía, eeh, te satisfagan pero también correspondan a las expectativas de la empresa

Responsibility and compromise were not meant to be an attribute of employees alone; it applied to employers as well. Employers recognized that for an employee to thrive within

a company adequate working conditions, training opportunities, and benefits must be available. These working conditions, however, depended on various controlling factors such as type of work activity and the ability of the employers to accommodate. Benefits schemes were also proportional to various factors such as employees' education, experience, type of organization (small vs. large), and power of the market place.

Family Values/Personal Needs Contrast in Working Value Forming

All employers recognized the impact of the family on the development of an employee's values; just as important were education and life experience. These findings made clear that education and experiential learning becomes essential when planning and developing employment integration and society conscientization programs in Mexican society. Recognizing the family institution as central to the development of working values substantiates the need for early intervention and family support programs. EMPL 2 and 7, in regard to family and personal needs in working values forming explained:

EMPL 2. Look something that cannot be denied is the influence of the family, practically because you come from there, then you start shaping your own experiences...I believe that the university education is something additional but much is on the family side.

algo que no se puede negar y que nadie puede negar es que mucho es la familia, prácticamente porque de ahí viene... creo que la formación que tiene uno universitaria es algo adicional pero mucho es el lado familiar

EMPL 7. When we lacked something we valued it. Maybe in our childhood we did not have what we wanted or wished to have. Maybe the economic situation of our parents was not the one we wanted to develop. The example we live in the family makes a big difference... those are values that we acquire based in our needs unfortunately. We learn to appreciate things for what we have and what we do not have

Cuando carecemos de algo lo valoramos. Tal vez en nuestra infancia no tuvimos lo que quisimos o lo que deseábamos tener. Tal vez la posición económica de nuestros padres no era la que queríamos desarrollar. El ejemplo que vivimos en la familia hace una gran

diferencia... son valores que se adquieren en base a las carencias desafortunadamente. Aprendemos a valorar las cosas por lo que tenemos y por lo que no tenemos

Employers' Management Style and Its
Relation to Employee with Motor
Impairment Success

Management styles focus on both the company's productivity and human resources. To the agent of employment, the information derived from the interaction between the employer and the employee with disabilities is fundamental to helping build business relationships that have market value. Moreover, the feedback from employers and participants identifies the best practices to use to enhance the worker/employer relationship.

Equal Non-Preferential Treatment as a Valued
Employer Management Practice

All employers stated that their company provided equal opportunity and non-preferential treatment in employment. Employers attempted that positive work environment attitudes and architectural conditions were available to all employees. General and team meetings were a common practice among employers to convey quality, production, security and other company objectives and goals. Employers' discipline and rewards were equally presented to employees with or without disability, and were related directly to the job. Employers avoided becoming paternalistic with this approach, and they took pride in a culture of mutual responsibilities and obligations.

EMPL 7. We utilize the same procedure with a person without a disability as with a PWD. We make no difference. The policy of the company speaks about inclusion in which it doesn't matter gender, sex, religion or disability to be accepted in a position provided that the person complies with the functions of the position. We do not have limitation. Definitely a non-preferential treatment.

Utilizamos el mismo proceder con una persona sin discapacidad con una PCD. No hacemos una diferencia. La política de la empresa nos habla de la inclusión en la cual no importa género, sexo, religión, o discapacidad para ser aceptado en un puesto siempre y cuando la persona cubra el perfil del puesto. No tenemos ninguna limitación. Definitivamente un trato no preferencial

EMPL 6. It help much that they feel their work is valued, in first place, in second place, feel pleased that their work area is adequate, to perceive that there is empathy with him and not a rejection or an overprotection neither they accept that and in third place is that that we pay but first of all is that we acknowledge them and value the work that they are doing.

les facilita mucho el que sientan valorado su trabajo, en primer lugar, en segundo lugar, el que el que se sienta a gusto el que el área de trabajo sea adecuada, que se sienta que hay empatía con él que no haya un rechazo o una sobreprotección tampoco me la aceptan y en tercer lugar el que les paguemos pero en primero que lo tomemos en cuenta que valores el trabajo que está haciendo

Individual/Team Work Contrast and Effective Management Practice

All employers in the study valued team work. By using team work the companies enhanced inclusion through the use of a naturalistic work support system. They emphasized that all employees, with or without disability, working together and supporting each other could contribute to the goals and success of the company. This approach by employers was conveyed to employees during their initial work orientation and supported throughout ongoing supervision and training. In relation to the aforementioned EMPL 4 and EMPL 3 affirmed:

EMPL 4. One of the values of the company is team work...team work it says “working together we will achieve exceptional results.”

de hecho es uno de los, uno de los valores de esta empresa...trabajo en equipo dice “trabajando juntos lograremos resultados excepcionales”

EMPL 3. We support each other, that is to say, if a person do not know and another person do know, they teach...well we put a leader to teach until he stay put to 100% then

the leader withdraw and we monitor from far, so the (the person) does not feel pressure, and can do the job in conformity with what is needed

no apoyamos mutuamente, o sea, si una persona no sabe y la otra persona sí sabe, le enseñan...este ponemos al líder ahí que lo enseñe hasta que quede al cien por ciento entonces ya se retira el líder y lo estamos monitoreando de lejos, para que no se sienta presionado, y pueda hacer su trabajo conforme como lo necesita,

Employer/DIF-CREE Collaboration Effectiveness

Employers' satisfaction with services received is fundamental in program evaluation and good business practices. Employer satisfaction is a powerful tool in marketing services. In today's highly competitive employment market the agent of employment must thoroughly understand employers' needs.

Employers' Benefits/Satisfaction with DIF-CREE Services

Employers utilized the DIF-CREE job placement program for various reasons:

1. to be recognized as a socially responsible company,
2. to qualify as an equal opportunity employer,
3. to ensure that the person with a motor impairment had at least minimum requirements to perform the job, and
4. to gain more understanding of disability and employment issues.

By seeking this governmental organization's endorsement, the employers could determine if prospective employees were suitable for the positions and if the company was not jeopardized by hiring them. These were the reassurances most sought after by the employers.

Using the job analysis, and the vocational, psychological, and medical evaluations performed by the CREE as a screening tool, was essential to prospective employers. The following assertions affirm this analysis:

EMPL 7. Yes the CREE is carrying out its function very well, evaluating the person with disability, it clarifies what a disability is, it put it to me, it is identified for me at a 100%. They apply a series of tests inclined to determine if they are productive or not, if they can or not be integrated to the labor force

Sí, el CREE esta cumpliendo muy bien con su función - evaluar a las PCD, clarifica lo que es la discapacidad, me le pone, me la identifica al 100%. Le aplica una serie de pruebas tendientes a determinar si es o no productivo, si puede o no puede integrarse a la fuerza laboral.

EMPL 4. What do I feel, is the benefit that I see when I send people to them (CREE), it is one of my safeguards, I do not hire them if they do not tell me because to me it is a guarantee if they can work here, they have a disability at such percent ... to me they are filter because in a given moment, the have not done it yet, but in a given moment in the analysis they send, if they detect any anomaly they will let me know

si yo lo que siento veo es que el beneficio que yo estoy viendo es que cuando yo los mando para allá es uno de mis candados no los contrato si ellos no me dicen por qué porque para mi es un aval si es que pueden trabajar aquí, tienen una discapacidad de tanto por ciento...son un filtro para mi porque en un momento dado, no lo han hecho hasta ahorita, pero en un momento determinado en el análisis que ellos mandan, si ellos detectan también alguna anomalía ellos me lo hacen saber

Although the employers acknowledged the benefit of this program, they also suggested that a stronger collaboration was needed to (1) ensure that employers' needs were met and (2) that employees' satisfaction was measured. A chief concern among employers was follow-up services by the CREE. Follow-up services are critical to maintaining satisfaction and quality of services; this is a fundamental obligation in program evaluation and planning. The assertions of employers 3 and 6 corroborate this analysis:

EMPL 3. I say that at least once a year, once, every six months they should send a sheet by fax, by e-mail, or bring it here fill this questionnaire where say five, six, seven, ten, ten simple questions that say how your worker behaves, what is the name, the category you give the worker here, do you like what you are doing and form there on ask questions if everything is going well

yo digo que cuando menos una vez al año, una vez, cada seis meses mandar una hojita por fax, por mail o venirla a dejar me llenas este cuestionario, y llenar un cuestionario donde diga cinco, seis, siete, diez, diez preguntas sencillas que diga como está comportándose tu trabajador, cómo se llama, en primer lugar, el numero de tu trabajador que le das aquí te gusta su desempeño y de ahí empiézale a preguntar para ver si el desempeño va correcto

EMPL 6. Give follow-up to companies, every often gather them to say how they are, how much have they gain economically with the financial incentives given to hire people with disabilities...but the follow-up results have to be known, as you know, well the last year, this, and this, and we have this problems and they were resolved like that

darle un seguimiento a las empresas, juntarlas cada determinado tiempo para decirles como van cuánto han ganado en beneficio económico con los descuentos por contratar a personas con discapacidad...pero el seguimiento hay que y darlo a conocer, así como vas a dar a conocer bueno en el año pasado, esto, y esto, y tuvimos estos problemas se resolvieron así

Integration Findings

Previous sections revealed fundamental observations of employers' perspective on: (1) disability and the person, (2) obstacles to employment, (3) meaning of working, and (4) companies' administrative styles. These characteristics were interrelated and were part of employers' understanding the phenomenon of PWD working among selected groups of employers in Monterrey, Nuevo Leon. The following section will discuss the depth and scope of employers' disability perspective. This particular view of employers is the second of four case analyses that will aid in understanding the job placement system. Table 4 shows employers' categories and themes of relevance in the employment integration of people with motor impairments in Monterrey.

In Monterrey employers believe that people with motor impairments have the ability to work if their capabilities conform to the functions of a job. This makes it critical for the

Table 4. Employer's Key Categories and Themes of Relevance

Person with Disability (PWD)	Employer's Perception of Working	Employer Management Styles and Employee Success	Employer DIF-CREE Collaboration Effectiveness
1. Ability/skillfulness contrast of PWD	1. Personal fulfillment / community dilemma of working	1. Equal non preferential treatment as a valued employment management practice	1. Employers benefits/satisfaction and DIF-CREE services
2. Positive characteristics of PWD as an overall response	2. Responsibility and compromise as a valued working characteristics	2. Individual/team work contrast and effective employment management practice	
3. Social image/person as human capital contrast	3. Family values/personal needs contrast in working value forming		
4. Perceived risk to company/observed threat to person, access to opportunities contrast			

employment agent and employers to combine efforts to identify what factors hinder or facilitate employment for this population and other PWD in this region.

Many employers believe that a person with disability usually stands out when compared to employees without disability. This perception should be treated with caution because it could represent a misconception that PWD's efforts are based on need rather than on capability. This idea could lead to work exploitation in the highly competitive Monterrey urban employment market, limit a person to the secondary labor market, or create an increased potential for accidents. Also, this notion could engender unrealistically high expectations for a person with merely average motivation or one who is adapting to a recently acquired disabling condition. If used with discretion, however, it could expand the person's chances for upper mobility, employment satisfaction, and the highly valued responsibility and loyalty sought by companies in the region.

In Monterrey where companies and businesses strive to be recognized as socially responsible, a window of opportunity exists to promote employment for people with motor impairments and other disabilities. The DIF-CREE employment program can build upon these companies' who are competing for social recognition, but who, in the process, have also found an untapped labor resource that exceeded their expectations.

Employers were wary at first when considering employing PWD. These reservations were labeled as: (1) employers' perceived risk to the company. (Would a person with a motor impairment pose an economic risk to the company? Would there be a lack of ability that could cause loss of production, poor job quality? Would employment eventually lead to law suits against the company?) and (2) employers' observed threat to a person's access to

opportunities (What about transportation, architectural and attitudinal barriers? Will the general “lack of culture about disability” in Monterrey’s population be a factor?)

Employers attributed “lack of culture” to inadequate upbringing. They think that the recognition of a “person with different abilities” starts early in life in the institution of family and is later expanded by educational and social institutions. The family emerged as a pillar in setting values conforming to the current view of disability and employment and the social hegemony on how things ought to be in Monterrey’s society.

Employers identified work as central to their self-fulfillment and as a link to the community. To the Mexican employer working was seen as a duty to support the wellbeing of family members, and fulfilling that duty was associated with feeling valuable. Responsibility and compromise emerged as the most coveted value to employers. These desired characteristics often influenced an employer’s decision to hire married over single people. Authority/subordination behaviors often seen in families were also present in small companies’ daily operation, but not in larger more diversified companies. Further research is necessary to corroborate the validity of this observation.

All employers said that it was imperative to have equal access to opportunities and non-preferential treatment for all employees. Companies working with the state employment program established this standard, but this did not mean that other companies followed the same standards. It was observed by the researcher, that in large companies all employees looked out for each other, but in small companies, supervisors presented a more paternalistic attitude toward them.

Affluent companies had easier access to opportunities and benefits than smaller companies in Monterrey. This, however, did not exclude the need for special

accommodations to help some people with disabilities to do their jobs. This could become a detriment to maintaining the integration of PWD.

All employers valued team work. The benefit of this approach served a twofold purpose: (1) assisting in maintaining the quality of services and products and (2) promoting a naturalistic work support system among employers.

Employers did welcome the DIF-CREE employment program and found its services, most notably the evaluations, as very helpful in matching PWD abilities with the right job. The employers' experiences with employees with motor impairments were positive, and they remained committed to hiring and advocacy. This collaboration was reassuring to the employers and the morale of other employees in the company; the qualified person with a physical impairment was seen as an asset to the company. The DIF-CREE in collaboration with employers can build upon these positive experiences and expand employment opportunities for people with motor impairments and other disabilities through conscientization in Monterey's metropolitan area.

Lack of extensive follow-up services once the person is placed in the company concerned most employers. Without follow-up companies do not really get the full picture of how what is and is not working, and they cannot fully promote employers' and employees' satisfaction and efficiency. These services can be a means to evaluate the effects of fiscal incentives, current disability policies, and programs among employers. Employers can provide feedback on current market trends and strategies to facilitate the agent of employment program objective to integrate the person with disability into the labor market according to their current capacities, aptitudes and interest. Securing the feedback from the

employer's experiences would help plan any lobbying efforts and initiatives to secure a more inclusive labor force and society.

More employers in Monterrey will be willing to hire people with motor impairments and other disabilities once their fears of potential cost to their companies are dispelled and the social and organizational benefits are enhanced. The DIF-CREE employment program was identified as the governmental institution providing these services. The employer relies upon them as a safeguard and as the qualified institution regarding disability and employment. In addition to being a socially responsible employer, an employer's decision to diversify its labor force has been influenced by knowledge, follow-up, and compliance to a global market economy. This was observed when some employers referred to the ISO 9000 standards during their interviews. All employers acknowledged that there is much to be done to facilitate employment integration of people with disability in Monterrey but, recognized early intervention and family support as essential in fostering diversity and work values.

People with Motor Impairments Case Characteristics

Understanding what are the needs, attitudes and perception of a prospective employee is pivotal in the development of employment integration strategies. The experiences of persons with motor impairments in this study are key, not only in revealing what structural social characteristics hinder or facilitate their employment participation, but also in elucidating the strengths and weaknesses of the current job placement system. What follows is an analysis of what emerged as significant to the person with motor impairment living in Monterrey, Mexico. The findings reveal the persons views about disability and employment,

their experienced obstacles to employment, and the family, state agent of employment, and employers' characteristics that influenced their job placement.

A Persons View on Disability and Employment

All participants noted that finding employment was a difficult process. The content analysis revealed that the process of finding employment was hindered by the prevalence in Monterrey's society of equating impairment with inability. This opinion was not shared by the participants in the study, who equated living with impairment as simply having different abilities. Different abilities were not often recognized by the employers who questioned the "disabled people," unfortunately making them feel as if getting work was an act of charity. This generalized participants experience was best elucidated by PWMI 3:

PWMI 3. *Struggle and struggle to find work, well, ay I found it hard I was seeing it as begging for charity, please give me work, please*

friegue y friegue a conseguir trabajo, este, ay se me hizo muy duro yo ya lo veía como estar pidiendo limosna, por favor denme trabajo, por favor,

Nevertheless, according to the analysis, a running theme of all participants was that in spite of this challenge, they all persisted and succeeded.

Different Abilities/Disability in the Mind of Others Contrast

A preponderance of Monterrey society thinks that disability equals inability. PWD, however, see themselves as people with different abilities. They feel their condition does not limit their work, it is only that they do it differently. To employees in the study, disability emerged as a problem in the minds of other people, not in theirs. In relation to the above PWMI 2 and PWMI 1 affirms:

PWMI 2. *Limitation or different abilities...different to others, but you continue, or going to do the same thing as the other person, but you are developing it in a different manner, you cannot do it the same, but you can do it, nothing else than a different path that you go through, that's all.*

la limitación o una capacidad diferente... Distinta a las demás, pero que sigue siendo, o vas a hacer lo mismo que la otra persona, pero, lo estás desarrollando de una manera distinta, no puedes hacerlo igual, pero lo puedes hacer, nada más que es un camino distinto el que recorres, es todo

PWMI 1. *For me there is no disability, there is no disability because we can do everything, disability is in the mind and we are broadminded, people are the one that have the disability by seeing us with morbidity, true?, well that is what I understand.*

Para mí discapacidad no hay, no hay discapacidad porque podemos hacer todo, la discapacidad está en la mente y nosotros somos de mente amplia, la discapacidad la tiene la gente que te ve con ese cierto morbo, ¿verdad?, bueno eso es lo que yo entiendo

Added Effort as Over Responses to Experienced Barriers to Employment

All participants in the study conveyed that their opportunities to participate in the labor force were impeded by employers who still equated impairment with inability. Consequently, they felt they were always being challenged to prove themselves. When job opportunities arose, they were determined to work harder to prove that they could do the job. They did this for two reasons—because of pride and because they wanted to avoid being fired from their job. Often these extra efforts made them feel more valued by others and heightened their motivation and satisfaction. The PWMI 2 and PWMI 3 best affirm this analysis:

PWMI 2. *Through my experiences I have become aware that, this, it is believed that a person with different abilities, with a motor limitation, this, do not have the same development as another person, being that it is the other way around, because a person with regular abilities can do the job, but in quote it can be a lot easier to find another, instead a person with different abilities, this, is going to try to do it better, to give an*

added work value, why?, because always will have the fear to loose it, then, I think that there is the difference between one an another.

a través de mis experiencias me he dado cuenta que, este, se cree que una persona con una capacidad diferente, con una limitación corporal, este, no tiene el mismo desarrollo que otra persona, siendo que es diferente la posición, porque una persona con capacidades regulares puede desarrollar su trabajo, pero podría ser entre comillas más fácil conseguir otro, en cambio una persona con capacidades distintas, este, por lo mismo va a tratar de desarrollarse mejor, de ponerle un valor agregado a su trabajo, ¿por qué?, porque siempre va a tener el temor de perderlo, entonces, pienso que ahí es la diferencia entre una y otra persona

PWMI 3. Then in doing the same job as them, and doing it good is like showing them that ah if I complain and do it and this one do it without saying nothing, well they start valuing us a little bit it is joyful, true, it is pleasing and I will do it with greater, with greater well, satisfaction.

entonces nosotros al realizar el mismo trabajo que ellos, y hacerlo bien como que les estamos demostrando que ah caray si yo me quejo y lo hago y éste lo hace y sin decir nada, pues como que nos empiezan a valorar un poquito es una alegría, verdad, da gusto y lo hago con mayor, con mayor este, satisfacción

PWMI 4. I valued my work because to find another job like this there is no place else, and that there are bosses like that treat us like this in many places because this I take care of my job, to not be absent and to not be disrespectful to anybody.

valoro mi trabajo porque para encontrar otro trabajo como este ya no hay en ningún lado, y que haiga patrones como estos que nos traten así como nos tratan por eso por muchas partes yo cuido mi trabajo, de no faltar y de no faltarles el respeto a nadie

Working as a Duty to the Family/Working as Significant to Personal and Social Growth Contrast

All participants stated that working was a valued and central activity in their lives. Two particular themes emerged as significant: (1) working as a duty to the family and (2) working as significant for personal growth and self worth. These findings suggest that working not only fulfills people's need to preserve the family but is gratifying as well; it

promotes self worth and provides an identity for which they can measure their fit to society.

The following affirmations best represent the participants' significance about work.

PWMI 3. *Very important, yes, I believe that one does not see it as important until you have your own family when one is single everything goes, when you have your own family you begin to value the circumstances that give us life*

muy importante, si, yo creo que uno no lo ve con importancia o no lo toma con importancia hasta que uno tiene una familia propia si cuando uno está soltero todo nos vale, cuando uno ya tiene una familia propia empiezas a valorar las circunstancias que nos da la vida

PWMI 7. *Well it is a way to develop, personally, eeh, professionally, to be able to share with other persons and put in practice your knowledge*

Pues es una forma de desarrollarte, este personalmente, eeh, profesionalmente, de poder convivir con otras personas y poner en práctica tus conocimientos

Obstacles to Employment as a Multifaceted Social Response

Experiencing obstacles while seeking employment was a shared characteristic among all employees with motor impairments. The employees attributed this to a lack of culture about disability, a generalized notion not only in Monterrey but also throughout Mexican society. Employers persisted to associate disability with inability. The lack of culture about disability influenced other areas of opportunity as well. The consequences of this cultural limitation brought about disappointment and apprehension in job seeking activities among these employees. The following analyses reflect the most significant outcomes of this misconception.

Lack of Culture an Impediment to Employment as an
Impediment to Employment Opportunities
and Social Participation

Lack of culture about disability emerged as a prevalent problem that impeded employment opportunities and social participation. Lack of culture in the context of this study implied a lack of awareness in Monterrey's society about what constitutes a disability and about acknowledging what people with disabilities value most. This conceptualization is responsible for the prevalent attitudinal, architectural, and transportation barriers that exist. Lack of culture as a social problem needs to be addressed to facilitate easier access to employment opportunities and participation in Monterrey society. The following assertions confirm this analysis:

PWMI 3. Well in reality here in Mexico and in general all Mexico we need a lot of culture a lot of people no, does not have conscience about how much we struggle, an example now that it is raining, I do not, do not have a car and have to take buses, well, it is hard but raining well a wet pavement it makes more, more difficult, the, the drivers do not see this, they drive the same as if there were lifting a lad, an elderly person, a girl.

Bueno es que en realidad aquí en México y en general todo México hace falta mucha cultura humana mucha gente no, no tiene conciencia de cuánto batallamos nosotros, por ejemplo ahora que está lloviendo este, yo no, no tengo automóvil tengo que andar en los camiones, y este, de por sí es difícil pero lloviendo pos mojado el pavimento se hace más, más difícil, los, los chóferes eso no lo ven, ellos manejan igual que si se subiera un, un muchacho un viejito, una muchacha

PWMI 7. It is sad that Monterrey being an advanced city in many things but in transportation is bad, thanks god that I have someone who brings and take me, but if I did not have that, I will not be able to walk alone in the street there are no buses to come and go to any companies or there are one or two routes in downtown and are only one bus, one or two busses only, the streets are not apt for wheelchairs, there are no ramps in any corner, there is not a culture to let you pass

que pena y es una ciudad muy adelantada en muchas cosas pero en la transportación es pésima, yo gracias a Dios tengo quien me traiga y me lleve, pero si yo no tuviera eso, yo no podría la verdad andar sola en la calle no hay camiones para ir y venir a ninguna empresa o habrá una o dos rutas y son del centro y es un camión, uno o dos camiones

nada más las calles no están aptas para andar en silla de ruedas, no hay rampas en ninguna esquina, no hay cultura de la gente por dejarte pasar

They Saw my Disability/They Told Me Other Things
as Employers' Responses that Impeded
Employment Opportunities

Most salient and significant to all employees in the study were the attitudes of employers. All employees, regardless of their educational level, were aware of the verbal and non-verbal employers' responses that conveyed rejection due to the applicant's physical impairment. They noted that some responses were obvious rather than subtle. Other employers used various other reasons for not hiring, reasons that the applicants could see were excuses. The following employees' assertions affirm this analysis of findings:

PWMI 7. I think that the denial people had, I think that for economic fear, they did not know if it would cost them something to adequate the company, the fear if something happens to us, well maybe they did not think that I was not going to function as any other person, obviously they did not say, but it is something that you know, because it was something that, we will call you latter, we are going to see I called again, is that the person in charge is not here yet, they hasn't get back to me, and so well it was much time like that denying

yo creo que la negación que tenía la gente, yo creo que por miedo a lo económico, no sabían si les iba a costar algo más adecuar la empresa, el miedo a que si nos llegaba a pasar algo, pues todos los gastos iban a incurrir ellos en eso, este a lo mejor que ellos pensaban que yo no iba a funcionar como cualquier otra persona, obviamente no lo decían, pero es algo que tu sabes, porque era algo que, te marcamos después, lo vamos a ver volvía yo a hablar, y es que todavía no ha llegado la persona encargada, es que no me han resuelto, entonces fue mucho tiempo así de negaciones

PWMI 6. To the naked eye there are jobs, I see it this way they told me other things rather than telling me the truth, like such, such, first they look at my downward, they see my physical defect and tell me that we are hiring only people twenty five years old or younger, no, we are hiring to carry heavy things, right now we have no work even when the sign for hiring is there, they tell me that there is no job

pues como hay empleos que a simple vista yo, yo lo veo así me dicen otras cosas por no hablarme con la verdad, como de que estamos, estamos, primero me ven hacia abajo, me

ven mi defecto físico y me dicen es que ahorita estamos contratando puras personas de veinticinco para abajo, no, es que estamos contratando para cargar cosas pesadas, ahorita no hay trabajo aunque esté el anuncio de que hay vacantes, me dicen es que no hay trabajo

Limited Education as an Impediment to Employment Opportunities

Workers in the secondary labor market also felt limited in their job opportunities because of inadequate education. Predominantly it was men who had dropped out of school to support their families, a widespread occurrence also found in non-disabled population. These employees maintained that educational and training opportunities should be made available at all levels so that their aptitudes and abilities could be developed. They felt they were in physically demanding, dead-end jobs, and would be unable to improve their employment situation without further training. The next employees' statements do affirm his analysis of findings.

PWM1 6. That as much as I wanted to study what I liked, well I could not because I had to work, I had to work to support my family and at the same time study, and because it was night work the day was not enough, that is, to me it was hard to my brain it was, how should I say, I did not have the capacity to do both things.

que yo por más que quise estudiar lo que a mi me gustaba, este no se pudo porque yo tuve que trabajar, tuve que trabajar para ayudar al sostenimiento de la familia y a la vez estudiar, y como el trabajo era de noche o sea no me rendía lo que era el día, o sea, para mi era muy pesado para el cerebro era, cómo le diré o sea, no me, no tenía la capacidad para poder con las dos cosas

PWMI 1. But the biggest challenges are, more than else, opportunities that are not given and the challenge is to support more educational support for the people, for studies so they don't stay that far behind and they themselves, with their own disability, well, find a job that is not of too much exertion, right?, as one that does hard work... Education is an important element, there are many people that have brains, but because their low, well, economy they cannot advance more, they get stuck there, they get stuck and cannot.

Pues los retos más grandes son, más que nada, las oportunidades que no les dan y el reto es que apoyaran más a la gente para estudios, para estudios para que no se quedara tan atrás y poder ellos mismos, con su misma discapacidad, este, encontrar un trabajo que no esté de mucho esfuerzo, ¿verdad?, como uno que hace trabajo de esfuerzo... La educación es un elemento importante, hay mucha gente que tiene cabeza y que por su baja, este, economía no puede sobresalir más, se estanca ahí, se estancan y no pueden

Unhelpful Personal Responses to Employment as an Over Response to Negative Social Responses to Impairment

There were two main responses to seeking and getting a job: (1) an initial reluctance to look for a job because of previous negative experiences in interviews and (2) over demand to employers' when opportunities were given. The former appears as an internalized response to the negative experiences encountered throughout their employment seeking process and the latter seems related to a maladaptive response to the experience of disability during their lifespan. Central to each response was the impact of social interaction. Further research is needed to identify the social characteristics that encourage these maladaptive behaviors and to determine the optimal condition to minimize them. The following assertions do affirm this analysis:

PWMI 1. I say that sometimes oneself close the doors, close opportunities and if you want to stand out of this, you come out and beat it, but more than else is oneself that said because my disability they are not going to want me, that is, beforehand you are thinking, no, no they will no accept me and that is wrong, it is wrong because you first try, if they tell you no, well, you then go away... there are obstacles that people put and the more and more you get the idea that you no longer want to look for employment.

yo digo que muchas veces uno mismo se cierra puertas, se cierra oportunidades y si uno quiere sobresalir de eso, sale y lo sobrepasa, pero más que nada es uno mismo porque uno mismo dice por mi discapacidad no me van a querer, o sea, ya de antemano ya vas pensando, no, no me va a aceptar, no me van a aceptar y es erróneo eso, es erróneo porque primero prueba, si te dicen que no, pues, ahora si ya te retiras... son obstáculos que te pone la misma gente y de tanto y tanto te vas haciendo a la idea de que ya ni quieres ir a buscar trabajo

PWMI 3. *I ran into people with wheelchairs that find employment then they say ah good I got it then send for me so I can get to work, if they are giving us the opportunity to work, listen demonstrate it, true, no, do not put conditions, to me this is an abuse, an exaggeration to look for employment and now help me more*

Sí me he topado con gente en silla de ruedas que consigue trabajo pero dice ah bueno ya lo conseguí ahora manda por mí para que yo venga a trabajar, si nos están dando la oportunidad de trabajar, oye demuestra, verdad, no, no pongas condiciones, este eso a mí se me hace un abuso, un exageramiento en buscar trabajo y ahora ayúdame más

Employment Opportunities as an Outcome of Supportive Systems

Availability of support systems across the lifespan of a person with disability had a fundamental and lasting effect on employment activities. The family was particularly instrumental in shaping a person's self-view and a perspective on the value of work. In their pursuit of employment the employees depended on the family for encouragement and guidance.

Employees emphasized that the evaluation services and knowledgeable and emphatic practitioners provided by the state employment agent were most supportive. Agents had an extensive knowledge base of disability, which instilled confidence and motivation that helped applicants get the job. The content analysis revealed that maximizing employment benefits for PWD is a responsibility of the CREE, but as a collaborative effort among society, government, employers as well as the person with a disability.

Family Characteristics

Family support emerged as the most significant contributing factor to the life and employment accomplishment among all participants in the study. The family support was central in developing a person's self view of capability and fundamental to the person's

development of working beliefs and values. This type of support was not limited to the nuclear family but also included extended family members and associates, a distinctive characteristic found among Mexican families where relatives often look out for the wellbeing of its kindred. These findings suggest that successful life attitudes and work values among people with disabilities are contingent upon early life experiences with their family. The following statements best describe this finding and affirm the analysis:

PWMI 3. More than else familiar well, the familiar treatment in relation to what you are living, yes, as an example my parents never told me you cannot, always the told me try then we'll see, therefore well, I am grateful to my parents because the never exercised a no, now I realize that, at first I thought ay how harsh (laughs) now I realize that helped me a lot in, in everything I do in life, to me, I only, give myself credit that I am as everyone else.

más que todo familiar no, más que todo este, del trato que se le da familiarmente en lo que uno vive, si, por ejemplo a mi mis papás nunca me dijeron no puedes, siempre me dijeron inténtalo y veremos, entonces este, yo se los agradezco bastante a mis padres porque nunca me pusieron un no, no puedes, y ahora me doy cuenta que, al principio pensaba ay qué gachos (risas) ahora me doy cuenta de que ya me sirve bastante en, en todo lo que hago en la vida me, me, yo solo me, me, doy altas porque pues yo soy igual a los demás

PWMI 2. (about the family) they created in me total independence, of me being a person with capabilities, this, even when having a different ability, so to speak they never have put any opposition, on the contrary, they try to integrate me more, they taught me to manage, they teach me everyday to be more independent... then, part of the values I have toward my work and things that I do is because they so inculcated them

(acerca de la familia) ellos han creado en mí la total independencia, de que yo sea una persona con capacidades, este, aunque tenga una capacidad diferente, digámoslo en sí ellos jamás han puesto oposición, al contrario, tratan de integrarme más, me enseñaron a manejar, este, me enseñan a ser cada día más independiente...entonces, parte del valor que yo tengo hacia mi trabajo y hacia las cosas que hago es porque ellos así me lo inculcaron

Family Economic Support/Unemployment Contrast

Although receiving support from family members while unemployed was welcomed, people with motor impairment preferred to be paying their own way. They wanted urgently to be earning money by their own work. This finding denotes that, to the unemployed person, employment is not only a source of income—it is also a measure of self-worth. To contribute to the family was very important. The following statements best represent the finding and confirm the analysis:

PWMI 3. Well my parents, my parents and my wife, now that I have, that I have been without work, were two years without work, this, I received enough support from my parents and inclusively, talk to in trust, I can tell you that I cried a lot because they saw that I was despaired, economically, they gave me money and I cried because I din not want money, I wanted work even when they me the money I took it because I needed the money, they gave me up to, a thousand pesos a week but I did not, did not wanted to accept if, I preferred to work, and so my wife by seen me despaired, she worried much then, I do not know, I felt a lot of support form them, my parents and my wife.

Pues mis padres, mis padres y mi esposa, ahora que estuve, que estuve sin trabajo, fueron dos años sin trabajar, este, recibí bastante el apoyo de mis padres e inclusive, ya pos en confianza, le puedo decir que yo lloré mucho porque ellos cuando me veían que yo estaba desesperado por, económicamente, ellos me daban dinero y yo lloraba porque yo no quería dinero, yo quería trabajo y aunque ellos me daban pues sí lo agarraba porque sí necesitaba dinero pero, me daban hasta, hasta mil pesos por semana yo no, no lo quería aceptar, yo prefería trabajo, y al igual mi esposa de verme desesperado, si se preocupaba mucho entonces, no sé, sentí mucho el apoyo de ellos, mis papás y mi esposa

The employee's narratives revealed that family is affected by a person's disability and conversely, the person with a disability is affected by the response of the family to the disability. The responses were complex and context dependent (i.e., they varied according to socio-economic status, education, and disability beliefs). Nonetheless, family support proved essential in acquiring a work ethic and self-confidence. The importance of early family

intervention services (e.g., school-to-work transition programs and family support services in employment programs) are supported by these findings.

DIF-CREE Characteristics

Evaluations of aptitudes and program support were the two most valued elements of the DIF-CREE program. The evaluations enhanced the prospective employee's knowledge of abilities and determined that their skills matched the employers' demands.

Evaluation of Aptitudes as Means to Emphasize Capabilities and Promoting Employment

Evaluations of aptitudes provided by the state employment program provided the most satisfaction to the study participants. These evaluations, which were done to determine work abilities, complemented their own employment seeking efforts and endorsed their employability. This finding supports the benefits of assessment as tools facilitating vocational awareness and job placement. The following assertions best affirm the aforesaid:

PWMI 3. Look the did a psychometric evaluation, well at the level of intelligence of each person, to this they put a lot of emphasis and I think it was purposeful, yes, I don't know but they let me surprised of the enthusiasm they put to each person well, I also believe the based on this to find employment to each person, I liked it, really I liked it.

Ajá si, mira hicieron una valorización psicométrica, este en el grado de inteligencia de cada persona, eso yo creo que le pusieron mucha énfasis yo creo que le pusieron ganas porque sí fue a conciencia, si, no sé a mi me dejaron sorprendido del entusiasmo que le ponían a cada persona este, y yo creo que también a eso se basan a conseguirle empleo a cada persona, me gustó, realmente me gustó

PWMI 6. They assessed me, depending on the evaluation well, I brought it here and then they told me, yes you can do the job, because then they, well, checked what was assessed in the letter, and in CREE they told me depending on the results we can send you to certain type of jobs, that is we are not going to send you to a job that you would not be able to do

me hicieron pruebas, dependiendo de esa valoración este, yo la traje aquí y ya ellos me dijeron, sí vas a poder con el trabajo, porque de hecho ellos, este, checaban lo que venía valorado en la carta, y en el CREE a mí me dijeron dependiendo de los resultados lo podemos mandar a cierto tipo de trabajo, o sea no lo vamos a mandar a un trabajo que usted no lo va a poder desarrollar,

PWMI 2. Within the CREE exist a well specialized organization, that have an employment unit and actually all people in that area are totally qualified...they are very organized in such a way to perform all the appropriate and needed studies to integrate the people as soon as possible, they do an exceptional job, go to interviews, search for companies, do psychological, psychometric, educational, and abilities testing

en el CREE existe una organización bastante especializada, se cuenta con una bolsa de trabajo y realmente todas las personas que se encuentran dentro de esta área están totalmente capacitados... están organizadas a manera de realizar todos los estudios convenientes y debidos para que todas las personas puedan integrarse lo más rápido posible, ellas hacen una labor excepcional, van a entrevistas, buscan empresas, hacen estudios psicológicos, psicométricos, pedagógicos, de habilidades

DIF-CREE Employment Program as a Valued Support that Promotes Motivation and Self-Confidence

Evaluations were recognized as supportive to the person seeking employment, but they were not the only methods fostering employability. Further analysis revealed that the responses from program staff improved the participant's feeling of self-worth, motivation and self-confidence. Empathy and compromise to people with disabilities appeared as a valued staff characteristic that complemented the job placement intervention process. The following assertions confirm this analysis.

PWMI 5. They value you as a person and as a human being with a disability...right away they resolved my work problem and supposedly we were in a job trial for three months to see if we could do the job and now we have a year and eight months that we can do the job in spite of the fact we were been try-out.

te valoran como persona y como ser humano y como discapacidad que tienes... luego luego me solucionaron el problema de trabajo y supuestamente estábamos como prueba

en el trabajo tres meses haber si podíamos con el trabajo y ya llevamos un año y ocho meses que si podemos con el trabajo a pesar que estábamos a prueba

PWMI 4. *Look as the CREE told us, bear in mind that you all do not have a disability and you are like all us here, for you there is no disability, say, because you all can show them that you do not have any disability and to them you can do everything, you do no say I cannot because you all should can.*

Mire como a nosotros nos dijeron en el CREE, hagan de cuenta que ustedes no tienen ninguna discapacidad y que son como todas las personas que estamos aquí, para ustedes no hay ninguna discapacidad, dijo, porque ustedes pueden demuéstrenle que para ellos no tienen ninguna discapacidad y para ellos ustedes pueden hacer todo, ustedes no digan no puede porque ustedes deben de poder

PWMI 3. *Eeh, well morally it lifted me up, I returned to believe in me. As I mentioned I feel grateful with the CREE, because after all although time passed they never forgot me on their waiting list, eeh, as the kept in contact I am thankful they linked me with this company that as well I tell you I am grateful with this company because their human quality, I am very grateful I am very grateful with them*

eeh bueno dentro de lo moral me levantó bastante, volví a creer en mi, yo como lo comentaba me siento bien agradecido con el PEOPLE WITHCREE, porque dentro de todo aunque pasó tiempo nunca me olvidó siempre me tuvo en su lista de espera, eeh, como me mantuvo en contacto se los agradezco me contactó con esta empresa que como le digo también estoy bien agradecido con esta empresa por su calidad humana y, estoy bien agradecido estoy muy agradecido con ellos

Promoting Services as a Needed Response to Enhance Job Offers and Placement Services

Some employees in this study acknowledged the benefits of the program and noted the importance for these services to be promoted. They saw the functionality of promoting the program as an action that would boost employers' offers and support the agency placement efforts.

PMI 6. *They should advertise in the mass media, radio and television or flyers because there are many people like us like me with a disability, that get into a job, they are not taken into consideration and leave, look for another and look for another and we do not find the appropriate place according to the abilities we have*

deberían anunciarse en los medios de comunicación, radio y televisión o volantes o anuncios porque sí hay mucha gente como nosotros como yo con discapacidad, que así andan entra a un trabajo, no lo consideran y se sale, busca otro y busca otro y no hallamos el lugar adecuado para la capacidad que tenemos nosotros

PWMI 1. More than else to promote it, that is, if they can do it, if they can do that many things will be attained, they will attain broadening the company's perspective to hire people with disabilities, because as said, I will sell you a product but if you do not bring it to me, I am offering a product, you do not bring it to me, well, you do not going to know what is all about, however, if you see the product that is the people, that are working, how they work, how they do this, how they perform at work, they are going to say ah! I have a place for them then they are going to tell you bring them to me

nada más sería promoverla, o sea, si se pueden hacer ellos, si pueden hacer eso y lograrían muchas cosas, lograrían ampliar mucho más la perspectiva de la empresa para contratar a gente discapacitada, porque es como dicen, yo te vendo un producto pero si no me lo traes, te ofrezco un producto, no me lo traes, este, no vas a saber de qué se trata, y cómo saber manejarlo el producto, sin embargo, si tú ves el producto que está la gente, que está trabajando, como trabaja, como hace esto, como se desempeña en trabajos, va a decir ¡ah! yo tengo un área para ellos y así te lo van a decir tráemelos

Perceived Employers Themes that Promote Employees Job Satisfaction

Notably among all participants was the need for employers to treat them the same as any other employees. Special treatment was perceived by employees as employers' behavior that promoted and sustained exclusion; this limited an employee with a motor impairment to be recognized as a capable individual. Non-preferential treatment was also associated with increased employee morale, comradeship and team work—all characteristics valued by the employee and representative of good companies' management practices.

Non-Preferential Treatment/Preferential Treatment Contrast as a Valued Employment Characteristic

Non-preferential treatment by employers emerged as the most significant characteristic to job satisfaction among employees in the study. Non-preferential treatment

had a positive psychological effect on PWD; they felt valued for their capabilities. Employees stated that preferential treatment contributes to labor relation inequalities. This could have detrimental effects among employees with or without disabilities, and subsequently could affect the company adversely. This suggested the significance of non-preferential treatment as a business value that promotes the intrinsic and extrinsic motivation among employees with and without disabilities. Non-preferential treatment facilitates equal access to participation by shifting the attention away from a disability back to the necessary skills it takes to perform a job. Non-preferential treatment as a company management value increases worksite employees' morale and promotes comradeship and teamwork. To the employees these are valued characteristics representative of a good work environment. Moreover, these are essential characteristics of a socially responsible employer who aims to have a steadfast labor force. The following employees' assertions best affirm this analysis.

PWMI 7. Is an equal treatment, never has been nothing preferential, I say so, it is true that they take me much into account but I believe as taking into account any normal person that give results, is nothing special, is a very human thing, that is what I like most...at least from my boss it is a lot of results, that is you give me results, and nothing happen

es un trato igual, nunca ha habido nada preferencial, eso sí digo, si es cierto que me toman mucho en cuenta pero yo creo que como tomarían en cuenta a cualquier persona normal que da resultados, no es nada especial, es una cosa muy humana, eso es lo que me gusta mucho...o al menos por parte de mi jefe es mucho resultados, o sea tu dame resultados, y, y no pasa nada,

PWMI 1. Consider me because I am a person with a disability, no, in my case I would not see it as just, isn't it? I would not see it just to other people ... if you start making distinctions you are going to have other people uncomfortable, they will start saying well why do you have these considerations for people with disabilities and not for us?, and the resentment starts

Table 5. People with Motor Impairments Key Categories and Themes of Relevance to Employment

Person's View of Disability and Employment	Obstacles to Employment as Multifaceted Social Response	Employment Opportunities as Outcome of Supportive Systems		
		Family Characteristics	DIF-CREE Characteristics	Employers Characteristics
1. Different abilities / disability in the mind of others contrast	1. Lack of culture as an impediment to employment opportunities	1. Family support as fundamental in promoting a person's self view of capability and working values	1. Evaluation of aptitudes as means to reveal capabilities and endorsing employment	1. Non-preferential / preferential treatment contrast as a preferred employment characteristic
2. Added work effort as over responses to experienced barriers to employment	2. They saw my disability/they told me other things as employers responses that impeded employment opportunities	2. Family economic support/unemployment contrast	2. Ongoing staff support as a valued characteristic that promotes self-worth and motivation	
3. Working as a duty to family / working as significant to personal and social growth contrast	3. Unhelpful personal responses to employment as an over response to negative social response to impairment		3. Promoting the services as a needed response to enhance job offers and placement services	

considérame porque soy persona discapacitada, no, bueno en mi caso no lo vería justo ¿verdad?, no lo vería justo para las demás personas...si empiezas a hacer distinciones vasa tener inconforme a toda la demás gente, te van a empezar a decir bueno ¿porque a las personas discapacitadas les tienes estas consideraciones y a nosotros no?, y va a empezar el pique

Integrating Findings

The preceding analyses outlined the fundamental categories and themes that influence employees' perception of employment and disability. These categories and themes are not mutually exclusive, but are interrelated, a situation that reveals the experience of disability and employment as a complex social phenomenon. Table 5 shows the key categories and themes that emerged from the employees' case analyses. The summary of findings that follows is the third-layered case study that, when combined with agent of employment, employers, and family cases, will conform the core conceptual framework of a system that aims at facilitating the employment integration of people with motor impairments in Monterrey, México.

All interviewed employees in the study, regardless of their level of education, struggled to find employment. They noted that their physical attributes often triggered obvious or subtle employers' reactions that denoted misgivings about their work capabilities; nonetheless, all prevailed over these responses with perseverance and support.

A common characteristic among all employees in the study was their determination to succeed at work. This determination often contributed to superior job performance that brought pride to the persons and contributed to dispel preconceived notions of inability held by many non-disabled workers and employers. In addition to positive attributes, a superior job performance emerged as an over response from employees to demonstrate their ability to

work and to avoid being fired. This over response presented a new problem to employees: with fear of losing their job, they might not seek to advance in employment opportunities. This could result in becoming mired in the secondary labor market and susceptible to job exploitation. When not managed, this reaction can contribute to overexertion, injury, diminished satisfaction in their job, resulting in low performance that could lead to a job loss. Further research is needed to assess the impact that this behavior may have on the person and the employer.

The findings confirm that, more than securing the means to acquire goods and family security, employment gave people an identity for which they could measure their fit in society. This assertion was noted in the twofold significance that the employees in the study attributed to work: (1) working as a duty to the family and (2) working as significant for personal growth and self worth. Working as a duty to the family involved a responsibility to others while working as significant for personal growth and self-worth comprised a responsibility to the self. The meaning attached to work can influence a person's reaction to employment offers, job retention, and job satisfaction—all important aspects to consider during job placement and career planning.

In Monterrey the nature of a disability emerged as a significant factor in forming an opinion about the person. PWD preferred to be thought of as workers with a variety of skills. Different abilities imply that human capacities vary among individuals and people with impairments can thrive and prosper just as anyone else if presented with the appropriate attitudinal and environmental conditions. This definition contrasted with the prevalent social definition that associated disability with inability—a prejudicial notion that hinders the disabled person's participation in employment activities and in community life.

The analysis revealed that obstacles to employment are the result of complex social responses. Securing employment was hindered by a host of factors, most notably the cultural beliefs about disability. To the interviewed employees, the prejudice in Monterrey's society denoted a lack of culture about disability issues, notably maintained by associating disability with inability. Even though there was a lack of discernment between disability/inability in employment, this was not entirely the case in other social spheres, where disability prejudices might be subjected to a host of other factors.

The findings in this study confirm that disability prejudice based on biased notions do have a profound detrimental effect on the person. The researcher noted that the constant denial of participating in employment activities or opportunities to secure higher positions often aversively influenced a person's motivation, confidence and self-worth. As a consequence, sometimes the person exhibited apathy, or perhaps reacted with over demanding behaviors. If the conditions that evoke these behaviors are misunderstood they can be misinterpreted as a lack of work interest or disregard for employment. The importance to understand the psychology of work and disability, and the significance of rehabilitation and vocational counseling to support PWD in obtaining and maintaining employment is supported by this finding.

Employment success emerged as an outcome of supportive systems most notably the family, the agent of employer and the employer. Employees recognized the family as essential in fostering work values, self-confidence, emotional and economic support. The family support was not restricted to the family of origin but also to a family of acquisition. The findings suggest that the experiences during a person's developmental process do have an effect in determining a person's employment outlook. Early intervention services such as

school-to-work programs, employment programs, and family support services are sustained by these findings. The researcher observed that employees in the study with college degrees held professional positions and employees with limited education obtained employment in the manufacturing industries.

Additionally, employees in the study acknowledged benefiting from the DIF-CREE employment program, most notably from the evaluations of aptitudes. To some employees, these evaluations enhanced their understanding of capabilities and job selection; to others, the evaluations endorsed their employability. The former proved of greater benefit to people with limited education and work history, the latter benefited all, but were of considerable significance to people who got job offers from employers who needed a certification that the person met the characteristic of the job.

The employees also regarded the employment program staff as efficient in promoting self-worth, confidence, and work motivation. This finding denotes the importance of interpersonal relationships in the Mexican culture as a conduit for success. Also, the employees' recommendations of promoting the program to increase employment offers and to reduce time spent waiting for a job does confirm the program effectiveness. The importance of developing the staff's professional competence is supported by these findings. To program developers and evaluators, satisfaction with staff and services offered are indicative of effective practices.

Vital to employee's satisfaction was the need to be treated as any other employee by the employers. Differentiated treatment was perceived by employees as disadvantageous employers' behavior that promoted and maintained exclusion thereby limiting employees with a motor impairment to be recognized as capable individuals. Non-preferential treatment

coupled with team work, work accommodations according to abilities, employers' loyalty and responsibility to the employee emerged as valued employers' characteristics. The importance of developing employment guidelines that secure equal treatment of employees based on competence, not on physical attributes or biased disability notions, is supported by these findings. To the employer, this implies securing diversity training as a valuable management tool that maximizes team work, employees' morale, and services outcomes, all essential characteristics of a socially responsible business with a steadfast labor force.

The analysis of the employees' experiences confirms that the prevailing perception held in Monterrey society that associates disability with inability has a significant impact on the behaviors of its residents. This is manifested in discriminatory practices that often hinder the right of the persons to participate in employment activities and to establish themselves as contributing community members. The analysis of findings also made clear that the family often served as a buffer for the impact of the prejudicial notion of the person. Revealed in the analysis were the interventions that challenged the interpretation of inability. Most notably the state employment integration program served as an advocating institution and catalyst addressing the employers' concern of disability and employment issues. Implied in these findings is that employees with motor impairments are as effective as employees without disability if the attitudinal and structural modifications are secured. These modifications serve the interests of all employees, and thus maximizes an employers' business and social benefits.

Family Case Characteristics

To all families in this study the disability of a relative came as an unexpected life event. Initially the disability caused an uncertainty and discontent that improved (as the

family evidenced) throughout the development process of the disability. Most often it came to mean that a physical impairment did not mean inability. The content analysis revealed that a family's understanding and acceptance of impairment were closely tied to the employment outlook and outcomes of the person with disability. Family discontent flared when the needs of their relative with physical impairment experienced employers' aversive responses. Family narratives point out that even though society is beginning to change, there is still a lot to solve, and employment opportunities can be improved with conscientization campaigns (e.g., a true depiction by media that PWD can be capable and reliable workers). How the family adapted to the negative social responses related to a multitude of factors not determined in this study, but emerged as an issue that merits further research.

Families Disability Perspective

Family perspective of disability has a profound effect on both the family and the relative with impairment. The family beliefs can exert influence on the values of a person with disability, and upon his/her motivation and perception of self. Understanding a family disability perspective helps the agent of employment to develop intervention strategies to help empower the family and the relative with disability, and even to influence society. A family's positive belief about disability has a strong impact on the person with disability.

Propinquity as a Valued Family Occurrence in Understanding Disability

Families believe that the experience of living with a person who has a disability does bring a particular awareness to all family members, an understanding that other people who lack this experience do not have. The findings point out the difficulty of anyone's being able to understand the unique challenges of PWD, if that person has not come into contact with a

similar situation before. Clearly FAM 1 and FAM 3 provided the best description of this conceptualization:

FAM 1. People who have not had any bearing with a person with disability, so to speak, do not comprehend, I feel that until the people, like the Mexican saying that say that nobody knows the good they have until they loose it...then when one has lived with a person with a disability, one does learn to appreciate even the minimum of what oneself have.

las personas que no han tenido que ver con alguna persona con discapacidad, vamos a decirlo así, no comprenden, yo siento que hasta que la gente, es como el dicho aquí mexicano que dice nadie sabe el bien que tiene hasta que lo pierde... entonces cuando uno ha vivido con una persona con discapacidad, uno aprende a apreciar hasta lo más mínimo que tiene uno

FAM 3. If at home, the correct attention is given and is instilled not to undervalue anyone and persons with a disability, to treat them equally, but maybe they do not thinks that a relative, a friend can be with that disability, and there is where it come from, I believe that it come from there, because if is not at home, where else.

si en el seno familiar se, se tuviera la atención debida y se les inculcara a no menospreciar a nadie a personas con una discapacidad, trátala igual, pero a lo mejor no se ponen a pensar que un pariente, un amigo puede estar con esa incapacidad, y, y por ahí viene, creo yo que por ahí venga, porque si no es en el seno familiar, en donde más

Discrimination to Employment Opportunities as an Over Response to Physical Appearance

Families noted that physical impairment evoked employers' denial of employment and association of the physical body with inability. The aversive employers' responses provoked a negative emotional reaction from both the person with impairment and the family. Clearly, Monterrey's society saw the body as representing the totality of the person; this perception was in direct conflict with the family experience. To the family it is not their relative's capabilities that hinders employment, it is the employers discriminating reaction. FAM 6, FAM 2 and M 4 best affirm this analysis.

FAM 6. *Because they are missing a limb they do not hire them they believe that they are not able to do the job.*

por falta de un miembro no los ocupan ellos creen que no van a poder hacer el trabajo sobre respuesta

FAM 2. *The obstacle has been the disability as he went to look for a job and saw him, you know what, we are not hiring people with disabilities, when he was left without a job he, he, they gave him an appointment, he will go and return, what happen, no, they are not hiring people with disabilities, he was disappointed... that was the obstacles that they put, many did not believe he could and told him no, that he would not be able to do it.*

el obstáculo ha sido la discapacidad de que él iba a buscar trabajo y lo veían, sabes qué, no estamos ocupando gente con discapacidad, o sea él cuando se quedó sin trabajo él, él, le hacían cita, él iba y llegaba, qué pasó, no, no ocupan gente con discapacidad, y él se agüitaba...ese es el obstáculo que le ponían, de que no creían muchos le dijeron que él no, no iba a poder

FAM 4. *She has received a lot of rejection from society, at the beginning from government, they turned around and kept looking at her up and down, we have been where she has been, I have walk by her side, then she came, and came crying, came defeated then, what did happen mommy was that they looked at me up and down...That is incredible, we struggled, not even a chance as a telephone operator even with a graduate degree and all.*

pues ha recibido mucho rechazo por parte de la sociedad, al principio por parte del gobierno, volteaban y se le quedaban viendo de arriba abajo porque hemos estado a donde ella ha caminado, he caminado siempre al lado de ella, entonces ella llegaba, y llegaba llorando, llegaba derrotada entonces, qué pasó es que mami me vieron de arriba abajo... Es que es increíble, mira nosotros batallamos, no le daban ni para telefonista y con postgrado y con todo

Family as a Conduit to Employment Success

Family involvement emerged as vital in the value forming and success of their relatives with disability; however, the extent of family involvement was contingent on the family composition, socioeconomics, knowledge of and access to resources. The family involvement not only benefited the persons receiving the support but also the family as a whole. The family involvement was characterized as a family investment. This finding

indicated that a person with a disability was valued by the Mexican family not because of their distinctive physical characteristics, but because of their ability to contribute to family and society.

Active Participation as a Valued Family Characteristic that Facilitated Life Success

Families recognized that to promote independence and self determination persons with disability needed to develop self-confidence, a task that is successfully completed only by supporting them to make the most of their own abilities. A common characteristic found among all families was their active participation in their relative's decision making process. Families did not make decisions for the PWD, but instead guided them to learn and decide from experience. Families emerged as advocates with a goal of forming self-reliant and socially responsible relatives. . FAM 1 and FAM 4 best represent the finding.

FAM 1. The family has to get involved a hundred percent in the integration of its member to its own family and from there branch out to society, one sometimes have to do some accommodations you have to do it, one have to learn to be very strong, very tolerant, and very perseverant, tolerant with the people that do not understand, that are ignorant, that maybe are afraid or cannot accept her, then one have to give that example that type of tolerance.

La familia tiene que involucrarse en un cien por ciento en la integración de su miembro a la misma familia y de ahí que emane a la sociedad uno tiene que hacer a veces ciertas adecuaciones hay que hacerlas, uno tiene que aprender a ser muy fuerte, muy tolerante, y muy perseverante, tolerante con la gente que no entiende, que es ignorante, que a lo mejor le tiene miedo o no la quieren aceptar, entonces tiene uno que dar ese ejemplo ese tipo de tolerancia

FAM 4. If you limit and confine her or the persons, they do not evolve but if you give enough then, let's say, self-confidence, support her to go on, there are not limits, but if you say, no, let me bring you a glass of water, let me serve you, let me, don't do it or you are clumsy, you limit her really, or if you said is that you cannot to better than that, you cannot study more well then as long as the parents do not become aware that for a person to evolve, you need much, much love, to give then security and that she soar and move forward, if not, she remains there in a standstill.

si tu la limitas y la aprisionas ella no evoluciona, las personas no evolucionan pero si tu le das suficientes este, vamos a decir, seguridad en sí misma, y la apoyas a que siga adelante, no hay límites, pero si tú le dices, no, déjame te traigo el vaso, déjame te sirvo, déjame, no lo hagas o eres muy torpe, las limitas verdad, o si tu dices no es que ya no puedes superarte más, ya no puedes estudiar más entonces mientras los padres no tengan consciencia de que para que una persona incapacitada evolucione, se necesita mucho, mucho amor, para darle seguridad y que ella vuele y que ella salga adelante, si no, se queda ahí estancada

Work Values as a Transferred Family Characteristic

To the families in the study, the value attached to work was communicated by their parents' experiences. This served as a framework of reference for PWD's attitude to work as an activity where intensive effort not only secured their own survival but future generations as well. The families pointed out how these experiences influenced their relatives' work ethic. The following family statements best affirm this analysis:

FAM 3. My parents instilled in me that if we do not work, we do not survive, we have to work to survive, simply we have to work, we have to sacrifice for something, if you do not sacrifice, if you do not put all your efforts, you will always be and object of pity...the eight, fifteen or twenty hour that I spent at work, to me it was my second home, you had to care for your tools, had to care, this, the tools of my work, because they gave me life, true, that what make me subsist and if I did not take care of who will care then that is what I believe of work, place all the attention to it.

mis padres me inculcaron que no trabajamos, no sobrevivimos, hay que trabajar para sobrevivir, holgadamente hay que trabajar, hay que sacrificarte por algo, si no te sacrificas, si no pones todo de tu parte, siempre vas a andar dando lástimas... las ocho o quince o veinte horas que pasaba en el trabajo, para mi era mi segundo hogar, había que cuidar la herramienta, había que cuidar, este, los utensilios de mi trabajo, porque eso era lo que me daba la vida, verda, eso era lo que me hacía subsistir y si no lo cuidaba yo quien me lo iba a cuidar entonces eso es lo que yo creo del trabajo, ponerle toda la atención del mundo

FAM 1. Well I saw that my father was a good worker, and my mother too, my mother without knowing the language (in reference to English when living in Unites States), both didn't speak it very well this, sold Avon and several time she was the number one

saleslady of there was one car that sometime my father took it my mother at a beginning didn't know how to drive then, she had to deliver the products and took all us three, she never, never limits herself never said, I cannot, then, these are living examples, there are examples, they are examples.

pues yo veo sí mi papá era muy trabajador, y mi mamá también mi mamá sin hablar muy bien el idioma, los dos no lo hablaban muy bien este, vendía Avon y llegó varias veces a ser la vendedora número uno de un sector, y había un carro que a veces mi papá se lo llevaba y mi mamá en un principio no sabía manejar entonces, tenía que ir a entregar productos y nos llevaba a los tres, ella nunca, nunca se limitó nunca dijo, ay no puedo, entonces, son ejemplos que va uno viviendo, son ejemplos, son ejemplos.

Identified Family Resources Facilitating Employment

Families influenced relatives both with and without disabilities about work. It was well noted that PWD needed additional support outside of the family in order to integrate into the labor force. Support varied according to the needs of their kin with a disability (i.e., education and training, transportation). All needed some kind of job placement services to secure gainful employment. The state DIF-CREE evaluated PWD's skills required by an employer and provided other job placement services. The family knowledge, experience, and satisfaction with these services varied, but narratives by families supported the agent and considered it important in supporting their relatives with disabilities and their efforts to secure employment.

Agent of Employment Interventions as Effective Endorsing a Person's Capabilities

Families acknowledged that the DIF-CREE employment integration services played an important role in affirming a person's working abilities. The content analysis revealed that the program intervention served as an intermediary to employers, an action that benefited the family and their relative with a disability. Some families noted that this mediation expanded

their knowledge on disability issues and employment and complemented their relatives' job placement efforts. The FAM 1 and FAM 5 responses best affirm this analysis:

FAM 1. Yes, the DIF endorse, it explain the disability of the person and explain in what way can be fit out a, a labor settings for this disability to evolve be developed, can evolve.

si, el DIF avala, si explica la discapacidad de la persona y explica de qué manera se puede habilitar un, un ámbito laboral para que esta discapacidad pueda ser desarrollada

FAM 5. Yes, it helps much we at least I say now, now working or having some support from any institution this, you are not going to be so, so frightful going to some job, you feel like having a back up and perhaps encouraged to be upbeat to, to other jobs that maybe with help or support oneself is not motivated to go.

Sí, si ayuda mucho nosotros al menos digo ya, ya trabajando o teniendo algún apoyo de alguna institución este, ya no va uno tan, tan temeroso a lo mejor a algún trabajo, se siente uno como que lleva un respaldo y a lo mejor lo animan a uno a animarse a ir a algunos otros trabajos que a lo mejor con una ayuda o un respaldo no se animaría uno a ir

Social Conscientization as a Needed Ongoing Campaign

Families believe that an ongoing campaign emphasizing ability over inabilities is needed to press forward the social and employment opportunities. Implied in the family narratives is that awareness of potential and respect toward a person with a disability is a direct consequence of a learning process facilitated by social interactions. These findings do suggest that disability is a manufactured social notion, and that positive changes can occur thru social conscientization. The following assertions do affirm this analysis:

FAM 1. I think that a program of total conscientization that is eminent now, strong, and hard carried on everyday, everyday, programs, a grand program supported by smaller ones but with people that knows...then, examples, families, or tangible and involved people, worth seeing, worth seeing what they have done to advance, yes, find people like that wherever, dedicated to talk, to be guided, to talk about values and life experiences, life examples that is basic, I think, that we have to begin in schools.

Yo pienso que un programa de concientización total o sea de eminente de ya, y fuerte, o sea, duro y dale todos los días, todos los días, programas, un programa grande avalado, avalado con muchos programas chiquitos pero gente que sepa... entonces, ejemplos, familias, o gente, involucrada y tangible, que las vean, que vean cómo ha sacado adelante qué han hecho, si, conseguir gente así donde se pueda, y dedicarse a estar dando pláticas, a ser guiado, a pláticas de valores junto con algo vivencial, con ejemplos de vida eso es lo básico y meterse, yo siento, que hay que comenzar en las escuelas

FAM 5. Before a disability was, that was a family suffered with a person with a disability, they hid (the person) but not now, now at least they give them therapy, get them out, not hiding because ashamed of the person, is, a matter of shame, before it was the custom to hide the people, not now, now well about a job I see that as a great achievement, maybe yes, yes, still there is much need to make people conscious for example about the (parking) spaces for people with disabilities or to leave the ramps access free, because sometimes they are cars parked and how do I get down but, about work yes, I see it of great help...my recommendation is that there would be facilities, facilities accessible to even to the least able person.

antes la discapacidad era, o sea la familia sufría con una persona con discapacidad, hasta le esconde y ahora no ahora este si acaso darles terapia, sacarlos, no esconderlos no porque sea una persona discapacitada, es, es cuestión de vergüenza, antes se acostumbraba eso que se escondía a la gente, ahora no, ahora hasta pos lo del trabajo eso sí yo lo veo un gran logro, a lo mejor sí, si, va a ser mucha falta de que se conscientice a la gente por ejemplo los cajones para la gente discapacitada o que dejaran las rampas libres, porque a veces están carros estacionados y por onde bajo pero, lo del trabajo si, si lo veo yo de gran ayuda... mi recomendación sería de que hubiera pos facilidades, que las instalaciones fueran hasta para la persona que menos pueda

Integrating the Findings: A Family Experiential Representation

The preceding analysis outlined the fundamental categories and characteristics that are essential to the family's perception of employment and disability. These categories are not exhaustive. Family interactions influence a person's decision to find a job; they are complex and out of the scope of this study. Nonetheless, the analysis of findings support that a family's responses to disability do have a significant impact on a people with motor impairment seeking employment. The families in this study emerged as a conduit of work values and supporters of self-sufficiency. Further research is needed to assert causality

between family values and its impact on a person with a disability success. Table 6 shows the key categories and characteristics that correspond to the family case analysis.

Certainly the family experiences do support that recognition and acceptance of a person's capabilities are the result of a complex interaction. It reinforces the notion that

Table 6. Key Family Categories and Themes

Families Disability Perspective	Family as Conduit to Employment Success	Identified Family Resources Facilitating Employment
1. Propinquity as a valued family occurrence in understanding disability	1. Active participation as a valued family characteristic that facilitated life success	1. Agent of employment interventions as effective endorsers of a person's employment capabilities
2. Discrimination to employment opportunities as an over response to physical appearance	2. Work values forming as a transferred family characteristic	2. Social conscientization as a needed ongoing campaign

people's capabilities are evidenced through shared transactions, not merely by physical attributes. Interactions with PWD increase an understanding of disability and recognition of capability, then planning and implementing programs that capitalize on this form of learning could prove to be valuable in promoting positive social attitudes. The result should maximize employment integration opportunities for people with motor impairments and other disabilities in Monterrey.

This study affirmed that the experience of disability did have an effect on the family response to their relatives with motor impairment. How the family coped with the encountered negative social and employer responses was dependant on family education,

socio-economic condition, and access to support services. Families with higher formal education and resources appeared to be more involved in the social integration of the relative with motor impairment. Moreover, the researcher observed that although all family members contributed to the wellbeing of their relative with a disability, notably it was the female figure (e.g., wife, grandmother, or in-laws) that played a primary role in the provision of moral support. A causal relationship between education and gender was not measured in this study, but it will be of particular interest to any future research aiming at advancing early family interventions and disability issues. Quantitative research with an adequate sample will be a valuable approach in studying the causal relationship among demographic characteristics and family coping strategies.

The content analysis revealed that employers' aversive responses to a person based on comparing motor impairment to inability not only affected the person but also the family. To the Mexican family when a relative is devalued because of his/her distinctive physical characteristic, and that person is unable to contribute to family and society, it represents a form of economic discrimination to both the person and the family. Therefore, the family, as an oppressed group, surfaced in this study. This is a particular attribution that merits further investigation.

The finding of this study conveys that family support is essential to the vocational development of a relative with a disability and emphasizes the need for family support services by disability services providers when planning and implementing employment integration program. It is important to see the family as a partner in the job placement process for their relative with a disability. The families found the existing job placement services adequate in endorsing work abilities and capabilities, but they were often

bureaucratic and slow. The latter might be attributed to a host of factors not addressed in the study that some families had a limited understanding of the labor market issues that contribute to the sluggishness in service delivery. To assess the efficiency of the employment integration program the family assertions indicated the need for a program evaluation.

The analysis revealed that the onset of impairment had an impact on the lives of all family members, but beyond that it was the shared social experience of disability that most influenced the families. The family emerged as seminal in forming the work value of a person and as an institution where issues about a person's self-capability were determined. Families do value their relatives with disability the same as any other relatives. Regardless of family education and socioeconomic level, ongoing support to their relatives with motor impairment emerged as the most efficient family tool associated with the relative's employment success. It was the family active involvement that influenced a relative's employment outlook. Most families, however, acknowledged that the DIF-CREE employment integration program was a conduit in backing up the family.

Denoted in the analysis was that beliefs and attitudes about work and disability are socially manufactured. To bring about changes that will result in access to employment opportunities and social participation, families believed that an ongoing campaign to emphasize ability over inabilities needs to be implemented so that social conscientization can occur. Social education emerged as a tool for social conscientization. Further research is needed to confirm the analysis and the implication in disability policy making in Mexico.

Components of the System: Interactions,
Obstacles and Opportunities

This section integrates the case studies findings that lead to a conceptual representation of a job placement system. The case studies analyses demonstrated that the interactions among the state agent of employment, program participants, employers and family are diverse and complex. The researcher extracted these interactions to clarify a job placement system that could be utilized in the state program employment integration, vocational counseling, rehabilitation practitioner development, employment integration programs, and policy development that benefit people with disabilities in Mexico. Case studies contained key categories identifying obstacles, strengths, and areas of opportunity. The analyses are contrasted and discussed to explain the central component that conform to the conceptualization or can support a job placement system framework.

Seeking a job can be a stressful for anyone because of the uncertainty of events occurring throughout the employment-seeking process. To someone with motor impairment who has abilities that are not clearly evident, it sometimes can require mediation (i.e., using an outside element as an intermediary between the person and the prospective employers). In this study the DIF-CREE employment integration program for people with disabilities is such an intermediary. However, when the family and society become active players in the mediation process, the employment outcomes may be quite different. Although, there is not a simple linear solution due to the complex phenomenological characteristics of the key players, the researcher can make inferences from the collective experiences of these interactions. Partly from this premise and the case analyses findings a particular characteristic emerges, a point in time, which can be helpful in facilitating the current job

placement services for people with disabilities in Monterrey, Mexico. A synthesis of the emerged fundamental issues in the case studies analyses follows.

1. Lack of culture about disability in Monterrey, Mexico has hindered the labor integration of people with motor impairment, and is also responsible for biased attitudes of the populace equating motor impairments to illness and inability to be effective in the workplace. In addition to lack of employment opportunities, lack of culture about disability has impeded equal access to transportation, education, employment opportunities, and thus, community participation.

2. Family values are fundamental to the employment success of the person.

- a. work emerged as a duty to fulfill family needs and personal growth
- b. family involvement and support contributed to a person's motivation and perseverance in employment seeking activities.

3. All units of analysis acknowledged the agent of employment as a significant element in the employment integration of people with disability in Monterey, Mexico.

a. program strengths—comprehensive evaluation services as valuable tool reveal capabilities and endorse employability, matching a person's characteristics with job position and knowledgeable personnel, training referral options with other governmental and education institutions when the participant showed potential to benefit from training.

b. programs limitations—no follow up process after placement, often took time for some participants to be placed, some families saw it as bureaucratic, program recognizes the need for more personnel and census for need assessment and program implementation

4. Public campaign as a means for conscientization and to increase job offers

- a. to families—a social ongoing conscientization campaign that emphasizes ability over inabilities to press forward the social and employment opportunities is needed
- b. to people with motor impairments—promoting the program to increase employment offers to reduce time spent waiting for a job

Lack of Culture about Disability

The fact that all participants in the study conveyed that a lack of culture about disability is a major obstacle and ingrained in all the components of the job placement system, establishes that it is a very important aspect that merits attention. Therefore, intervention strategies need to be developed to reduce this particular notion among the different entities responsible for the provision of educational, transportation, and employment services.

The lack of culture about disability and how significantly it influences society has been demonstrated in the work of Barnes and Mercer (2001). Inferences that associate a motor impairment with illness and inability to engage in work and other life's activities (ILO, 2004; Park, Faulkner & Schaller, 2003; Antonak & Livneh, 2000; Hann, 1985), influences employers' negative attitudes. Also in the family, it has been identified that a direct relationship exists between a parent or major family figure stance about disability and a person with disability, emotional, and psychological states (Roland, 2000).

It is evident that an inadequate cultural view of disability, even in one unit of the job placement system, is significant as it might exert a negative influence in that sub-unit. However, a stabilizing effect is prompted when the various components of the job placement system identified the lack of culture as a problem in the system.

A first step could be that every influential element that constitutes the job placement system must address the lack of culture issue within its own sphere. For instance, those who are part of the DIF-CREE employment integration program could develop programs to lessen the family's, employer's and policy maker's faulty beliefs about disability during their ongoing interaction with these participants.

The employers, on the other hand, once having improved their beliefs as a result of their collaboration with the DIF-CREE employment integration program, and experience with the worker with motor impairment, can disseminate the benefits of these interactions and experiences to other areas of the organization that directly or indirectly relate to the worker. This cognitive information and previous contact with the worker contributes to employers' favorable attitudes toward people with disabilities (Krahé & Altwasser, 2006).

The family negative beliefs and stance about disability can be modified by programs utilizing a strengths perspective educational approach, which is a program that focuses on abilities rather than inabilities. This allows redirecting their biased belief, which may have been influenced by religious or medical perspectives, to a humanist vision based on capabilities. This approach not only can lessen the family uncertainty about a relative's disability but also can foster the conditions that family can be of support to their relative's employment seeking and employment preservation efforts. A supportive family does prove to have a positive effect on the work motivation of a relative with a disability (Mpfungu & Wilson, 2004; Dixon & Reddacliff, 2001; Trevino, Szymansky, 1996; Shapiro & Title, 1986).

The suggested actions for each of the components of the system that supports employment opportunities for people with disabilities based on the findings are not

implausible. These actions can be implemented if the established guidelines in regard to the rights of people with disability at a state and national level are unequivocally enforced.

The Federal Act to Prevent and Eliminate Discrimination (2003) is the only national legislation that prohibits discrimination toward people with disabilities when applying for a job. This federal law specifically established a framework for which all actions to protect the employment rights and equal access to opportunities of people with disability are secured. If this law is not enforced, people's economical activities and sustainable development practices will be in peril. This finding was consistent with previous studies (IDRM, 2004; Toledano, 2004; & Ruebain, 2000) that stressed the importance of comprehensive legislative actions to support the rights, influence confidence and the development of opportunities.

Family Values Important to Work Beliefs and Success

Family values were also identified as a significant element to the subsystem in the job placement system. Because of the complex nature of family dynamics these values were elusive. A plethora of beliefs exists that contributes to these values that often were passed on through tradition, influenced by religion, socioeconomic experiences, and philosophical underpinnings. However, as the intention of this study aims to the betterment of a job placement system, focusing on the values that corresponded to the activity of work were considered.

As noted, work is a human activity with different meanings that are dependent on cultural norms that are not internalized by any particular group in the same ways (Neff, 1985). It is well identified that there is a correspondence between families' and relatives' work values (Blustein, 2006; Mpofu & Wilson, 2004; Drenth, 1991). Studying this

correspondence provides an opportunity to develop interventions geared at enhancing the positive and minimizing the negative work values.

The sub-unit revealed that work was the center of the family's lives. It was seen as a duty to contribute to family wellbeing and personal growth. These elements were not mutually exclusive; they were interrelated. Personal growth was secondary to family duty, and in turn, it was the contribution to the family that developed personal growth. The work served as an extrinsic motivator not primarily related to personal growth or the use of capabilities, but more for its associated value (Diaz-Guerrero, 2003).

Investing in the quality of life of family has an effect on the development of positive values needed to obtain and retain employment among people with disabilities (Ingstad, 2001). Therefore, to support the families, a strengths based approach should be taken to recognize their potential and capabilities to maximize the effectiveness of a job placement system.

A program that aids a family's recognition of abilities and capabilities not only empowers that family by building resilience and positive adaptation to disability, and enhances active collaboration in the job placement process (Wates, 2004; Singer & Powers, 1993). Families can become powerful promoters of positive work values and changes in society; their experiences will empower others to promote an inclusive labor culture.

An approach that focuses on strengths may significantly influence family belief changes, a change that may contribute to adopting a sociopolitical perspective to problem solving. A sociopolitical stance emerges by assisting the families to recognize that their issues, values and problems in regard to disability and work are not rooted in themselves or a relative with a disability, but from the social context where they interact (Bickenbach, 1993).

It is expected, that once this distinction is acknowledged, the family is empowered and proactive stance in the job placement process is strengthened. This finding parallels other research findings that affirmed the family as an important collaborator in the job placement process (Mpofu & Wilson, 2004; Power, 2000; Dixon & Reddacliff, 2001; Wehman, P., 1999; Freedman & Fesko, 1996).

Significance of Agent of Employment

The fact that all sub-units of the job system recognized the DIF-CREE employment integration as a valuable service, suggests that the services are having a positive impact in Monterrey society. As previously stated, successful rehabilitation services outcomes can be obtained by understanding public rehabilitation professional beliefs (Hergenrather, Rhodes, & McDaniel, 2003). A thorough examination of current employment practices can be made that include understanding an employer's decision-making processes, the job seeker level of involvement, networking, and use of incentives and services (Szyemansky & Parker, 2003).

Employers, who had expressed concerns about economic loss, increased expenses, and decreased quality of their product or service if they hired PWD, laid those concerns to rest and began to hire them. Employers acknowledged that their fears and misconceptions hindered the employment opportunities of people with disabilities (Siperstein, Romano, Mohler, & Parker, 2006; Peck & Kirkbride, 2001). DIF-CREE employment integration program have done their job by educating employers that people with physical and other disabilities are capable if their abilities matched the job demands. The outcome of this educational process was noted by satisfaction with the services. These experiences from satisfied employers can be a powerful marketing tool to new employers that values evidence base results.

The job analysis and evaluation of the program participants work capabilities reassured employers. The evaluations included a job site and accessibility analysis and program participants' evaluation of physical, psychological, and educational aptitudes. These evaluations effectively supported success when the prospective employee's capabilities matched the job characteristics sought by employers (an approach identified as selective job placement). Selective job placement "shifts the focus from individual limitations to characteristics of the physical environment and the demands of the jobs" Rubin & Roessler, 2001, p. 384).

The selective job placement had a positive impact on employers, the person with motor impairment, and the agent of employment, a finding that coincides with Gilbride, Stensrud, Vandergoot, and Golden (2003) and Timmons, Schulster, Hamner and Bose (2002), who noted that understanding job matching as it relates to employers' and consumers' interaction in securing a job fit is an attribute of a successful placement professional. To the employers this approach confirmed that if a person of disability was fit to perform the required tasks on the job, it promoted the image of being a socially responsible company. Being recognized as socially responsible appeared a highly sought company characteristic acknowledged in today's society (Siperstein et al., 2001).

Employers recognized that the selective employment approach garnered not only qualified workers, but also dedicated and responsible ones (Gilbride et al., 2003). These positive employment experiences fostered employers' continued relationship with the DIF-CREE integration program as a dependable employee provider. Employers felt they had a positive image when working with rehabilitation programs and recruiting and making accommodations for workers with disability (Greenwood & Johnson, 1987).

To the employees in this study, the selective job placement approach facilitated obtaining employment when they demonstrated that they were as qualified as employees without disabilities. Being regarded as a qualified employee satisfied the need to be treated and respected as capable employees, not as employees in need of special attention. The latter would be objectionable and smack of privileged status (Wellman, 2003). Differential treatment can affect the worker/coworker relationship and even alienate the person with a disability.

Selective job placement raised the standing of the agent of employment as a preferred employment services provider for people with disabilities. Although selective job placement emerged as a preferred placement modality with some advantages, it did have its limitations. Among them, the agent of employment became the broker between the prospective employee and the employer, a situation that often challenged a person's self-determination in being hired. It sometimes removed that person from the placement process (Dwyre & Trach, 1996). Under these conditions the employment integration program participants appeared as receivers of service and not as proactive contributors. Without PWD's active participation in job selection, risk was skewed in favor of the employer (Hagner, 2003). This situation could be addressed by actively involving the participant in the selection process.

Fundamental to the job placement system was the DIF-CREE employment program network—a governmental institution that provided job leads and referrals—and educational institutions that provided skill training. This collaboration was helpful in the placement efforts to some program participants, but not all, because job market fluctuations and applicants had to wait for a position to become available. That development demonstrated a

gap in the program, and program participants and their families often perceived this gap as a flaw in the job placement system.

The limitation and identified gap can be addressed by developing strategies to engage the program participant in the job developing process. This can be achieved through services that support their own job network, sharpen their job seeking and self advocacy skills, maintain their motivation, and monitor the progress of their program employment status. The PWD would then become an active collaborator in the job placement system, and mutual responsibilities would become significant in improving the system's efficiency (Hagner, 2003; Nadash, 1998; Chan, Shaw & McMahon, 1997).

Because the DIF-CREE integration program is part of a large, centralized government service organization, it is difficult to institute and develop a more person-centered approach. A centralized organization focuses more on its survival and structure rather than on time spent on individual clients and practitioners (Chambers, 2000). However, the program does have the potential to enhance its service orientation with the support of new state legislation, *Ley para la Promoción y Protección de la Equidad y Accesibilidad Universal de las Personas con Discapacidad del Estado de Nuevo León* (2006). This law has a mechanism to secure the quality of services for people with disabilities in the region that focuses on a person centered approach and rights.

The program can also improve its service delivery by making sure there is a follow-up system to gather information about employers' satisfaction, management styles, and perceived needs. This w

ould help employers to develop a business plan according to market trends and to have ongoing monitoring of program participants' job placement satisfaction. Without a formal evaluative component the program risks stagnation and entropy. The evaluation could be monitored by an external institution specializing in disability services and rehabilitation programs. Although no such evaluative mechanism was known in the region, an area of opportunity exists to refine the job placement system. It just needs to include national rehabilitation practitioners in joint efforts with international rehabilitation and disabilities services programs in planning and designing this evaluation.

Public Campaign for Conscientization and Jobs

People with disabilities, families, employers, and agents of employment implied that a public campaign is paramount to increase society's affirmative actions in the pursuit of employment opportunities. The fact that these sub-units acknowledged that Monterrey's society should modify its view toward people with disabilities with resulting opportunities of increased employment, is indicative of the need to distribute information, notably through the use of public media, to exercise its influence. Implied in this assertion is that a positive representation of people with disabilities—emphasizing strength over inabilities—can have a positive effect on Monterrey society's perception of work and disability. A thorough discussion of the impact of a public campaign, through the current media, of information is beyond the scope of this study; nonetheless, its acknowledgment opens a topic for further inquiry.

CHAPTER V

IMPLICATIONS OF THE STUDY

The purpose of this research was to understand the job placement conditions, family roles, and employers' needs in fulfilling the employment expectations of people with disabilities in Monterrey, Mexico. The study results indicate that the current state employment integration program needs to be strengthened to serve the employment needs of people with disabilities, an endeavor that without the active involvement of family, employers, and civil society cannot be accomplished. From these results several inferences were drawn. First, the current job placement system integration is besieged by the lack of culture about disability that exists in the region and hinders DIF-CREE employment integration program interventions.

Although the current intervention has been adequate in changing some employers' negative expectations of PWD job placements, many person with disabilities remain underserved and unemployed. Without services that promote a collaboration of an active participant and family in the placement process, the program intervention is without any real assistance. Thus, the current and prevalent social notion continues that PWD are unable to become independent and integrate into Monterey society's workplace. This shift in service orientation calls for increased program personnel and training using an ecological approach, a key responsibility that corresponds to the state DIF-CREE directives. A program evaluation

could be planned to further identify program strengths, needs, and impact of interventions to enhance the program service orientation.

Second, the lack of disability culture is an imposing obstacle to progress in social education. Social education strategies should be implemented by both formal and informal mechanisms of social edification. The former refer to academic institutions and the latter to public institutions responsible for social welfare.

Academic institutions can take responsibility in developing inclusive programs where the students with and without disabilities have access to educational opportunities, each according to his/her own interests and abilities. Inclusive educational programs provide learning opportunities that not only promote equal access to education that facilitates the integration to the labor market, but also promote respect to diversity and people different abilities. These are structured conditions that encourage positive attitudes toward PWD and remove attitudinal barriers, thus paving the way for an inclusive society. Although much effort has been made in relation to inclusion and educational integration at national and state levels (IDRM, 2004), much remain to be done, particularly in regard to the preparation of intervention in the field of disability and employment.

Although there are special education programs, there are no higher education programs that prepare rehabilitation and other social services practitioners addressing the particular employment and community integration needs of PWD in Monterrey. The lack of disability culture cannot be improved without securing the formal education disciplines that attend this phenomenon. Developing a program that trains rehabilitation practitioners is imperative. They can then work in partnership with PWD and disability advocates accessing,

planning and evaluating culturally effective strategies that pertain to rightful employment opportunities and community participation.

Governmental and non-governmental institutions addressing disability issues can contribute to social conscientization by planning and strategizing public services campaigns that portray PWD not as in need of sympathy, but as contributing member of this society. A society that is unaware of all its members' capabilities hinders social and economic development. Public campaigns are significant tools for social conscientization when people see the correspondence between others' capabilities and their own self interests. In Monterrey, where relationships are highly regarded, a transformation appears to be a promising undertaking.

Third, results showed that issues regarding employment and disability are complex, and the components that constitute the job placement system merit further investigation. Family experiences revealed the significance of family intervention in helping to form the work value of the person with disability. Because all physical and other disabilities are not alike, a comparative study of family attitudes and coping strategies to the different disabilities at different stages of human development can yield practical information to improve the existing educational, health, and vocational services that support successful employment and community participation.

Employers want to employ the best labor force to improve their company. The agent of employment can work as a business partner with the employer in creating a demand for qualified employees, enhancing an employers' knowledge about disability issues and aiding the employer image as a socially responsible business. The consequences of this partnership serve as a natural marketing strategy base of reciprocity, a valuable characteristic that

establishes the agent of employment as a competent employment service provider (Buys & Rennie, 2001). These collaborations can facilitate an understanding of market trends that influence employability and enhance the development of effective strategies that create and strengthen economic self-sufficiency for people with disabilities in the region.

An imperative area of inquiry is how to address employment needs of the large numbers of employment seekers, who lack formal education, to participate in the labor force as the physical labor and manufacturing base dwindles. Measuring program outcomes and determining if implemented policies are working is exceedingly important. Programs and policy evaluations are fundamental to disability research in Monterrey, Mexico. Collaborating with national and international academic institutions, therefore, should help to make this become possible.

Fourth, the results underscore the importance of incorporating the rehabilitation practitioners as promoters for social change. Using a system knowledge base that is a shift from the traditional approach of “individual professional–individual intervention” to working with structural characteristics of society to create conditions where PWD can thrive, is a transformative rehabilitation practice (Schriner, 2001). By focusing on the macro level that is society, rehabilitation practitioners become cognizant and can engage in the disability policy process that promises to create a more just society. It is then through combined efforts of many disciplines that concrete prescription for implementation are made (Nussbaum, 2006).

The above undertaking is fundamental to social work because of its unique position to intervene on all social systems levels. By centering intervention of disability issues as civil rights issues significant advancement can be made to secure that program, and policies are

made more responsive, therefore, enriching the life of PWD and society (Morales & Sheafor, 2002).

Certainly there is much work to do on current employment conditions for people with and without disabilities in Monterey, Mexico; people with disabilities are most disadvantaged when it comes to securing employment. Some people do not work because it is their choice or their specific disability. For those who want to work the attitudinal and environmental barriers remain major obstacles to employment, and as a result, their participation in the community is obstructed. The state DIF-CREE employment integration program, in collaboration with other governmental and non-governmental institutions, has gained the confidence of several employers and communities. Its impact has been lessened, however, by limited personnel and support services for the vast population that it serves.

Study Limitations

The study has some limitations that merit attention. First, the selected sample did not include people with motor impairments who had previously received program services but were not yet employed. Because the experience of disability varies within individuals, future research might include those program participants' experiences in identifying specific needs that the sampled employees possibly did not experience and so were unaware.

Second, the employers in this sample already had an established relationship with the DIF-CREE employment program. Perhaps future research would contribute new information if it include employers who did not have prior relationships with the agent of employment.

Third, distinct family patterns were elusive because of family differences in composition. Another research perspective such as a quantitative study using surveys can be used as a tool to make family patterns clearer.

Finally, the results of this analysis can be treated as exploratory; generalizing on these findings must be cautioned. Nonetheless, by following the tradition of the qualitative studies, notably a grounded theory approach, the identification of a set of assertions precedes the generalizability of the results. The researcher cautions that this does not mean that the results were inconclusive, but to the contrary, grounded assertions about the complex nature of the phenomenon studied were identified that can guide future qualitative or quantitative research in validating the finding and generalizability.

Recommendations

The following recommendations are directed to address the pressing issues that hinder the employment integration of PWD in Monterrey. The researcher emphasizes that there is not a linear solution to the problem of unemployment issues besieging PWD in Monterey, Mexico; however, the future looks brighter if the citizens develop a culture where respect and acknowledgement of diversity is adopted. A transformative rehabilitation practice that focuses on the social conditions that create the disadvantages (Schriner, 2001) appears as a viable approach where all social actors are partakers of a democratic social and economic development for people with and without disabilities in Mexico. The following recommendations are not the means to an end but rather a contribution to the continued effort to improve the employment integration opportunities based on the study findings.

- Increase the availability of rehabilitation practitioners to promote and secure employment opportunities through a job placement model that centers on the persons and their environments where the rehabilitation practitioner functions as a co-facilitator in establishing the strategies to maximize employment participation,

- Implement a follow-up system to assess employers, family, and persons with disability satisfactions with services delivery and recommendations to improve quality of services
- Provide advocacy training to families and people with disabilities to be active participators in the decision-making process on issues pertaining to their employment and community participation (e.g., lobbying for accessible transportation, educational and job training opportunities)
- Secure national and international academic collaboration to promote disability research, enhance the skills of vocational rehabilitation practitioners, and disability policy making and analysis; these collaborations should aim to identify best interventions and to further the state's disability advocacy efforts in an inclusive society.

Conclusions

This qualitative approach provided a snapshot in a given time period. The results of the study establish that the issues of disability and employment are complex and entrenched, not in the person, but in the intricate beliefs of society. Therefore, it can be argued that as a social construct the complexity of the issue can be adequately managed by the conscientious efforts of society, a plausible assertion now supported in Monterrey, Mexico by the state, national, and international disability right legislation.

Results suggest that a potential for improving the current placement system exists by transforming its service delivery from a functionalist model dependent on supply and demand of the market, to a comprehensive approach. This approach not only acknowledges the supply demands of the market, but also recognizes the role of all program participants—the family, employers and society as active collaborators in the placement process. Maximizing

participants' involvement in the job placement process promises to shift the current service model that portrays PWD as passive service recipients to a proactive business partner. Such collaboration promotes the employment seeker's engagement in the job placement process. It teaches and enhances independent job seeking skills, promotes career exploration and career building skills (Hagner, 2001), conditions that as a result of shared responsibilities, improves the agent of employment service delivery.

To maximize what emerged as program strengths and to minimize the identified obstacles, all social actors must be considered and included in joint efforts to eliminate economic discrimination that exists in the explicit or implicit denial of employment opportunities to people with physical and other disabilities. The attitudinal and environmental barriers must come down.

Noted in this study is that unemployment is not a problem with the people with disabilities, but is a sociopolitical problem that the DIF-CREE employment integration program attempts to minimize. Therefore, the interventions to facilitate the integration of this population to the labor force most progress from individual assistance to social conscientization to embrace the capabilities inherent in a diverse work force. The value of collectivism in Mexican society will be reinforced therein.

The result of the analysis indicates that only a conscientious society can set the conditions where people with disabilities can thrive. This is a major endeavor that requires the active participation of all social actors to shift the prevalent social belief about disability as a flaw in the person to focus on the deficiencies in the social and economic mechanisms that do not accommodate those differences (Robinson, 2003).

Most of this can be accomplished by putting public policies in place that protect the rightful access and participation that enhances the economic development of people with disabilities. Besides the legislative support, this action needs a cadre of practitioners that are in tune with the current market and employers' needs; a situation that presently is challenged by the lack of disability studies, social work, and rehabilitation training programs in Monterrey, Mexico.

The DIF-CREE can capitalize on its experiences and collaborations in establishing a transformative rehabilitation practice that focuses on the social conditions that create disadvantages for PWD, and create a progressive method that allows expanding job placement services far beyond the disability specialty (Schriner, 2001). Under such an approach the negative attitudes toward disability diminishes, and assets and capabilities of a person are acknowledged.

The results of this study provided a description of selected sub-units particular to the current job placement system in place and analyses of cross-cased categories aiming at identifying the component to advance the system job placement process. The theoretical framework that emerged from this analysis revealed that employment opportunities for people with disabilities in Monterey, Mexico are not the sole responsibility of the DIF-CREE employment integration program, but of all social actors as well. It underscored the intricacy of a rapid changing culture and economically rich environment. The effectiveness of the employment process is dependant on the synergy of this environment and when all actors are involved in the process there must be an awareness and capability to adapt to it—a posit central to the ecological approach (Morales & Sheafor, 2002; Payne, 1991).

The findings from this study do not suggest that the state employment integration program is inefficient for people with motor impairments and people with disabilities. The findings do maintain that DIF-CREE's service delivery can be strengthened with increased attention to how all parts of the job placement system interact among each other and by services in place to support their development. If this does not happen, then the program risks being considered merely a residual employment service program.

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BIOGRAPHICAL STATEMENT

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