

Use of Marijuana in Michigan Police Agencies

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Abstract

In 2008 Michigan enacted a Medical Marijuana law. Ten years later, Michigan voters passed a Recreation Marijuana law, legalizing marijuana for persons 21 and older. These laws impact police agencies throughout the state. This paper will examine the law and how it affects police agencies in Michigan. It will look at possible policy changes that need to be made for current police officers. We will also examine hiring of new police officers and the impact of past drug use on hiring. This paper will look at other states that have legalized marijuana and the effects on the police departments in those states. The paper explores the overall wellness of marijuana users, the effects on the body and given the fact that Tetrahydrocannabinol (THC) stays in the system for so long, what that means to a positive drug test by a police officer. This paper will examine leadership skills needed to deal with the new law and each department's drug use policy.

Use of Marijuana in Michigan Police Agencies

This work is a collaboration between five current law enforcement leaders from five different policing agencies. We represent three different northern Michigan city police departments, a northern Michigan Sheriff's department, and a college police agency from southern Michigan. Michigan passed a medical marijuana law in 2008 and at the end of 2018 voters passed recreational marijuana. This legalized the use of marijuana for people 21 years old and older. Marijuana remains illegal under federal law and is still classified as a Schedule I narcotic, while Michigan state law has decriminalized marijuana.

With the passing of the law, Michigan police departments need to look at their drug policies and determine if they are going to change the policy to allow officers to use marijuana off duty or if they are going to continue to prohibit it. The law allows for employers to set their own workplace drug policy and employers can discipline or not hire candidates due to marijuana use. Other states and Canada have legalized marijuana and policies differ from department to department.

To set policy, departments need to look at the effects of marijuana on people, both short term and long term. Overall wellness for the officers needs to be examined. The body feels the effects of marijuana for an extended period of time. Marijuana also stays in the system for a lot longer than alcohol and other drugs. Both issues will influence police policy.

Law enforcement leadership will need to examine their individual values and the values of the community they police to set and adjust policies. They will need to effectively communicate to all department members and ensure that the individuals' values and mission align with the department's values and mission. Leading through this change in the law will require communication and getting every member to buy-in to the department's goals.

Effects of Marijuana on the Body

Marijuana has many effects on the body after use. Many of these effects are negative but some are positive. Both the negative and positive effects will be examined. Police leaders will need to look at all the effects of marijuana use when deciding to change the drug use policy.

Negative Effects of Marijuana Use

People use marijuana by smoking it or eating it in the form of edibles or infusing it in foods and drinks. Many people get a sense of calmness and are more aware of their senses after using marijuana (NIDA,2019). That feeling of calmness after using marijuana is not felt by everyone, however. Some experience anxiety, fear, and panic. This is caused by the different strains having different potencies or by a person using too much. A person could even develop a temporary psychosis that causes hallucinations and loss of identity (NIDA, 2019).

Psychological disorder. As stated above, there may also be a connection between marijuana use and psychological disorders. Marijuana could affect the likelihood of a person developing mental disorders such as schizophrenia, anxiety, and depression. While studies show a person, who uses marijuana is five times more likely to develop schizophrenia than a person who does not, it is impossible to say how much marijuana actually contributes to mental disorders (NIDA, 2019). What is more likely the case is that some people using marijuana already have a predisposition to mental illness, as opposed to a marijuana user who has no familial mental disorders suddenly developing one.

Addictive. In addition to psychological disorders, some experience withdrawal symptoms when attempting to stop using marijuana. Such symptoms include irritability, sleeplessness, anxiety, impaired appetite, and aggression. All the described symptoms are similar to those withdrawing from alcohol or other forms of drugs (Rotenberg, 2015).

Nervous system. Marijuana also interferes with different processes of the nervous system such as pleasure, memory, thinking, concentration, movement, coordination, and sensory and time perception (NIDA, 2019). A person using marijuana may not be able to create new memories and be unable to focus clearly. Due to this disruption in memory, thinking, and concentration, a person may also be unable to learn anything new or think critically enough to solve problems or difficult tasks. The disruption of movement and coordination can also affect a person's balance, posture, and reaction time. Marijuana causes the body to release dopamine, a chemical in the brain that makes a person "feel good." When a person uses marijuana for an extended period, the body alone does not release the amount of dopamine necessary to keep that person satisfied. A person will use more and more marijuana, or any other substance, to get the pleasure and happiness he or she seeks. This is how a person becomes addicted to marijuana (Bergland, 2016).

Cognitive abilities. Marijuana can affect memory, attention, and learning, both in the short and long term. The extent of these effects is dependent upon the age a person started using marijuana, the frequency with which he or she used/uses, and how potent the marijuana is (CDC, 2018). It is interesting to note that another study conducted in New Zealand showed that while teenagers who used marijuana lost IQ points, people who began using marijuana as adults did not lose IQ points (NIDA, 2019). It is normal that as a person ages, he or she loses the ability to learn and retain information as well as he or she did when he or she was younger. A person who uses marijuana as an adult could possibly be speeding that process up.

Respiratory issues. Marijuana may cause respiratory issues in users because it has four times the tar and three to five times the carbon monoxide than cigarettes. In some cases, smoking one marijuana joint is the equivalent of smoking twenty cigarettes. Not only that, but the THC

levels have increased more than one hundred and fifty percent since 1983 (Peki, 2019).

Marijuana is also being laced with heroin and other dangerous drugs.

Due to this fact, marijuana smokers may develop a cough, especially while actively smoking. Marijuana users may also experience irritated and scarred lungs, an increase in phlegm, and are more susceptible to bronchitis (CDC, 2018).

Cardiovascular issues. Such respiratory issues may also cause blood pressure and heart rate to rise while smoking. As a result, a marijuana user is five times more likely to suffer a heart attack within the first hour of him or her smoking marijuana than normal (NIDA, 2019).

Obesity. Some users who suffer from cardiovascular issues also suffer from obesity. Studies suggest marijuana users have a 40% caloric increase. Due to this fact, users have been shown to gain excessive amounts of weight which can contribute to heart disease as discussed above (Peki, 2019).

Positive Effects of Marijuana Use

Even though some sources state marijuana has many negative facts, other research from the Journal of American Medical Association, California Pacific Medical Center and the University of Illinois has revealed many positive effects of marijuana use. Cannabidiol, which is commonly referred to as CBD, produces little to no intoxicating effects. In fact, it has been shown to improve lung function, prevent some cancers, decrease blood pressure, treat post-traumatic stress disorder, assist with substance abuse, manage weight loss, relieve insomnia, anxiety, pain, and treat symptoms associated with irritable bowel syndrome (Szalavitz, 2012).

Lung function. In 2007 Jeanette Tetrault from The Journal of the American Medical Association (2012) found evidence to contradict the theory that marijuana negatively impacts a person's lung function. They discovered marijuana could actually increase lung capacity after

examining 5,115 adults who used either marijuana or tobacco over twenty years. The study revealed those who used tobacco lost lung function while those who used marijuana increase lung function. CBD may even help cigarette users stop smoking by up to forty percent! Additionally, CBD has been shown to improve ventilator function in asthma patients due to its anti-inflammatory effects (Healthline, 2019).

Cancer prevention. Not only does CBD improve lung function, it also decreases lung cancer in some patients. California Pacific Medical Center suggests CBD may help prevent cancer from spreading. The British Journal of Cancer discovered the CBD in marijuana activated a receptor which inhibits the growth of prostate cancer. In fact, one study suggests the antitumor effects of CBD and THC may prevent tumors from forming in the first place (NIDA, 2019).

Post-traumatic stress disorder. Of the 900,000 sworn officers in the United States, thirty four percent suffer from Post-Traumatic Stress Disorder symptoms. It was noted only nineteen percent of those individuals are fully diagnosed with Post Traumatic Stress Disorder (Mulcahey, 2012). THC in marijuana has been shown to have anti-depressant characteristics that increase serotonin in your brain. Officers suffering from Post-Traumatic Stress Disorder sometimes also suffer from nightmares. Nabilone, a cannabis-based medicine has been shown to improve such patients sleep quality and reduce daytime triggers and flashbacks.

Blood pressure. University of Illinois suggests low doses of THC help reduce stress while higher levels increase stress and anxiety. Many police officers that are diagnosed with PTSD suffer from hypertension or high blood pressure. Marijuana causes a decrease of the atrial blood pressure in such patients. This could significantly help law enforcement officers as they have a life expectancy that is fifteen years less than the average United States citizen due to heart disease. Of these individuals, nearly half will pass from heart disease within five years of

retirement. This means they are twenty-five times more likely to pass from heart disease than being killed from a suspect (Vonk, 2007).

Substance abuse. Many of these individuals exacerbate such cardiovascular issues by self-medicating with substance abuse. Nearly twenty three percent of police officers surveyed had alcohol abuse problems, which includes drinking. This means 1 in 4 police officers suffer from an alcohol problem. Some officers suffering from Post-Traumatic Stress Disorder may become addicted to alcohol or drugs to help cope with their side-effects. Marijuana can take the place of the substance being abused because it has fewer intoxicating side-effects and can help manage their symptoms better. Since excessive alcohol abuse can lead to liver disease like liver fibrosis, CBD can eliminate hepatic stellate cells. It also serves as a therapeutic agent for those undergoing liver fibrosis treatments.

Pain relief. Some of those suffering from substance abuse are attempting to self-medicate for physical pain they may be experiencing. Since THC actually blocks the nerve receptors to relieve pain, the National Academies suggests marijuana can also decrease pain associated with arthritis by preventing the breakdown of cartilage within the user's joints. It has also been learned that injecting CBD can improve degenerative disc disease, another side-effect of wearing a duty belt.

Furthermore, Sativex, a CBD-based pain relieving medicine, has had a significant impact on the reduction of pain. It has been shown that marijuana users decreased perceived chronic pain by twenty seven percent (Arts, 2006). This includes migraine pain that is caused by inflammation. Sativex can also help treat patients who suffer from insomnia caused by chronic pain. In fact, 1,000 of 2,000 patients treated with Sativex reported good or very good sleep quality.

Obesity. In addition to self-medication, obesity is on the rise within law enforcement. According to the American Journal of Preventive Medicine, “40.7% of police, firefighters and security guards are obese” (Szalavitz, 2012). This means nearly half of all police agencies are comprised of obese individuals, an issue that may possibly be resolved with CBD. Studies suggest the right ratio of CBD could help those struggling with obesity to lose weight. It also suggested that marijuana users develop healthier metabolisms resulting in weighing less. They also reported having a healthier response to sugar.

Inflammatory bowel disease. Some officers also suffer from inflammatory bowel disease. University of Nottingham researchers discovered THC and CBD, help ones immune and gastrointestinal system. This is especially important for officers that suffer from inflammatory bowel diseases (IBS), which can inhibit some officers from completing everyday tasks. A marijuana-based medication, Dronabinol, has been proven to help IBS patients suffering from constipation and diarrhea. This is due to its anti-inflammatory properties which can extend to your intestines.

Motor Vehicle Operation

The effects of marihuana on a person operating a motor vehicle have been widely studied (Hartman, 2015). However, the effects of marihuana on a police officer driving a patrol vehicle and doing many tasks are another dimension that has not yet been studied. A police officer has a very different obligation when driving and operating a patrol vehicle, and the demands put upon her/him can be very different than that of the everyday citizen operating a motor vehicle. When an officer is on patrol, she/he is expected to multitask a variety of different tasks at the same time.

The officer's first responsibility is safely operating the patrol vehicle. They will also be tasked with monitoring the radio traffic from dispatch and other officers on patrol. Most patrol vehicles have a mobile data computer fixed in the vehicle that can give a myriad of information that an officer must process and decipher. An officer could be checking a license plate on a vehicle to determine if the plates are valid or stolen, or if the driver has warrants. The computer will also give information such as complaints that a patrol unit are assigned to, and the notes coming through from dispatch will update and provide new and pertinent information. Patrol vehicles are equipped with in-car cameras and an officer may be equipped with a body worn camera on his or her person. The patrol vehicle has technical equipment such as radar and laser speed tracking devices that the officer must momentarily glance at to determine the speed of suspect vehicles. All of these devices can be a distraction to an officer and require them to multitask perform divided attention task.

When an officer is on duty he or she will be required to be driving at his or her absolute best and in a vast number of different situations. Officers are forced to go out when the weather is adverse, and conditions are poor. Often times, conditions such as a blizzard, force an officer to respond to an accident or vehicle in distress. Road conditions can be icy, snow covered, wet or otherwise less than desirable for driving. When an officer is responding to an accident that has injured persons, he or she will be trying to respond to render aid as quickly as possible. An officer in the state of Michigan, under Michigan Compiled Law, MCL 257.603 of the Michigan motor vehicle code, is authorized when responding to an emergency call, pursuing, or apprehending a suspect to exercise the following privileges; the officer may proceed past a red or stop signal or stop sign, but only after slowing down as may be necessary for safe operation, disregard regulations governing direction of movement or turning in a specified direction, or

exceed the prima facie speed limit so long as he or she does not endanger life or property. All of these regulations require the officer to take into account the safety of the general public and use due care and caution. An officer simply does not have the right of way because he or she has his or her emergency lights and siren activated. An officer still must use care and caution.

As we adapt to our changing times we must focus on strong leadership and change. Resistance to change is actions taken by individuals and groups when they perceive a change as being a threat to them. (Pardo 2003). To embrace this changing law and eliminate any perceived threats we must have strong leaders that adapt to the changing laws and culture. As it applies to driving leaders need to set the example and expectation for others within their organizations. With any change there will be complications and leaders need to be adaptable to the change and help their followers understand the change. If our leaders of our organizations and leaders of our communities are ethical and moral about their actions and motives it will set the standard for others in the agency and community. Effective leadership requires a strong understanding of what is impacting people during the change. Leaders will need to know what the acceptable use policy is and if they are allowed to use marijuana and if so, what is acceptable.

Police officers are traditionally held to a higher standard than the average citizen (Barker, 2014). When an officer is involved in an accident, every action of the officer leading up to the accident is scrutinized. An officer is a leader in the community. To be an authentic, credible leader, the words and actions must be congruent (Normore, 2019). The leaders of the community and public must be well respected and follow the high standards set forth, thus the public will follow their example. The public demands to know what the officer was doing prior to the accident, what lead up to the accident, and what the driving history of that officer and the department is. This is further compounded when civil litigation gets involved. If the officer has

some responsibility for the accident, it is then investigated by the civil council who seeks to recover damages for their client. This is usually in a monetary form and can be in the hundreds of thousands, if not millions, of dollars. Police leaders must look at effective risk management to reduce potential litigation with regards to marijuana use with their officers (Harrington, 2019).

Marijuana Use Considerations

All of these factors taken into account are important to consider when deciding if an officer can use recreational or medical marijuana and continue his or her employment with a police agency in Michigan. The law states that an officer must operate his or her patrol vehicle in a safe and prudent manner; however, we know that the use of marijuana can impair coordination, distort perception, and lead to memory loss and difficulty in problem-solving. (Lenne, 2010). If an officer has problems with problem solving or other impairment from his or her use of marijuana, should they be operating a motor vehicle especially when we are tasked with operating them under adverse conditions and in situations that can be dynamic, evolving and stressful?

Marijuana is metabolized through the human body in different time frames based upon many factors: the strain and strength of the marijuana smoked, the amount smoked, and length of exposure when smoking marijuana. When the body begins to metabolize the marijuana, the amount of body fat affects the amount of time it takes for the body to be completely out of the body. THC is a lipid-soluble chemical. This means that it binds to fat in the body, which increases the length of time it takes for someone to eliminate THC completely (Cochrane, 2019). People with higher body fat will metabolize marijuana more slowly than a person with less because marijuana bonds to body fat. Male and females show differences as well. Females

typically have more body fat than males and therefore will take longer to metabolize marijuana out of their body.

Michigan law covers driving under the influence of controlled substance and states that a person may be arrested for operating under the influence of drugs if they are operating a motor vehicle under the influence of or while impaired due to the consumption of a controlled substance or a combination of a controlled substance, an alcoholic liquor, or other intoxicating substance. This law does not necessarily quantify the amount of THC or how much time has elapsed prior to consumption and can be open to interpretation by a judge or jury in either criminal or civil litigation. When an officer makes a determination that he or she is safe to operate a motor vehicle, they must first evaluate his or herself upon what the law states and what the departmental policy states. They then must use their moral compass and do what is ethically and morally correct. Police officers must follow an ethical code laid down by the law enforcement profession regardless of their own feelings or preferences and their moral as influenced by culture and society and principles that are upheld by themselves (Normore 2010).

When checking a person for the presence of THC, the effects can be varied based upon the test used. A urine test can show marijuana in the system for three to thirty days, saliva tests have detected marijuana in the saliva between twenty-four and seventy-two hours. A blood test can detect marijuana in the blood between three and four hours, and a hair follicle can hold THC for up to ninety days (Cochrane 2019). All of these different tests can yield different results. Some are instantaneous and others require laboratory testing and take hours to several days or weeks to learn the results.

A departmental policy on officers operating patrol vehicles must take all these factors into account and determine if it is safe for officers to operate their patrol vehicles and be on duty.

The use of marijuana that is either legal or medically prescribed can affect their on-duty performance and can pose a risk to themselves or others within the community. What is acceptable both legally, morally and ethically and how will it be enforced and regulated to ensure safe effective efficient law enforcement.

Policies and Laws Regarding Legalized Marijuana

In recent years, eleven states, including Colorado and Michigan have decided to legalize the use of recreational marijuana. Since recreational marijuana is now legal in the State of Michigan, our capstone group decided to examine this issue. With the legalization of recreational marijuana, law enforcement departments will be forced to rethink their views regarding marijuana.

For our research, through email, we reached out to approximately 200 law enforcement agencies and organizations throughout the United States and Canada. We mainly focused on states and countries where recreational marijuana has been legalized. We asked the agencies if they had policies, struggles, concerns and their thoughts on law enforcement officers using marijuana. Approximately eighty departments and organizations responded to our email.

As a result, the responses to our questionnaire, there are two main concerns/ questions that have risen, in regard to smoking recreational marijuana. The first question we asked is “can a person who has smoked marijuana be hired as a law enforcement officer?” and the second question we asked is “are current law enforcement officers allowed to smoke marijuana?” We will examine these questions by looking at several other states and Canada.

Recruiting officers in the United States

In the states where recreational marijuana use is legal, the most noticeable change in law enforcement is the approach to recruiting new officers. Before marijuana was legal, most

departments had a hiring policy that defined a specific time period in which a recruit had to be marijuana free. This marijuana free timeframe was usually a year. In order to increase recruiting activities, several of the departments, which responded to our email questionnaire, reported their departments reduced the amount of marijuana free time from a year to a month.

Canada

On October 17, 2018, under Bill C-45, also known as the Cannabis Act, marijuana became legal throughout Canada. For the sake of this research project, we want to use Canada as a case study to understand how legalized marijuana has affected both law enforcement and the military.

Law enforcement. In the law enforcement profession, the Royal Canadian Mounted Police and most police departments throughout Canada have decided to keep their former policies in place, which prohibit officers from smoking marijuana (Royal Canadian Mounted Police, 2018.). Unfortunately, at least four including Vancouver, have decided to allow their officers to smoke recreational marijuana. There are some restrictions such as an officer cannot be impaired while on duty.

In Vancouver, an officer is allowed to smoke marijuana but is required to self-evaluate their mental fitness for duty. (Cocco, 2018) The department or sergeant should decide whether an officer is fit for duty, instead of allowing the individual officer to determine whether or not they are fit for duty.

The Regina Police Services have implemented a policy which restricts officers from smoking marijuana within twenty-four hours of their shift. If an officer smokes marijuana within the time period, they are required to take the day off without pay or face disciplinary action. (Regina Police Services,2018).

Military. Oddly enough, the Canadian Armed Forces (CAF) has decided to allow the military to smoke marijuana. According Lieutenant General Chuck Lamarre, who was the in charge of personnel for the CAF, “We believe our members are very keen on what they’re doing in the Canadian Armed Forces and they have the right ethics and morals to make sure they are available at all times and that they are not impaired by this, or any other substance” (Burns, 2018, paragraph 8).

As a result of the Cannabis Act, the Canadian military issued Defense Administrative Orders and Directives 9004-1 Use of Cannabis by CAF Members. (DOAD 9004-1), which, implements a few restrictions on how soldiers who smoke marijuana. For example, under the Standard of Conduct, section 4.4 CAF members are required to conduct themselves in a professional manner and are expected to make responsible choices in respect of their use of cannabis for recreational or medical purposes.

Under DOAD 9004-1, if a soldier smokes marijuana within eight hours of starting their shift, they are not allowed to operate a firearm, or participate in a scheduled military exercise. DOAD 9004-1 includes a long list of restrictions that cover a twenty-eight-day period, for soldiers who smoke marijuana. In conclusion to this section, if soldiers go out and smoke marijuana, they are basically not fit for duty for almost a month.

Current Laws in United States

In the United States, there are two specific laws which answer the question, “is an officer allowed to smoke marijuana?”. The first is the Controlled Substance Act of 1970, and U.S. Code Title 18— Crimes and Criminal Procedures, part 1, section 922, d- 3. (91 United States Congress, 1970). Under the Controlled Substance Act of 1970, marijuana is categorized as a Schedule 1 drug, which is the most strictly regulated level. There are five schedules or categories

of drugs- with schedule 1 being the worse. As a comparison, marijuana is in the same category as heroin, LSD, and ecstasy. (91 United States Congress, 1970.) As of now marijuana is still illegal under federal law. U.S. Code Title 18— Crimes and Criminal Procedure, part 1, section 922, d-3, states that no person “who is an unlawful user of... any controlled substance” may “possess... or... receive any firearm or ammunition” (Congress, 1948).

Although recreational marijuana is legalized in the State of Michigan, marijuana use is still illegal under law. Also, under federal law, a person who uses marijuana or any other controlled substance is not allowed to use firearms. As law enforcement officers we took an oath to obey and enforce local, state and federal laws. So, our legal answer to the question of whether an officer can smoke marijuana is no, because that officer will be violating federal laws.

Possible Challenges to Current Laws

In 2019, there have been at least five bills which were introduced to Congress that are designed to remove marijuana from the Controlled Substance Act. A couple of these bills are the Marijuana Justice Act of 2019 (Lee, 2019), and the Marijuana Freedom and Opportunity Act. (Booker, 2019.).

Leadership Issues with the New Marijuana Law

The legalization of marijuana in Michigan brings about several issues for law enforcement leaders. Marijuana remains illegal under federal law. Policy and hiring issues regarding marijuana will need to be examined and the public’s perception of officers and marijuana usage must be considered in each community.

Police leaders will need to examine the department’s policy and determine how they will address marijuana usage by their officers. Public Act 48 of 2019 does not require an employer to permit or accommodate marijuana usage in the workplace or on the property. It also does not

prohibit an employer from disciplining an employee for violation of the workplace drug policy or working under the influence of marijuana. Employers can also refuse to hire, discharge, or discipline a person because of the violation of a workplace drug policy (Michigan Compiled Laws, 2018).

The public has always held police officers to higher standards which includes their off-duty behaviors. Driving while intoxicated for a police officer is always a top headline. The public expects their police officers to live their lives as role models to society. The International Association of Chiefs of Police (IACP) states in their Law Enforcement Code of Ethics, “I will keep my private life unsullied as an example to all and will behave in a manner that does not bring discredit to me or my agency” (IACP, 1957 para. 2).

Law enforcement leaders need to examine their values, ethics, and principles to decide on the direction of the department. Leaders will need to follow their own moral compass to set policy for the department. They will need to use all four cornerstones of the Moral Compass in making their decision: Peace, the decision must promote peace of mind in the community; Justice, the officers are held to a higher standard and represent the department in everything they do; Equity, they must do the right thing for the right reason; and Service, excellent service to the public is the goal of every police leader (Normore, et. al., 2014). By keeping these values in mind leaders can make the right decision for their department and the community.

Once the policy determination is made the police leader will need to use proactive communication to ensure that the entire department is on the same page and knows the policy with regard to marijuana use by officers. Failure to communicate effectively is a leadership failure (Nash, 2019). By not effectively communicating the expectations, we will set our officers up for failure.

Authentic leadership is the corner stone to setting a policy on marijuana use and getting buy-in from both the department and the community. This requires the leader to be positive and truthful to build trust, respect, and support (Normore, 2019). The department and the community must believe in the leader and trust that the leader has strong values to do the right thing and lead the department using a high level of emotional intelligence to understand the emotions of the community and department to make the policy decision and be able to effectively communicate the decision to everyone. Emotional intelligence will assist the leader to choose from the different options using the leader's internal compass and aligning the choice with his/her principles (Long, 2019).

Setting the policy for use of marijuana will be a change whichever way the police leader decides to follow. The leader will need to effectively communicate with the employees throughout the process to combat the resistance to the change. People must be convinced that the change is necessary before they will embrace the change and take ownership of the change (Anderson, Gisborne, & Holiday, 2012). The leader will need to help the employees to align their values with the department's values. Common values are the glue that hold people together (Anderson, et. al., 2012).

Conclusion

Legalizing marijuana in Michigan will cause police departments to examine their policies and hiring practices. Marijuana has many effects on the body and stays in a person's system much longer than alcohol. Police officers are highly scrutinized for their actions both on duty and off duty. Their job requires them to multitask and highly perform every day. Marijuana use can affect the ability to multitask. Even though Michigan has passed the recreational marijuana law, employers can still ban employees from using marijuana. Since marijuana is still a

controlled substance under federal law, most agencies will probably still not allow their employees to use marijuana. In the past, applicants that had used marijuana were precluded from continuing in the hiring process. Departments will have to re-evaluate the requirements for prior marijuana use with their hiring candidates. Law enforcement leaders will need to effectively communicate with all members of the department and use their leadership skills to navigate their departments through the changes and the new law.

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