

December 31, 2025

Joe Stephenshaw, Director  
California Department of Finance  
915 L Street  
Sacramento, CA 95814

Dear Director Joe Stephenshaw,

In accordance with the State Leadership Accountability Act (Leadership Accountability), the Department of Justice submits this report on the review of our internal control and monitoring systems for the biennial period ending December 31, 2025.

Should you have any questions please contact Patty Li, General Counsel, at (415) 510-3817, [Patty.Li@doj.ca.gov](mailto:Patty.Li@doj.ca.gov).

## GOVERNANCE

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### Mission and Strategic Plan

The Office of the Attorney General was established by the California Constitution in 1850 to uniformly and equally enforce California's laws. The Office carries out its responsibilities through the divisions and programs of the California Department of Justice (DOJ). Rob Bonta is the 34th Attorney General of the State of California. The Attorney General heads DOJ as the state's chief law officer and is responsible for protecting and serving California's people and interests through a broad range of duties, including promoting public safety, safeguarding California's natural resources and environment, enforcing civil rights laws, protecting Californians' access to affordable healthcare, and helping victims of illegal business practices, fraud, and other consumer crimes. The Attorney General also provides regulatory oversight, oversees charitable organizations in the state, coordinates with law enforcement agencies to carry out enforcement efforts, and conducts state-level investigations.

Attorney General Bonta, with the help of his dedicated employees, represents state entities in matters before the trial, appellate, and Supreme Courts of California and the United States, serves as legal counsel to state agencies, coordinates interjurisdictional efforts to fight crime, provides identification and information services to criminal justice agencies, and pursues projects in his independent capacity to protect the people of California from fraudulent, unfair, and illegal activities.

The Chief Deputy Attorney General (CDAG), under the direction of the Attorney General, oversees the Executive/Directorate unit. The CDAG also leads seven program chiefs, a General Counsel, and a Solicitor General, who oversee the following divisions and programs:

- Division of Law Enforcement (DLE)
- Division of Medi-Cal Fraud and Elder Abuse (DMFEA)
- Civil Law Division
- Criminal Law Division
- Public Rights Division
- Office of General Counsel
- Office of Solicitor General
- California Justice Information Services Division (CJIS)
- Division of Operations (OPS)
- Executive/Directorate Unit

The Chief of Staff, under the direction of the Attorney General, oversees the following divisions and programs:

- Office of Communications
- Office of Legislative Affairs
- Office of Native American Affairs
- Office of External Affairs
- Office of Scheduling
- Office of Community Awareness, Response, and Engagement (CARE)

DOJ's executive management team consists of the CDAG, Chief of Staff, and the heads of the divisions and programs listed above.

DOJ is a large agency with nearly 6,000 authorized positions statewide, including attorneys, peace officers, auditors, information technology specialists, accounting and administrative professionals, executive staff, and security personnel. In addition to investigative field offices across the state, DOJ's primary legal offices are located in Sacramento, Los Angeles, San Francisco, San Diego, Oakland, and Fresno.

Attorney General Bonta has placed a high priority on public safety, consumer protection, addressing climate change, housing justice, corporate accountability, criminal justice reform, civil rights, healthcare, hate crimes, and rebuilding trust between communities and law enforcement. In order to improve public safety in a dynamic political and legal landscape, some of DOJ's initiatives focus on certain emerging and long-standing matters, including:

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- Cracking down on illicit narcotics and [addressing the fentanyl crisis](#) by partnering with law enforcement partners statewide to [carry out seizures and arrests](#) and hold traffickers accountable.
- Tackling California's housing crisis, including by [upholding and enforcing](#) California's affordable housing laws, and [informing tenants](#) of their rights and protections.
- Ensuring consumers are protected against exploitation, including by issuing a [consumer alert on price gouging](#) during the January 2025 State of Emergency in Los Angeles County.
- Fighting for equity, affordability, and access to healthcare for all Californians, such as by [suing over the unlawful termination of \\$11 billion in critical public health funding](#), and defending Americans' access to [reproductive care](#) and [preventive care](#).
- Protecting children from social media addiction and adverse health effects by [sponsoring Senate Bill 976](#), which was signed into law.
- Uplifting the voices of California's indigenous and tribal communities and addressing the missing and murdered indigenous people's crisis by [sponsoring and implementing Assembly Bill 2695](#).
- [Reminding Californians](#) of their voting rights.
- [Investigating](#) officer-involved shootings pursuant to Assembly Bill 1506 (AB 1506).
- [Addressing the opioid crisis](#) by holding manufacturers, distributors, retail chain pharmacies, and other key players in the crisis accountable, and obtaining billions in relief and funding to heal impacted communities.
- Defending labor laws and fighting for workers' rights, including by investigating allegations of [discrimination](#) and [reminding California workers of their rights](#) and other anticompetitive agreements that suppress worker mobility, wages, and benefits.
- Working to end the gun violence epidemic, including by [defending California's common sense gun laws](#) and [keeping illegal "ghost guns"](#) out of the hands of prohibited persons, and establishing the first-ever Office of Gun Violence Prevention to address gun violence.
- Combating [organized retail crime](#).
- Taking on [Big Oil](#) and holding these companies responsible for their role in the climate crisis.
- Fighting to protect the [LGBTQ+ Community](#).
- Helping Californians identify, address, and [report hate crimes](#).

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## Control Environment

Though all levels of management are involved in assessing and strengthening DOJ's systems of internal controls, this responsibility resides primarily with the CDAG, the Chief of Staff, and the executive management team, who work with management at all levels to ensure compliance and promote proper business execution. The executive management team establishes the tone for the agency's ethical values and integrity, the agency's internal controls, and the system used to monitor the status of operations as well as improve and reinforce internal control systems. To further reinforce governance and as control agencies, entities such as the Department of Finance (DOF), Department of General Services (DGS), and State Controller's Office (SCO) set forth additional internal control requirements.

DOJ's Office of General Counsel (OGC) is primarily responsible for compliance, legal oversight, and risk-management functions throughout DOJ. OGC also serves as a clearinghouse for the provision of legal advice to DOJ's various bureaus and programs. Key areas of focus for OGC include information security and data storage and disclosure; law enforcement operations; contracting, agreements, and grants; professional ethics; financial conflicts and other government ethics requirements; regulations; the Public Records Act; the Administrative Procedure Act; the Bagley Keene Act's open meeting requirements; and public finance.

Under the direction of the CDAG and the Chief of Staff, the executive management team maintains high ethical standards and attentive oversight of DOJ. Oversight also occurs as a function of various mandated reports to the Legislature. DOJ undergoes regular audits, including those initiated by the Legislature, CSA, SCO, and DGS, as well as federal agencies that provide DOJ with funding. The CDAG, General Counsel, and division leaders review the results of these audits, develop corrective action plans, and correspond with auditors and the Legislature regarding implementation of corrective actions and improved internal controls. As California's primary litigation and law enforcement body, DOJ is committed to upholding the highest ethical standards. DOJ maintains on its internal intranet system the Department of Justice Administrative Manual (DOJAM), the Guidelines for the Legal Divisions, and the DOJ Law Enforcement Policy & Procedures Manual. These manuals describe DOJ's policies, procedures, and organizational structure, and are available to the entire agency.

DOJ's organizational structure allows policies and procedures to be developed and disseminated throughout DOJ. DOJ delegates decision-making authority to the most qualified staff at various management levels. This structure groups employees by division and function to ensure appropriate segregation of duties and ensures sufficient review of staff work. This structure also allows for the effective execution of duties and ensures accountability within the chain of command.

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DOJ's conflict of interest code, adopted pursuant to Government Code section 83700, identifies employees that are required to annually file the Statement of Economic Interest (Form 700). In accordance with state law, designated DOJ employees complete an ethics training course. Legal staff receive additional training opportunities and guidance on professional ethics and conflicts of interest. DOJ also requires all staff, upon joining DOJ, to sign a Statement of Incompatible Activities that explicitly prohibits employees from using the skills, tools, and influence associated with their position for private gain or outside of their prescribed duties for DOJ.

As part of creating a positive, safe work environment, and to strengthen staff's understanding of their responsibility for reporting fraud, DOJ provides staff with several avenues to report misconduct. The CSA Whistleblower Hotline is described in notices placed in employee break areas throughout the agency and electronic copies of these brochures are sent to all DOJ employees with email accounts. DOJ monitors and responds to whistleblower inquiries forwarded from the CSA and other sources. It investigates these internally or cooperates with other state entities to ensure accountability for all employees. Brochures alerting staff to the signs of workers' compensation fraud are placed throughout DOJ. Additionally, DOJ works to prevent interpersonal misconduct in the workplace through outreach and education, by regularly training employees in the prevention of discrimination, harassment, and retaliation. DOJ provides a way to report these types of complaints internally, and also provides other avenues for resolution at the agency, state, and federal level, depending on the nature of the complaint and the employee's needs and preferences.

DOJ employees regularly encounter sensitive information as part of their day-to-day work. To safeguard public and personal information, DOJ employees undergo mandated privacy and information awareness training during orientation as well as periodically, as DOJ identifies new resources and training needs related to information security. Additionally, employees accessing highly sensitive information undergo an extensive background investigation prior to being granted access.

Through its Office of Human Resources (OHR), DOJ complies with the workforce and succession plan requirements of the California Department of Human Resources and strives to recruit, develop, and retain a diverse, well-qualified workforce. Furthermore, DOJ's various divisions coordinate with OHR to develop specific recruiting methods and applicant pools to help add staff, reduce dependencies on certain staff, and ensure that hiring is fair and unbiased. DOJ aims to create hiring programs that attract a diverse field of promising potential employees.

DOJ actively and affirmatively works to foster equal employment opportunities by building and maintaining a diverse workforce with high standards of excellence. In compliance with state and federal mandates for a workplace free from any form of unlawful discrimination,

including harassment and retaliation, the Equal Employment Rights and Resolution (EER&R) Office administers the Equal Employment Opportunity Program for DOJ. This involves reviewing employment policies, monitoring the selection process, recommending changes, and advising executive staff, managers, and supervisors on important and sensitive issues that may have equal employment opportunity considerations. In 2023, DOJ established its Diversity, Equity, Inclusion, and Belonging (DEIB) Office, to lead organizational efforts in advancing DEIB.

DOJ has long fostered a rich organizational culture through its Employee Advisory Committees (EACs), which provided employees with opportunities to advise DOJ leadership and engage with other DOJ employees from diverse perspectives. Historically, DOJ maintained nine EACs, including the Disabled Employees Advisory Committee. This committee was established pursuant to California Government Code section 19795(b), which requires all state agencies to establish a committee of employees who are individuals with a disability, or individuals with an interest in disability issues, to enhance employment and promotional opportunities for individuals with disabilities and to provide a vehicle for consultation related to effective implementation of the Americans with Disabilities Act of 1990 (ADA) and Section 504 of the Rehabilitation Act of 1973.

In 2025, the Disabled Employees Advisory Committee was renamed the Disability Rights Advisory Committee, and continues to reside in the EER&R. The other EACs formally transitioned into Employee Resource Groups (ERGs), and are now managed by the DEIB Office. This transition ensures that ERGs provide direct feedback and advice to the DEIB Office, informing DOJ-wide policies and initiatives.

These are the current ERGs:

- Asian Pacific Islander Employees Resource Group (API-ERG)
- Black Employees Resource Group (BERG)
- Hispanic Employees Resource Group (HERG)
- Jewish Community Employees Resource Group (JCERG)
- PRIDE: Promoting Rainbow Inclusivity, Diversity and Equality Employees Resource Group (PRIDE ERG)
- Middle Eastern and South Asian Employees Resource Group (MESAERG)
- Native American Employees Resource Group (NAERG)
- Veteran Employees Resource Group (VERG)

In addition, consistent with state law, DOJ ensures that all supervisors receive 80 hours of supervision training upon assuming their leadership roles. All supervisors and managers are also required to receive 20 hours of leadership training every two years. DOJ also maintains in-house training staff to coordinate and deliver training across the agency.

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## Information and Communication

DOJ's internal communication structure supports the precise and effective flow of information. Departmental policies originate from OPS, OGC, the Chief Information Security Officer, the CDAG, or the Attorney General, depending on the subject matter. DOJ uses email and interoffice mail to ensure that DOJ personnel receive relevant information in a timely manner. DOJ also uses an internal intranet system to provide ongoing updates, documents, and resources for employees to access.

DOJ's external communication efforts are led by DOJ's Communications Office, and DOJ's External Affairs Office and Office of Community Awareness, Response, and Engagement (CARE) lead DOJ's engagement with external entities and members of the public.

In particular, CARE works directly with community organizations and the public to help ensure the inclusion of diverse perspectives in the state's work, and provides opportunities for the public to learn about and directly engage with DOJ. CARE houses three units: (1) the Victims' Services Unit (VSU), (2) the Public Inquiry Unit (PIU), and (3) Community Outreach Managers. Each branch of CARE directly engages with members of the public on a daily basis.

VSU serves all 58 counties in California, and is dedicated to assisting and empowering victims, survivors, and their families by connecting them with relevant and tailored resources. VSU provides victim-centered, trauma-informed, and culturally sensitive services to crime victims, assisting them in tracking the status of appeals, recusal cases, and other matters being handled by DOJ's prosecutors. VSU referrals and victim inquiries are received by phone, online, and via email. An advocate is assigned to respond appropriately to calls and inquiries from survivors and victims. In addition, VSU conducts public outreach at community events and outreach to local victim witness and assistance offices.

PIU annually receives and responds to a continuously increasing volume of written and telephone inquiries from the public, elected officials, law enforcement agencies, and other governmental entities on a wide variety of subjects and issues. These incoming inquiries allow DOJ to obtain information from the general public to better understand where and how to direct its resources proactively.

CARE's Community Outreach Managers represent five regions throughout the state. Their focus is on cultivating relationships with communities in line with DOJ's commitment to diversity, equity and inclusion in all aspects of its work on behalf of the people of California. The Outreach Managers organize opportunities for the Attorney General, Special Assistant Attorneys General, and other senior staff to hear ideas and concerns directly from impacted communities. CARE also hosts virtual and in-person discussions with community organizations and leaders across the state on priority areas, including hate crimes, reproductive health, environmental justice, gun violence prevention and housing justice. The Community Outreach Managers regularly attend regional meetings and events to understand priorities important to

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the region. They also oversee several programs including virtual webinars for the public such as "Demystifying the DOJ" to share information about the DOJ and virtual CARE Community Briefings to share information about newly published DOJ resources.

## MONITORING

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The information included here discusses the entity-wide, continuous process to ensure internal control systems are working as intended. The role of the executive monitoring sponsor includes facilitating and verifying that the Department of Justice monitoring practices are implemented and functioning. The responsibilities as the executive monitoring sponsor(s) have been given to: Francesca Gessner, acting CDAG; Chris Ryan, Chief, OPS; Patty Li, General Counsel; and Jared Smith, Director, Office of Program Oversight and Accountability (OPOA).

DOJ relies on regular meetings, event-driven programming and budget changes, and ongoing internal consultation to identify and track risks. OPOA is designated as DOJ's primary internal audit organization, and it conducts independent and objective reviews of DOJ programs' accounting and administrative controls in order to identify potential fraud, waste, and abuse. OPOA also provides recommendations to streamline operations, increase effectiveness, improve efficiency, and mitigate risk.

The current process for ongoing monitoring is described below. As new information surfaces, the executive management team (which consists of seven division chiefs, a General Counsel, and a Solicitor General) revises these processes accordingly. On a regular basis (daily, weekly, or monthly):

- DOJ executive management team meets to discuss existing and potential risks;
- Management staff throughout DOJ meet to discuss how to address potential and existing risks; and
- Division chiefs meet with the CDAG to discuss policies and procedures to address outstanding risks.

Under the CDAG's direction, the following actions occur every six months to one year:

- Division leaders update the Statewide Leadership Accountability Act Implementation Plan regarding the status of controls implementation, as required by DOF; and
- OPOA assists each division chief with measuring and tracking progress on internal controls development, implementation, and evaluation.

Biennially (every two years), under the CDAG's direction:

- Division leaders conduct risk assessments and additional organizational surveys to assist with identifying risks and internal controls at the division and enterprise level;

- Division leaders maintain a list of risks to include in the next Statewide Leadership Accountability Act report; and
- OPOA reviews strategic initiatives, organizational and environmental challenges, risk assessment results, and other factors to identify enterprise risks and controls.

## RISK ASSESSMENT PROCESS

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The following personnel were involved in the Department of Justice risk assessment process: executive management, middle management, and front line management.

The following methods were used to identify risks: brainstorming meetings, ongoing monitoring activities, audit/review results, other/prior risk assessments, external stakeholders, questionnaires, and consideration of potential fraud.

The following criteria were used to rank risks: likelihood of occurrence, potential impact to mission/goals/objectives, timing of potential event, potential impact of remediation efforts, and tolerance level for the type of risk.

Divisions were also asked to assess their level of risk and categorize their risk factors according to strategic, financial, compliance, reporting, or reputational risk.

## RISKS AND CONTROLS

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### Risk: Insufficient Resources to Timely Implement New Legislative Mandates

DOJ performs its duties based on appropriated resources. A lack of sufficient resources would pose a risk of DOJ being unable to meet new legislative mandates, which add to the existing workloads of DOJ legal, law enforcement, information technology, and operational staff. New mandates are not always in alignment with the state's budget submission and approval processes, creating the risk of delayed implementation of statutory mandates. If DOJ does not receive adequate funding, this impacts DOJ's ability to recruit, train, and retain adequate staff or quickly develop necessary technology systems to support the implementation of new laws.

Control: A

Internally, DOJ division leaders regularly communicate with DOJ's executive management team regarding emerging workloads and the implementation of new statutes.

Control: B

As DOJ determines workload and identifies necessary resources to support new legislative mandates, DOJ will work through the budget process to seek those resources.

Risk: Outdated Out-facing Technology

DOJ collects and maintains data to perform legislatively mandated services that are carried out through information management processes and systems that require modernization. These services need modernization efforts focused on infrastructure as well as information management, including how the data and information is collected, processed, stored, retrieved, and disseminated; the structural organization of the data; relationships between data; maintaining a consistent vision and strategic roadmap; aligning new concepts and initiatives to the strategic roadmap; and assessing the benefits and value of new concepts to the organization and stakeholders.

In addition, as new legislative mandates impacting DOJ's information technology systems are assigned, DOJ must comply with project management requirements that may require changes, upgrades, maintenance, and/or whole new information technology systems. These requirements are not always in alignment with the state's budget submission and approval processes, which creates a risk of the mandated timelines not being met.

As DOJ continues to rely on these legacy systems to perform essential services and functions, there is a risk that these outdated technologies can disrupt business operations

through system failures, data breaches, and difficulty adapting to new business needs. In addition, as the systems age, fewer IT professionals have the skills to maintain and support them, which may increase costs for specialized support.

**Control: A**

DOJ regularly analyzes the performance of its technology systems. CJIS's Application Development Bureau (ADB) staff are alerted of any issues by way of internal "health check" alerts. As needed, ADB will mitigate issues or develop enhancements as needed.

**Control: B**

DOJ division leaders regularly communicate with DOJ's executive management team regarding emerging workloads and the implementation of new statutes.

**Control: C**

As resources permit, DOJ will consider alternatives to help modernize its information assets and keep these core services operational. As DOJ determines workload and identifies necessary resources to modernize its technology, DOJ will work through the budget process to seek those resources.

**Risk: Outdated In-house Technology**

DOJ's in-house systems and programs often rely on legacy technology that requires modernization, in order to improve efficacy, information security, and operations in support of our legal and law enforcement work.

In addition, some updates to in-house technology may result in DOJ having to comply with project management requirements that may require changes, upgrades, maintenance, and/or whole new information technology systems. These requirements are not always in alignment with the state's budget submission and approval processes, which creates a risk of the mandated timelines not being met.

As DOJ continues to rely on these legacy systems to perform essential services and functions, there is a risk that these older technologies can disrupt business operations through system failures, data breaches, and difficulty adapting to new business needs. In addition, as the systems age, fewer IT professionals have the skills to maintain and support them, which may increase costs for specialized support.

**Control: A**

DOJ regularly analyzes the performance of its in-house systems and technologies and considers alternatives that will allow it to keep these core services operational.

**Control: B**

DOJ division leaders regularly communicate with DOJ's executive management team regarding emerging workloads and the implementation of new statutes.

**Control: C**

As DOJ determines workload and identifies necessary resources to modernize its technology, DOJ will work through the budget process to seek those resources.

## Risk: Data and Information Security

DOJ maintains data that can include confidential and personal identifiable information. DOJ manages data security and privacy by implementing appropriate security technologies, and by reviewing and updating its information policies, which include standards, guidelines, and procedures. These technologies and policies must accommodate the rapid changes inherent in the modern public safety and criminal justice environment. With the majority of DOJ staff working remotely, DOJ has implemented additional protocols to strengthen its cybersecurity defenses, such as multi-factor authentication for remote access. DOJ continues to rely on its existing safeguards to reduce the likelihood of successful attempts at infiltration of systems and exfiltration of data by malicious actors. To maintain strong security, DOJ must consistently test its technologies and processes, as malicious actors continuously try to find ways to exploit vulnerabilities.

External entities and internal DOJ processes rely on timely access to DOJ databases for tasks such as background checks, criminal history searches, case management, and email services. To meet growing demand, DOJ must take steps to modernize its systems and databases to be robust and reliable. Furthermore, modernizing these systems will ensure accessibility and scalability to enable DOJ to quickly respond to requests and keep pace with customer demand.

To enhance cybersecurity and safeguard the integrity and security of the California Law Enforcement Telecommunications Systems and other DOJ information systems and assets, DOJ relies on its Information Security Branch. This unit performs security scans of IT assets, reviews security of law enforcement agencies, researches organizations that access DOJ data, and monitors cybercrimes and security events. The branch also communicates with DOJ's IT sections to ensure security of new projects and system changes. However, as cybersecurity rapidly evolves, DOJ needs adequate resources and expertise to enhance current safeguards. DOJ must continue to:

- Recruit appropriately qualified cybersecurity personnel, as well as advocate for resources to facilitate the development of cybersecurity expertise;
- Update cybersecurity policies and IT standards to ensure compliance with newly applicable requirements and address any changes to technology that DOJ has implemented or will implement; and
- Research security products that can either replace legacy products or enhance

existing security products to ensure that DOJ can respond to current and future security threats.

#### Control: A

DOJ's OGC is primarily responsible for compliance, legal oversight, and risk-management functions throughout DOJ. OGC also serves as a clearinghouse for the provision of legal advice to DOJ's various bureaus and programs. It also houses the Office of Information Security and Research Services, led by a Chief Information Security Officer, who is charged with overseeing DOJ's information security efforts.

#### Control: B

DOJ must vigilantly maintain data security across all of its systems and databases through continuous security monitoring, or else risk a serious breach of data in its purview. For new legislation imposing new security requirements, DOJ will continue to implement any necessary adjustments to its policies and procedures, to ensure compliance with these requirements.

DOJ will continue to conduct security scanning of DOJ's assets to identify and minimize vulnerabilities. Additionally, DOJ has developed a security operations center with trained staff dedicated to addressing security issues as they arise.

#### Control: C

DOJ will continue to use security awareness training curriculum and continue to perform phishing exercises to train new and current employees on current security policies, practices, and threats. DOJ will continue to train staff on how to identify such threats (i.e., threat hunting), stop such threats, and take corrective measures in response to actions against DOJ.

Control: D

To mitigate the risk associated with unauthorized use, access, modification, loss, destruction, or disclosure of information assets, the Chief Information Security Officer will oversee efforts to maintain and update security policies, standards, guidelines, processes, procedures, and best practices. This will further strengthen DOJ's security program and protect its information assets. DOJ's Cybersecurity Branch will continue to arrange for third-party independent technical penetration tests of DOJ applications and systems.

Control: E

DOJ will continue to plan and seek resources for the modernization of its information assets to ensure the reliability and security of DOJ's systems.

Control: F

DOJ will continue to routinely undergo third-party security assessments; conduct internal National Institute of Standards and Technology (NIST) compliance audits; and utilize third party vendorsto perform independent NIST and Federal Information Processing Standards (FIPS) compliance assessments.

Risk: Recruitment, Retention, and Staffing Levels

Due to the specialized training and skill sets required for various DOJ classifications and salaries that are often lower than those offered by other public agencies or the private sector for similar work, DOJ consistently experiences challenges in recruiting qualified staff. In addition, the removal of the discretionary hiring-above-minimum salary option has impacted DOJ's ability to recruit for multiple classifications.

DOJ has had difficulty recruiting, training, and retaining highly qualified Deputy Attorney Generals due in part to a salary disparity of approximately 38% with other public sector (local and federal) agencies. On average, DOJ experiences about a 15% vacancy rate for attorney positions. Ongoing vacancies force current employees to work beyond their capacity, affecting morale and retention. Some attorneys seek other employment opportunities due to burdensome workloads.

DOJ also experiences challenges in hiring and retaining Special Agents, and projected retirements are expected to exacerbate this problem. Over 40% of DOJ's Agent Supervisors and Agents-in-Charge are eligible to retire in the next five years.

In addition, it has been challenging to recruit enough IT Specialists to adequately manage and maintain IT infrastructure.

DOJ has also struggled to recruit and retain associate level auditors to audit the gaming industry, and investigative auditors for DMFEA, and for investigations of false claims. DOJ auditors' salaries lag behind those of the federal government by 23%. The salary gap has contributed to a 30% vacancy rate, resulting in delayed audits.

OPS' Legal Support Operations also faces continual challenges in recruiting and retaining qualified legal secretaries, librarians, and litigation support staff, due to non-competitive salaries.

#### Control: A

To further enhance recruitment and retention, and to maintain appropriate staffing levels, DOJ collects industry and internal data — knowledge, skills, ability, compensation, etc. — to align classifications and tasks. DOJ also continually considers ways to streamline and improve its hiring and recruitment processes.

#### Control: B

DOJ will revisit and adjust its recruiting tools, including duty statements and job posting language, to more accurately reflect job duties and highlight some of the responsibilities associated with various positions. It will also leverage social media platforms and employment fairs to recruit applicants and consider hiring

incentives such as hiring-above-minimum pay and/or salary increases where possible.

OHR's Attorney Hiring Unit (AHU) and Recruitment Unit, and Labor Relations Office will continue to advocate for higher salaries and attractive benefits with the applicable parties whenever possible. The AHU and the Recruitment Unit will continue to strategize on ways to recruit qualified candidates for the Legal Divisions. In addition, they will work closely with the Classification Services Unit and the Labor Relations Office to submit proposals to the California Department of Human Resources to address disparities and improve recruitment and retention when appropriate. The Legal Divisions will continue to work with the Recruitment Unit and AHU to support their hiring goals.

#### Control: C

For Special Agents, DOJ has also resumed a program that allows individuals to join as trainees and to eventually promote to Special Agents. DOJ has increased the frequency of its recruiting efforts, and in 2022 DOJ's classification specification package was approved by the State Personnel Board, which allowed DOJ to update the minimum qualifications and alternate range criteria. Recent salary increases have resulted in the Special Agents classification series being hopefully more competitive.

## CONCLUSION

The Department of Justice strives to reduce the risks inherent in our work and accepts the responsibility to continuously improve by addressing newly recognized risks and revising risk mitigation strategies as appropriate. I certify our internal control and monitoring systems are adequate to identify and address current and potential risks facing the organization.

Under the direction of Attorney General Bonta, DOJ will continue to provide indispensable public services and openly communicate about its ability to protect and defend the people and laws of the state. We look forward to our ongoing dialogue as we continue delivering the best service possible for the people of California.

Rob Bonta, Attorney General

CC: California Legislature [Senate, Assembly]  
California State Auditor  
California State Library  
California State Controller  
Director of California Department of Finance  
Secretary of California Government Operations Agency