SHRM Survey Findings: Policies for Marijuana Use in the Workplace
This research was conducted by the Society for Human Resource Management (SHRM) to understand what policies related to marijuana use are in place at U.S. organizations with areas of operations in states that have legalized marijuana for medical only or medical/recreational use. Two samples of HR professionals were randomly selected from SHRM’s membership based on their states’ marijuana legalization status:

<table>
<thead>
<tr>
<th>Marijuana Legalized for Medical Use Only</th>
<th>Marijuana Legalized for Medical &amp; Recreational Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona</td>
<td>Minnesota</td>
</tr>
<tr>
<td>California</td>
<td>Montana</td>
</tr>
<tr>
<td>Connecticut</td>
<td>Nevada</td>
</tr>
<tr>
<td>Delaware</td>
<td>New Hampshire</td>
</tr>
<tr>
<td>Hawaii</td>
<td>New Jersey</td>
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<tr>
<td>Illinois</td>
<td>New Mexico</td>
</tr>
<tr>
<td>Maine</td>
<td>New York</td>
</tr>
<tr>
<td>Maryland</td>
<td>Rhode Island</td>
</tr>
<tr>
<td>Massachusetts</td>
<td>Vermont</td>
</tr>
<tr>
<td>Michigan</td>
<td></td>
</tr>
</tbody>
</table>
• In most states that have legalized marijuana for medical or recreational purposes or both, the majority of these state laws contain specific exceptions related to employment, allowing employers to prohibit the use of marijuana or being under the influence of marijuana by employees while working. The applicability of these laws to offsite, off-duty, legal marijuana use, however, differs by state, with some states allowing employers to decline to hire lawful marijuana users and other states prohibiting such practice.

• Results for most survey items are presented by type of legalization:
  » “Legalized for medical use” refers to organizations with operations in states in which marijuana is legal only for medical use.
  » “Legalized for recreational and medical use” refers to organizations with operations in states in which marijuana is legal for both medical and recreational use.
• **Prevalence of substance use policies where marijuana use is legal:** The vast majority (94%) of HR professionals at organizations with operations in states in which marijuana use is legal for either medical or medical/recreational use indicated they have a formal, written substance use policy in place. Few HR professionals indicated their organizations do not have a formal or informal substance use policy (4%-5%).
  
  » Formal, written substance use policies that do not specifically address marijuana use were more prevalent in organizations with operations in states where marijuana is legal only for medical use than in organizations with operations in states where marijuana is legal for medical and recreational use (65% versus 49%).
  
  » Formal, written substance use policies that specifically address marijuana use were more prevalent in organizations with operations in states where marijuana is legal for both recreational and medical use than in organizations with operations in states where marijuana is legal for medical use only (39% versus 22%).
• **Prevalence of substance use policies prior to the legalization of marijuana use:** The vast majority (96%-98%) of HR professionals indicated their organizations had a substance use policy in place prior to the legalization of marijuana use in their areas of operation.
  
  » HR professionals at organizations with operations in states where marijuana is legal for both recreational and medical use were more likely to report their organizations modified substance use policies following the legalization of marijuana than HR professionals at organizations with operations in states where marijuana is legal only for medical use (29% versus 16%).

• **Marijuana use while performing work:** The majority of HR professionals indicated their organizations have a zero-tolerance policy (i.e., use is not permitted for any reason) (73%-82%).
  
  » HR professionals at organizations with operations in states where marijuana is legal for both recreational and medical use were more likely than HR professionals at organizations with operations in states where marijuana is legal only for medical use to report that their organizations have a zero-tolerance policy regarding marijuana use while performing work (i.e., marijuana use is not permitted for any reason while performing work) (82% versus 73%).
  
  » Conversely, HR professionals at organizations with operations in states where marijuana is legal only for medical use were more likely to indicate their organization’s substance use policy includes exceptions only for medical use than HR professionals at organizations with operations in states where marijuana is legal for both recreational and medical use (22% versus 11%).
Disciplinary actions for first-time marijuana use policy violations: The most frequently cited first-time substance use policy violation for marijuana use was termination (i.e., zero-tolerance policy for marijuana use violations); this was reported by more HR professionals at organizations with operations in states where marijuana is legal only for medical use than HR professionals at organizations with operations in states where marijuana is legal for both recreational and medical use (50% versus 41%). Other common disciplinary actions included requiring employees to complete a drug therapy or counseling program (16%-21%) and written warnings (14%-19%).

Pre-employment drug testing for marijuana use: About one-half (47%-54%) of HR professionals indicated their organizations conduct pre-employment drug testing for marijuana use for all job candidates. Others conduct pre-employment testing for selected candidates (e.g., for safety-sensitive positions) (10%-11%) and when required by law (5%-6%). About one-third (30%-37%) of organizations do not conduct pre-employment drug testing for marijuana use.

Drug testing for marijuana use throughout the course of employment: About two-fifths (41%-42%) of HR professionals indicated that employees could be subject to drug testing for marijuana use at any time while employed by their organizations, but only when an incident occurs that warrants a drug test (e.g., following an accident, reasonable suspicions of being under the influence). About one-quarter (23%-28%) of HR professionals indicated all employees are subject to drug testing for marijuana use throughout the course of employment, regardless of an incident occurring that warrants a drug test. Conversely, almost one-fifth (16%-20%) indicated their organizations do not conduct drug testing for marijuana use for any of their employees.
What These Findings Mean for the HR Profession

- **Regardless of whether marijuana use is legal for any reason in their states, many organizations will continue to follow federal guidelines that prohibit its use among all employees.** Particularly federal contractors must continue to follow federal guidelines that state that marijuana use of any kind is considered illegal and that employees may be terminated for marijuana use.

- **More states are likely to legalize the use of marijuana for medical, and potentially recreational use, in the years ahead.** HR professionals in these states will need to reconsider their substance use policies in light of these developments. Multistate employers may choose to have one policy across all states even when there are legal differences between states where they have operations.

- **Marijuana law reform in some states could have a significant impact.** California is often used as an example because of its size and influence, making it a bellwether state in many areas of state law. A change in California law is likely to set a precedent that will influence the viability of federal legislation.

- **Attitudes toward occasional marijuana use may be relaxing, especially among members of the Millennial generation.** This generation is large and influential, and Millennials entering the labor market in greater numbers could influence marijuana law reform in many states and among the workforce. Organizations may therefore need to adjust their substance use policies to add clarity if marijuana use remains prohibited for employees regardless of state law.
What These Findings Mean for the HR Profession (continued)

- Changes in the legality of marijuana use in many states could also influence the use of drug testing—both pre- and post-employment—and disciplinary actions in response to its discovered use among employees.
Substance Use Policies by Type of Legalization

Does your organization have a substance use policy?

Yes, we have a formal, written policy that includes marijuana use, but does not address it specifically

Yes, we have a formal, written policy that specifically addresses marijuana use

Yes, we have a formal, written policy, but it does not pertain to marijuana use

Yes, we have an informal, unwritten policy, but it does not pertain to marijuana use

Yes, we have an informal, unwritten policy that includes marijuana use

No, we do not have a substance use policy

Legalized for medical use (n = 187)
Legalized for recreational and medical use (n = 426)

Note: Respondents who answered “Not sure” were excluded from this analysis.
*Statistically significant difference between medical only and medical/recreational legalized states.
† i.e., the formal, written policy does not provide details specific to marijuana use, just substance use in general.
‡ i.e., the formal, written policy provides details specific to marijuana use.
In addition to operations in states where marijuana use is legal, does your organization have operations in states in which marijuana use is not legal?

- Yes: 62%
- No: 38%

$n = 366$

Note: Only respondents whose organizations have more than one location were asked these questions. Respondents who answered “Not sure” were excluded from this analysis.

Does your organization have the same substance use policy for all of its locations?

- Yes: 94%
- No: 6%

$n = 224$

Note: Only respondents whose organizations have locations in both states in which marijuana use is legal and states in which marijuana use is not legal were included in this analysis. Respondents who answered “Not sure” were excluded from this analysis.
Did your organization’s substance use policy (formal or informal) exist prior to the legalization of marijuana use in your area(s) of operation?

Yes, and we have not made any modifications to the policy since the legalization of marijuana use

- Medical use only (n = 175)
  - 80%*

- Recreational and medical use (n = 407)
  - 69%*

Yes, but we have made modifications to the policy since the legalization of marijuana use

- Medical use only (n = 175)
  - 16%*

- Recreational and medical use (n = 407)
  - 29%*

No, there was no policy prior to the legalization of marijuana use

- Medical use only (n = 175)
  - 4%

- Recreational and medical use (n = 407)
  - 2%*

Note: Only respondents whose organizations have a substance use policy (formal or informal) were asked this question. Respondents who answered “Not sure” were excluded from this analysis.

*Statistically significant difference between medical only and medical/recreational legalized states.
Modification of Substance Use Policy Regarding Marijuana Use Following Legalization

How has your organization modified its substance use policy since the legalization of marijuana use in your area(s) of operation?

- Our policy is now more restrictive in regard to disciplinary action taken for marijuana use: 37%
- Our policy is now less restrictive in regard to disciplinary action taken for marijuana use: 12%
- Clarified existing policy to include language about marijuana use specifically*: 30%
- Substance use policy has not been modified*: 12%
- Other: 10%

Note: n = 128. Only respondents whose organizations have modified their substance use policy (formal or informal) since the legalization of marijuana in their area(s) of operation were asked this question. Respondents who answered “Not sure” were excluded from this analysis. Percentages may not total 100% due to rounding. An asterisk (*) indicates that the response option was developed from open-ended responses.
Substance Use Policy Regarding Marijuana Use While Performing Work by Type of Legalization

Use is not permitted for any reason
- Medical use only: 73% *
- Recreational and medical use: 82% *

Exceptions only for medical use (may include restrictions)
- Medical use only: 22% *
- Recreational and medical use: 11% *

Allow both medical and recreational use (may include restrictions)
- Medical use only: 1%
- Recreational and medical use: 2%

Other
- Medical use only: 4%
- Recreational and medical use: 5%

Note: Only respondents whose organizations have a substance use policy (formal or informal) were asked this question. Respondents who answered “Not sure” were excluded from this analysis.
*Statistically significant difference between medical only and medical/recreational legalized states.
Changes Planned for Substance Use Policy Regarding Marijuana Use in the Next 12 Months by Type of Legalization

In the next 12 months, does your organization plan to make any changes to its substance use policy regarding marijuana use?

- No, we do not plan to make any changes to our policy: 69%*
  - Medical use only (n=117)
  - Recreational and medical use (n=332)
  - 83%*
- Yes, we plan to clarify our existing policy: 21%
  - 15%
- Yes, we plan to make the policy more restrictive: 5%
  - 2%
- Yes, we plan to make the policy more accommodating: 5%*
  - 1%*

Note: Only respondents whose organizations have a substance use policy (formal or informal) were asked this question. Respondents who answered “Not sure” were excluded from this analysis.

*Statistically significant difference between medical only and medical/recreational legalized states.
## Information Included in Substance Use Policies Regarding Marijuana Use

<table>
<thead>
<tr>
<th>Information</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consequences for policy violation</td>
<td>77%</td>
</tr>
<tr>
<td>Organizational policies on being under the influence while performing work†</td>
<td>74%</td>
</tr>
<tr>
<td>Substance use testing procedures</td>
<td>58%</td>
</tr>
<tr>
<td>Policy enforcement methods/protocol</td>
<td>56%</td>
</tr>
<tr>
<td>Organizational policies on possession of marijuana or drug paraphernalia at work†</td>
<td>47%</td>
</tr>
<tr>
<td>Times when policy applies (e.g., during work hours, at any time while employed)</td>
<td>42%</td>
</tr>
<tr>
<td>Treatment/rehabilitation assistance information</td>
<td>40%</td>
</tr>
<tr>
<td>Locations where policy applies (i.e., at work, working offsite, in public)</td>
<td>39%</td>
</tr>
<tr>
<td>Employee complaint-filing protocol for unsafe work environment (e.g., reporting suspicions of drug-related negligence)</td>
<td>36%</td>
</tr>
</tbody>
</table>

*Note: n = 579. Only respondents whose organizations have a formal substance use policy were asked this question. Percentages do not total 100% due to multiple response options.
†Onsite or offsite.
Information Included in Substance Use Policies Regarding Marijuana Use (continued)

<table>
<thead>
<tr>
<th>Information</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Onsite inspection/search procedures (i.e., who conducts searches, under what circumstances a search may occur)</td>
<td>30%</td>
</tr>
<tr>
<td>Protocol for reporting/informing employer of previous marijuana use or drug conviction</td>
<td>22%</td>
</tr>
<tr>
<td>Documentation required for medical marijuana users</td>
<td>9%</td>
</tr>
<tr>
<td>Exceptions for medical marijuana users</td>
<td>5%</td>
</tr>
<tr>
<td>Conditions that are approved for medical marijuana users</td>
<td>4%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
</tr>
</tbody>
</table>

Note: n = 579. Only respondents whose organizations have a formal substance use policy were asked this question. Percentages do not total 100% due to multiple response options.
Communicating Policies Regarding Marijuana Use

How are policies regarding marijuana use communicated throughout your organization?

<table>
<thead>
<tr>
<th>Method</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee handbooks/manuals</td>
<td>84%</td>
</tr>
<tr>
<td>New-employee orientation</td>
<td>63%</td>
</tr>
<tr>
<td>Supervisors/management</td>
<td>39%</td>
</tr>
<tr>
<td>Organization's intranet</td>
<td>34%</td>
</tr>
<tr>
<td>E-mail</td>
<td>21%</td>
</tr>
<tr>
<td>Word of mouth</td>
<td>11%</td>
</tr>
<tr>
<td>Other</td>
<td>7%</td>
</tr>
</tbody>
</table>

Note: n = 579. Only respondents whose organizations have a substance use policy (formal or informal) were asked this question. Respondents who answered “Not sure” were excluded from this analysis. Percentages do not total 100% due to multiple response options.
Does your organization have a policy (formal or informal) against hiring marijuana users?

- **No, and have no plans to implement such a policy**
  - Medical use only: 42% (n = 164)
  - Medical and recreational use: 48% (n = 395)

- **Yes, our organization does not hire recreational or medical marijuana users**
  - Medical use only: 32% (n = 164)
  - Medical and recreational use: 38% (n = 395)

- **Yes, our organization does not hire recreational marijuana users**
  - Medical use only: 13%* (n = 164)
  - Medical and recreational use: 6%* (n = 395)

- **Depends on the position applied for**
  - Medical use only: 10% (n = 164)
  - Medical and recreational use: 7% (n = 395)

- **No, but have plans to implement such a policy within the next 12 months**
  - Medical use only: 2% (n = 164)
  - Medical and recreational use: 2% (n = 395)

*Statistically significant difference between medical only and medical/recreational legalized states.

Note: Respondents who answered “Not sure” were excluded from this analysis.
Disciplinary Actions Given for First-Time Violation of Policies for Marijuana Use in the Workplace by Type of Legalization

- **Termination, zero-tolerance policy for marijuana use violations**
  - Medical use only (n = 170): 50% *
  - Medical and recreational use (n = 401): 41% *

- **Employee must complete a drug therapy or counseling program (via EAP or other avenue)**
  - Medical use only (n = 170): 16% 
  - Medical and recreational use (n = 401): 21%

- **Written warning**
  - Medical use only (n = 170): 14% 
  - Medical and recreational use (n = 401): 19%

- **Disciplinary action on a case-by-case basis/specific circumstances**
  - Medical use only (n = 170): 9% 
  - Medical and recreational use (n = 401): 8%

- **Suspension**
  - Medical use only (n = 170): 8% 
  - Medical and recreational use (n = 401): 10%

- **Verbal warning**
  - Medical use only (n = 170): 7% 
  - Medical and recreational use (n = 401): 9%

- **Fining the employee**
  - Medical use only (n = 170): 4% 
  - Medical and recreational use (n = 401): 4%

- **Other**
  - Medical use only (n = 170): 6% 
  - Medical and recreational use (n = 401): 13%

- **None, no actions are taken**
  - Medical use only (n = 170): 2% 
  - Medical and recreational use (n = 401): 2%

Note: Respondents who answered “Not sure” were excluded from this analysis. Percentages do not total 100% due to multiple response options.

*Statistically significant difference between medical only and medical/recreational legalized states.*
Employee Marijuana Use Policy Violations in the Last 12 Months by Type of Legalization

In the last 12 months, to your knowledge, have any employees violated your organization’s substance use policy regarding marijuana use, even just one time?

Note: Only respondents whose organizations have a substance use policy (formal or informal) were asked this question. Respondents who answered “Not sure” were excluded from this analysis.
In the last 12 months, approximately how many times were employees caught violating your organization’s substance use policy regarding marijuana use?

- One incident: 38% (Medical use only), 36% (Medical and recreational use)
- Two incidents: 23% (Medical use only), 29% (Medical and recreational use)
- Three to five incidents: 30% (Medical use only), 21% (Medical and recreational use)
- Six to 10 incidents: 4% (Medical use only), 10% (Medical and recreational use)
- More than 10 incidents: 4% (Medical use only), 4% (Medical and recreational use)

Note: Only respondents whose organizations have had at least one marijuana use policy violation in the last 12 months were asked this question. Percentages may not total 100% due to rounding.
Does your organization conduct pre-employment drug testing for marijuana use for any job candidates?

- Yes, all job candidates: 54% (51% medical use only, 47% medical and recreational use)
- Yes, selected job candidates (e.g., for safety-sensitive positions): 11% (5% medical use only, 10% medical and recreational use)
- Yes, when required by law (e.g., Department of Transportation): 5% (5% medical use only, 6% medical and recreational use)
- No, my organization does not conduct drug testing for marijuana for any of its job candidates: 30% (30% medical use only, 37% medical and recreational use)

Note: Respondents who answered “Not sure” were excluded from this analysis.
At what point in the hiring process does your organization conduct pre-employment drug testing for marijuana use?

- After a contingent job offer: 90% (n = 267)
- After the job interview but before a job offer: 7% (n = 124)
- Varies by job/job level: 2% (n = 124)
- After the completion of a job application but before the job interview: <1% (n = 124)
- Other: 2% (n = 124)

Note: Only respondents whose organizations conduct pre-employment drug testing for marijuana use for at least some job candidates were asked this question. Percentages may not total 100% due to rounding.
Could employees be subject to drug testing for marijuana use throughout the course of employment in your organization?

Yes, but only when circumstances warrant (e.g., following an accident, reasonable suspicions of being under the influence) - 42%

Yes, all employees - 23%

Yes, selected employees (e.g., for safety-sensitive positions) - 9%

Yes, when required by law (e.g., Department of Transportation) - 9%

No, my organization does not conduct drug testing for marijuana for any of its employees - 16%

Note: Respondents who answered “Not sure” were excluded from this analysis. Percentages may not total 100% due to rounding.

*Statistically significant difference between medical only and medical/recreational legalized states.
<table>
<thead>
<tr>
<th>Method</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reasonable suspicion testing</td>
<td>82%</td>
</tr>
<tr>
<td>Post-accident testing</td>
<td>69%</td>
</tr>
<tr>
<td>For-cause testing</td>
<td>40%</td>
</tr>
<tr>
<td>Random testing</td>
<td>40%</td>
</tr>
<tr>
<td>Follow-up testing</td>
<td>27%</td>
</tr>
<tr>
<td>Site testing</td>
<td>10%</td>
</tr>
<tr>
<td>Baseline testing</td>
<td>3%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
</tr>
</tbody>
</table>

Note: n = 477. Note: Only respondents whose organizations conduct post-employment drug testing for marijuana use for at least some employees were asked this question. Percentages do not total 100% due to multiple response options.
Demographics
### Demographics: Organization Industry

<table>
<thead>
<tr>
<th>Industry</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>19%</td>
</tr>
<tr>
<td>Professional, scientific and technical services</td>
<td>16%</td>
</tr>
<tr>
<td>Health care and social assistance</td>
<td>15%</td>
</tr>
<tr>
<td>Government agencies</td>
<td>9%</td>
</tr>
<tr>
<td>Transportation and warehousing</td>
<td>7%</td>
</tr>
<tr>
<td>Construction</td>
<td>7%</td>
</tr>
<tr>
<td>Retail trade</td>
<td>7%</td>
</tr>
<tr>
<td>Educational services</td>
<td>6%</td>
</tr>
<tr>
<td>Finance and insurance</td>
<td>6%</td>
</tr>
<tr>
<td>Accommodation and food services</td>
<td>5%</td>
</tr>
<tr>
<td>Administrative and support, and waste management and remediation services</td>
<td>5%</td>
</tr>
</tbody>
</table>

*Note: n = 623. Percentages do not total 100% due to multiple response options.*
# Demographics: Organization Industry (continued)

<table>
<thead>
<tr>
<th>Industry</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wholesale trade</td>
<td>5%</td>
</tr>
<tr>
<td>Arts, entertainment and recreation</td>
<td>4%</td>
</tr>
<tr>
<td>Utilities</td>
<td>3%</td>
</tr>
<tr>
<td>Repair and maintenance</td>
<td>3%</td>
</tr>
<tr>
<td>Real estate and rental and leasing</td>
<td>3%</td>
</tr>
<tr>
<td>Information</td>
<td>2%</td>
</tr>
<tr>
<td>Agriculture, forestry, fishing and hunting</td>
<td>2%</td>
</tr>
<tr>
<td>Mining, quarrying, and oil and gas extraction</td>
<td>2%</td>
</tr>
<tr>
<td>Religious, grant-making, civic, professional and similar organizations</td>
<td>2%</td>
</tr>
<tr>
<td>Personal and laundry services</td>
<td>&lt; 1%</td>
</tr>
<tr>
<td>Other industry</td>
<td>12%</td>
</tr>
</tbody>
</table>

*Note: n = 623. Percentages do not total 100% due to multiple response options.*
Demographics: Organization Sector

- Privately owned for-profit: 52%
- Nonprofit: 19%
- Publicly owned for-profit: 15%
- Government: 12%
- Other: 3%

Note. n = 605. Percentages may not total 100% due to rounding.
Demographics: Organization Staff Size

- 1 to 99 employees: 28%
- 100 to 499 employees: 35%
- 500 to 2,499 employees: 20%
- 2,500 to 24,999 employees: 13%
- 25,000 or more employees: 5%

Note. n = 599. Percentages may not total 100% due to rounding.
Demographics: Other

### Does your organization have U.S.-based operations (business units) only, or does it operate multinationally?

<table>
<thead>
<tr>
<th>Operations Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S.-based operations only</td>
<td>78%</td>
</tr>
<tr>
<td>Multinational operations</td>
<td>22%</td>
</tr>
</tbody>
</table>

*n = 619*

### What is the HR department/function for which you responded throughout this survey?

<table>
<thead>
<tr>
<th>Department/Function</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate (companywide)</td>
<td>76%</td>
</tr>
<tr>
<td>Business unit/division</td>
<td>13%</td>
</tr>
<tr>
<td>Facility/location</td>
<td>11%</td>
</tr>
</tbody>
</table>

*n = 411*

### Is your organization a single-unit organization or a multi-unit organization?

<table>
<thead>
<tr>
<th>Organization Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single-unit organization: An organization in which the location and the organization are one and the same.</td>
<td>36%</td>
</tr>
<tr>
<td>Multi-unit organization: An organization that has more than one location.</td>
<td>64%</td>
</tr>
</tbody>
</table>

*n = 607*

### For multi-unit organizations, are HR policies and practices determined by the multi-unit headquarters, by each work location or by both?

<table>
<thead>
<tr>
<th>Determination Method</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multi-unit headquarters determines HR policies and practices</td>
<td>61%</td>
</tr>
<tr>
<td>Each work location determines HR policies and practices</td>
<td>2%</td>
</tr>
<tr>
<td>A combination of both the work location and the multi-unit headquarters determines HR policies and practices</td>
<td>37%</td>
</tr>
</tbody>
</table>

*n = 408*
Survey Methodology

- Response rate = 10%
- 623 HR professionals from a randomly selected sample of SHRM’s membership located in states where marijuana use has been legalized for medical or medical/recreational use participated in this survey
- Margin of error +/-4%
- Survey fielded October 19-30, 2015
About SHRM Research

For more survey/poll findings, visit shrm.org/surveys

For more information about SHRM’s Customized Research Services, visit shrm.org/customizedresearch

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**Project lead:**
Jeanessa Gantt, SHRM Research
Karen Wessels, researcher, SHRM Research

**Project contributors:**
Evren Esen, director, Survey Programs, SHRM Research

**Copy editor:**
Katya Scanlan, SHRM Knowledge Center
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