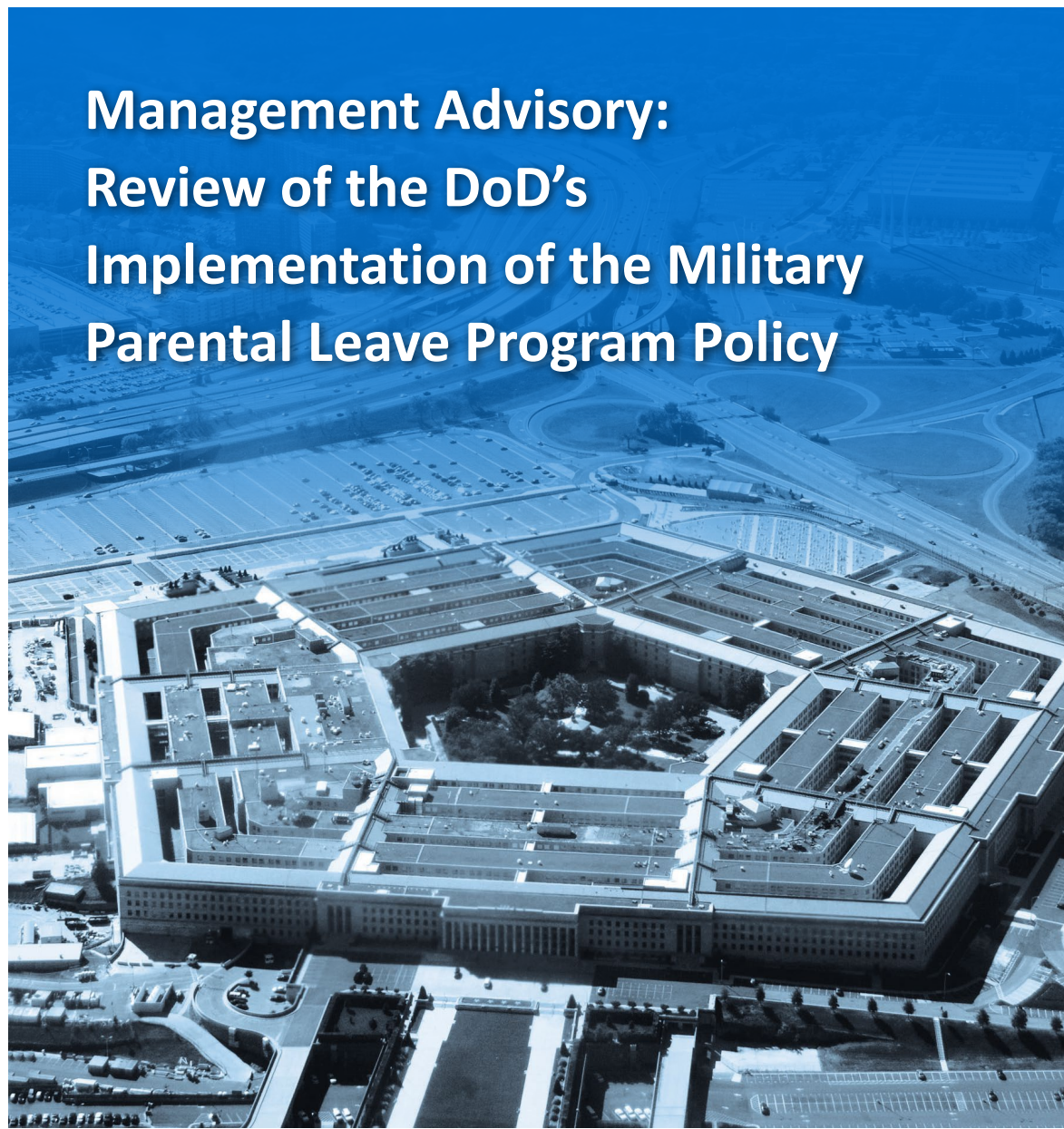




# INSPECTOR GENERAL

*U.S. Department of Defense*

MAY 29, 2025



## Management Advisory: Review of the DoD's Implementation of the Military Parental Leave Program Policy

INDEPENDENCE ★ INTEGRITY ★ EXCELLENCE ★ TRANSPARENCY







**OFFICE OF INSPECTOR GENERAL  
DEPARTMENT OF DEFENSE  
4800 MARK CENTER DRIVE  
ALEXANDRIA, VIRGINIA 22350-1500**

May 29, 2025

**MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (MANPOWER AND  
RESERVE AFFAIRS)  
AUDITOR GENERAL, DEPARTMENT OF THE ARMY  
AUDITOR GENERAL, DEPARTMENT OF THE NAVY  
AUDITOR GENERAL, DEPARTMENT OF THE AIR FORCE**

**SUBJECT: Management Advisory: Review of the DoD's Implementation of the Military  
Parental Leave Program Policy (Report No. DODIG-2025-102)**

This final management advisory provides the results of the DoD Office of Inspector General's (DoD OIG) review of the effectiveness of the DoD's implementation of enhanced benefits of the Military Parental Leave Program (MPLP). We previously provided copies of the draft management advisory and requested written comments on the recommendations. We considered management's comments on the draft management advisory when preparing the final advisory. These comments are included in the advisory.

The Deputy Assistant Secretary of the Army (Military Personnel and Quality of Life), responding for the Assistant Secretary of the Army (Manpower and Reserve Affairs); the Deputy Director for Manpower Plans and Policy Division, responding for the Deputy Commandant for Marine Corps Manpower and Reserve Affairs; and the Acting Assistant Secretary of the Air Force (Manpower and Reserve Affairs), also responding for the Space Force Deputy Chief of Space Operations for Human Capital, agreed to address seven of the nine recommendations in the management advisory. The remaining two recommendations, directed to the Assistant Secretary of the Army (Manpower and Reserve Affairs) and the Chief of Naval Personnel, were revised in the final advisory. Therefore, the two recommendations are unresolved and we request comments on these recommendations within 30 days of the issuance of the final report.

Therefore, as described in the Recommendations, Management Comments, and Our Response section of this advisory, all nine recommendations (resolved and unresolved) remain open. Please provide us within 90 days your response concerning specific actions in process or completed on the seven resolved recommendations. We will close the recommendations when you provide us documentation showing that all agreed-upon actions to implement the recommendations are completed. We will track the two unresolved recommendations until an agreement is reached on the actions you will take to address the recommendations, and you have submitted adequate documentation showing that all agreed-upon actions are completed. DoD Instruction 7650.03 requires that recommendations be resolved promptly. Therefore, please provide us within 30 days your response concerning specific actions in

process or alternative corrective actions proposed on the unresolved recommendations. Send your response to either [REDACTED] if unclassified or [REDACTED] if classified SECRET.

To perform the review, we reviewed Federal, DoD, and Military Service criteria and guidance. We also interviewed or requested information from: (1) policy management officials responsible for developing policies and providing guidance regarding parental leave, (2) leave management system officials responsible for developing system controls and functionality, and (3) a sample of Service officials at the unit or command level responsible for reviewing and approving parental leave requests and working to meet mission needs.<sup>1</sup>

We obtained and reviewed a universe of parental leave requests from December 27, 2022, through January 31, 2024, for the Army, Navy, Air Force, Marine Corps, and Space Force. In total, we identified 167,806 parental leave requests and modification requests formally submitted in the leave management systems.<sup>2</sup> We used the parental leave universe data provided by Service policy management officials to nonstatistically select a sample of 39 Service organizations with which to conduct our review. Our nonstatistical sample included a range of organizations with high numbers of submitted, denied, and canceled parental leave requests, as well as organizations' physical locations. We nonstatistically selected a sample of 29 units and 10 commands.<sup>3</sup> Our scope did not include the processing and handling of individual parental leave requests.

On January 4, 2023, the DoD released Directive-Type Memorandum (DTM) 23-001, "Expansion of the Military Parental Leave Program," to establish procedures for expanding the MPLP pursuant to 10 U.S.C. § 701, as amended by Public Law 117-81.<sup>4</sup> The memorandum provides 12 weeks of parental leave to all active duty and eligible Reserve Component Service members, beginning December 27, 2022, for a covered qualifying event, which is defined as the birth of a member's child, adoption of a minor child by a member, or the placement of a minor child with the member for adoption or long-term foster care.<sup>5</sup> DTM 23-001 permits Service members to take parental leave in one continuous period or in increments (not to exceed 84 days), and parental leave can be taken in conjunction with ordinary leave.

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<sup>1</sup> We refer to officials from the Offices of the Assistant Secretary of the Army (Manpower and Reserve Affairs), Military Personnel Policy Division; Chief of Naval Operations, Military Pay and Allowances; Deputy Chief of Staff of the Air Force, Manpower, Personnel, and Services, Military Compensation Policy Division; Marine Corps Headquarters, Manpower Military Policy Branch; and Deputy Chief of Space Operations for Human Capital, Space Force Military Compensation and Benefits Policy Division, as policy management officials. We refer to officials from the Offices of the Headquarters Department of the Army, Deputy Chief of Staff, G-1, Functional Management Division; and the Naval Chief Information Office, MyNavy Career Center, as leave management system officials.

<sup>2</sup> Air Force policy management officials did not provide data on denied parental leave requests or modifications for the Air Force and Space Force.

<sup>3</sup> Our sample included 7 Army, 7 Navy, and 15 Marine Corps units; and 6 Air Force and 4 Space Force commands.

<sup>4</sup> National Defense Authorization Act for Fiscal Year 2022, Pub. L. No. 117-81, § 621 (2021). Under Secretary of Defense for Personnel and Readiness DTM 23-001, "Expansion of the Military Parental Leave Program," January 4, 2023 (Incorporating Change 1, January 15, 2025). The memorandum must be incorporated into DoD Instruction 1327.06, "Leave and Liberty Policies and Procedures," June 16, 2009 (Incorporating Change 5, August 25, 2023).

<sup>5</sup> Eligible Reserve Component Service members include Reserve Component Service members performing active Guard and Reserve duty or full-time National Guard duty for more than 12 months consecutively and Reserve Component Service members performing duty under a call or order to active service for more than 12 months consecutively.

However, Service members who choose to take parental leave in increments must request leave in periods of at least 7 days each and within operational requirements. Any unused parental leave expires 1 year after the qualifying event, unless an exception outlined in the memorandum applies. DTM 23-001 also requires unit commanders to balance the needs of the unit with the needs of the Service member to maximize the opportunity to use parental leave. The memorandum assigns responsibility to the Secretaries of the Military Departments to implement the policy outlined in the memorandum and develop additional Service-specific guidance.

# Finding

## Internal Controls in Systems That Manage Parental Leave Could Be Improved

We determined that the Army, Navy, Air Force, Marine Corps, and Space Force effectively implemented the enhanced MPLP benefits at the unit level. The Services:

- established or updated parental leave guidance to implement the MPLP,
- assigned overall responsibilities to the commands for reviewing and approving parental leave requests, and
- provided commanders with the flexibility to balance the mission with Service members' needs in accordance with DTM 23-001.

Service officials and unit commanders explained to us that, once they received notification from a Service member regarding a pending qualifying event, they worked with that member to develop a leave plan. Additionally, they stated that unit commanders evaluated and mitigated mission impact through various means, such as assessing manpower and training needs, changing parental leave dates, postponing ordinary leave, and increasing the workloads of other Service members.

Although the Services effectively implemented the enhanced MPLP benefits at the unit level, the Army, Navy, Air Force, Marine Corps, and Space Force could improve internal controls over the MPLP benefits to administer the program more effectively. The Government Accountability Office report, "Standards for Internal Control in the Federal Government," defines internal controls as processes management uses to help an entity achieve its objectives.<sup>6</sup> Internal controls can be implemented in either an automated or manual manner; however, automated controls tend to be more reliable because they are less susceptible to human error and are typically more efficient. The Army, Navy, Air Force, Marine Corps, and Space Force did not consistently establish internal controls in their leave management systems to cumulatively track the amount of leave or ensure that the requested leave is not in increments of less than 7 days, more than the total of 84 days allowed, or past the 1-year time frame specified in DTM 23-001.<sup>7</sup>

**Army.** The Integrated Personnel and Pay System–Army includes internal controls to prohibit the use of parental leave in excessive amounts. In addition, the system includes an internal cumulative tracker for parental leave; however, commanders and Service members do not have

<sup>6</sup> Government Accountability Office Report GAO-14-704G, "Standards for Internal Control in the Federal Government," September 2014, establishes internal control standards for federal entities.

<sup>7</sup> When determining whether the internal controls were sufficient to limit the use of parental leave to a 1-year period, we considered system controls sufficient if the controls either prohibited the use of leave after 1 year or notified the approving authority that the 1-year period had lapsed. This notification could help the approver monitor the use of parental leave while still allowing Service members to take the remainder of their leave if DTM 23-001 authorized the member to use the leave beyond the 1-year period.

access to the tracker and must manually track the amount of parental leave taken. The system also does not include controls to prohibit the use of parental leave in unallowable increments or to ensure that Service members request parental leave within the permitted 1-year period after a qualifying event. According to Army leave management system officials, internal controls are not configured into the system because the Army does not consider cumulative leave totals as critical. Furthermore, the officials stated, imposing a 7-day leave minimum would limit the commander's ability to modify the length of requests to account for special circumstances, and imposing the 1-year limit to use the parental leave would affect requests with authorized extensions.

**Navy.** The Navy Standard Integrated Personnel System includes internal controls to cumulatively track the amount of Service members' parental leave and prohibit the use of parental leave in unallowable increments and excessive amounts. However, we could not confirm whether the system includes a control to help ensure that members request leave within the permitted 1-year period after a qualifying event. A Navy policy management official and a leave management system official provided conflicting statements on the type of internal control included in the system. Furthermore, the documentation they provided to support the existence of the control, a listing of updated business rules for the system and screenshots of parental leave requests in the system, did not support the statements made by either official.

**Air Force and Space Force.** LeaveWeb, the Air Force system for leave requests and approval, does not include internal controls to cumulatively track the amount of Service members' parental leave or prohibit the use of parental leave in unallowable increments, in excessive amounts, and past the permitted 1-year period after a qualifying event. According to Air Force policy management officials, internal controls to cumulatively track and prohibit unallowable use of leave would be too time consuming and costly to implement. Instead, Air Force officials stated that they prioritized efforts to implement a new leave management system.<sup>8</sup>

**Marine Corps.** Marine Online, the Marine Corps system for leave requests and approval, interfaces with the Marine Corps Total Force System, the Marine Corps integrated personnel and pay system. According to Marine Corps policy management officials, the systems include internal controls to prohibit the use of parental leave in excessive amounts and past the permitted 1-year period after a qualifying event. However, the policy management officials stated that, as of the date of our review, their office was still working to finalize internal controls in the systems to prohibit the use of parental leave in unallowable increments and provide cumulative leave totals to Service members and leave approvers. The policy management officials stated that the systems include a cumulative tracker for parental leave, but the tracker is internal to the systems. Commanders and Service members do not have access to the tracker and must manually track the amount of parental leave taken.

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<sup>8</sup> Air Force policy management officials estimated that LeaveWeb will be replaced by MyLeave, a new leave program integrated into the Air Force Integrated Personnel and Pay System, in 2026. Air Force and Space Force policy management officials stated that they were considering including the internal system controls discussed in this report in MyLeave.

With the exception of the Navy, Service officials stated that cumulatively tracking parental leave balances was challenging. For example, Army, Marine Corps, and Air Force commanders stated that they must manually calculate leave balances each time a Service member requests parental leave, which is time consuming and could lead to errors. In the absence of automated system controls, some Service personnel told us, it would be beneficial if the Services required specific, periodic reviews on the use and accuracy of parental leave. The Services should take steps to verify that manual internal controls operate as intended. For example, based on potential errors identified in the execution of parental leave in 2023, Air Force policy management officials stated that they planned to do a comprehensive review of parental leave executed in 2024. However, the officials stated that these reviews may not be regular or reoccurring.

While the MPLP promotes parental leave conversations between Service members and their commanding officer, the Military Services' internal or leave management system controls could be improved. As a result, the Services' ability to readily assess the use and accuracy of the MPLP at the Military Department and unit levels may not be as effective or efficient as it could be. Specifically, enhanced system controls or periodic leave reviews could provide the Services with greater assurance that Service members use parental leave properly and reduce opportunities for human error and abuse. In addition, enhanced system internal controls could provide unit commanders with immediate situational awareness of Service members' use of leave. Ensuring efficient and effective administration of the MPLP will improve the welfare of Service members by providing them with greater ability to manage and take leave to meet family needs, while allowing units to sustain mission readiness.

## **Recommendations, Management Comments, and Our Response**

### ***Revised Recommendations***

We received updated internal control information from Army and Navy leave management system officials and as a result, we updated the finding in the final advisory to describe:

- the lack of controls in the Integrated Personnel and Pay System–Army to prohibit the use of parental leave in unallowable increments,
- the existence of controls in the Navy Standard Integrated Personnel System to prohibit the use of parental leave in unallowable increments and excessive amounts, and
- the lack of information available to determine whether a control exists within the Navy Standard Integrated Personnel System to help ensure that Service members request leave within the permitted 1-year period after a qualifying event.

We also included additional details on Marine Online and the Marine Corps Total Force System in response to comments received from the Marine Corps on Recommendation 4.a.



As a result of receiving updated information on internal controls from the Army, we revised Recommendation 1.b to add specifics on “unallowable parental leave increments” to account for the Army’s updated information on leave management system internal controls. To account for the Navy’s updated internal control information, we revised Recommendation 2 by deleting the specifics on “unallowable parental leave increments” and “leave exceeding the allotted amount” and adding specifics on “parental leave after the 1-year period following a qualifying event without an approved exception” to the recommendation. In response to management comments received to Recommendation 2, we also redirected the recommendation to the Chief of Naval Personnel, whose equities relate to both program policy and oversight and unique system requirements. The Director for Military Personnel Policy, Office of the Assistant Secretary of the Navy (Manpower and Reserve Affairs), stated that the recommendation is more appropriate for the Service level, and suggested that we redirect it to the Chief of Naval Personnel.

## ***Recommendation 1***

**We recommend that the Assistant Secretary of the Army (Manpower and Reserve Affairs):**

- a. Update the Integrated Personnel and Pay System–Army, in coordination with the Office of the Deputy Chief of Staff, G-1, Functional Management Division Director, to cumulatively track the amount of parental leave remaining per qualifying event.**

## ***Army Comments***

The Deputy Assistant Secretary of the Army (Military Personnel and Quality of Life), responding for the Assistant Secretary of the Army (Manpower and Reserve Affairs), agreed, stating that the Army will update the Integrated Personnel and Pay System–Army to cumulatively track the amount of parental leave remaining per qualifying event. The Deputy Assistant Secretary stated that because Service members are already prohibited from taking parental leave in excessive amounts, this update is a lower priority and must compete with higher priority needs to obtain funding.

## ***Our Response***

Comments from the Deputy Assistant Secretary addressed the specifics of the recommendation. Therefore, the recommendation is resolved but will remain open. We will close this recommendation after we verify that the actions the Army takes to update the Integrated Personnel and Pay System–Army have fully addressed the recommendation.

- b. Develop procedures to perform periodic reviews of, or coordinate with the Office of the Deputy Chief of Staff, G-1, Functional Management Division Director, to develop internal controls in the Integrated Personnel and Pay System–Army to ensure that Service members do not take unallowable parental leave increments or leave without an approved exception after the 1-year period following a qualifying event.**

### ***Army Comments***

The Deputy Assistant Secretary of the Army (Military Personnel and Quality of Life), responding for the Assistant Secretary of the Army (Manpower and Reserve Affairs), agreed, stating that the Army will develop internal controls in the Integrated Personnel and Pay System–Army to prevent Service members from taking parental leave without an approved exception after the 1-year period following a qualifying event. The Deputy Assistant Secretary stated that because Service members are already prohibited from taking parental leave in excessive amounts, this update is a lower priority and must compete with higher priority needs to obtain funding.

### ***Our Response***

Comments from the Deputy Assistant Secretary partially addressed the recommendation by agreeing to develop internal controls in the Integrated Personnel and Pay System–Army. However, we revised the recommendation to add internal controls to ensure Service members do not take unallowable parental leave increments or leave without an approved exception. Therefore, the recommendation is unresolved. We request that the Assistant Secretary of the Army (Manpower and Reserve Affairs) provide comments within 30 days of the final management advisory in response to the revised recommendation regarding unallowable parental leave increments. We will close the recommendation after we verify that the actions the Army takes to update the Integrated Personnel and Pay System–Army have fully addressed both internal controls.

### ***Recommendation 2***

**We recommend that the Chief of Naval Personnel confirm whether a control exists in the Navy Standard Integrated Personnel System to ensure that Service members do not take parental leave after the 1-year period following a qualifying event without an approved exception. If no control exists, the Chief of Naval Personnel should perform periodic reviews of, or coordinate with the Office of the Naval Chief Information Officer, to develop internal controls in the Navy Standard Integrated Personnel System to ensure Service member compliance.**

### ***Management Comments Required***

We request that the Chief of Naval Personnel provide comments within 30 days in response to the final management advisory on this revised recommendation.

### ***Recommendation 3***

**We recommend that the Assistant Secretary of the Air Force (Manpower and Reserve Affairs):**

- a. Update LeaveWeb or develop and implement an internal control in the replacement system, MyLeave, in coordination with the Deputy Assistant Secretary (Business Systems and Technology), Chief Information Office, to cumulatively track the amount of parental leave remaining per qualifying event.**

#### ***Air Force Comments***

The Acting Assistant Secretary of the Air Force (Manpower and Reserve Affairs) agreed and stated that once MyLeave is implemented, the system will internally track the amount of parental leave a Service member has remaining per qualifying event and will prohibit members from submitting additional leave requests once the balance is exhausted.

The Acting Assistant Secretary estimated completion by January 1, 2026.

#### ***Our Response***

Comments from the Acting Assistant Secretary addressed the specifics of the recommendation. Therefore, the recommendation is resolved but will remain open.

We will close this recommendation after we verify that the actions the Air Force takes to implement MyLeave have fully addressed the recommendation.

- b. Develop procedures to perform periodic reviews of, or coordinate with the Deputy Assistant Secretary (Business Systems and Technology), Chief Information Office, to develop internal controls in, LeaveWeb or the replacement system, MyLeave, to ensure that Service members do not take unallowable parental leave increments, leave exceeding the allotted amount, or leave after the 1-year period following a qualifying event without an approved exception.**

#### ***Air Force Comments***

The Acting Assistant Secretary of the Air Force (Manpower and Reserve Affairs) agreed and stated that once MyLeave is implemented, the Air Force will continue to rely on monthly leave audits performed by unit leave monitors and their designees. In addition, the Acting Assistant Secretary stated that the Air Force will also rely on the new internal controls built into MyLeave, including a control to prohibit Service members from taking parental leave in excessive amounts. The Acting Assistant Secretary estimated that the Air Force will implement MyLeave by January 1, 2026.

### ***Our Response***

Comments from the Acting Assistant Secretary addressed the specifics of the recommendation. Therefore, the recommendation is resolved but will remain open. We will close this recommendation after we verify that the actions the Air Force takes to implement MyLeave and perform monthly leave audits have fully addressed the recommendation.

### ***Recommendation 4***

**We recommend that the Deputy Commandant for Marine Corps Manpower and Reserve Affairs:**

- a. Update Marine Online to cumulatively track the amount of parental leave remaining per qualifying event for use by commanders and Service members.**

### ***Marine Corps Comments***

The Deputy Director for the Manpower Plans and Policy Division provided the Marine Corps' comments, responding for the Deputy Commandant for Marine Corps Manpower and Reserve Affairs. The Deputy Director agreed and stated that the Marine Corps Total Force System already prohibits the processing of non-chargeable parental leave over 84 days in a 1-year period and will be updated by April 15, 2026, to also display the remaining parental leave balance. The Marine Corps stated that Marine Online will be updated to also reflect parental leave balances after the Marine Corps Total Force System update is complete.

### ***Our Response***

Comments from the Deputy Director addressed the specifics of the recommendation. Therefore, the recommendation is resolved but will remain open. We will close this recommendation after we verify that the actions the Marine Corps takes to update Marine Online with parental leave balances have fully addressed the recommendation.

- b. Develop procedures to perform periodic reviews of, or develop internal controls in, Marine Online to ensure that Service members do not take unallowable parental leave increments.**

### ***Marine Corps Comments***

The Deputy Director for the Manpower Plans and Policy Division provided the Marine Corps' comments, responding for the Deputy Commandant for Marine Corps Manpower and Reserve Affairs. The Deputy Director agreed and stated that the Marine Corps is detailing project requirements and working through system dependencies between the Marine Corps Total Force System and Marine Online to automate the process. The Marine Corps estimated that Marine Online will be updated to ensure that Service members do not take unallowable leave increments by April 15, 2026.



### ***Our Response***

Comments from the Deputy Director addressed the specifics of the recommendation. Therefore, the recommendation is resolved but will remain open. We will close this recommendation after we verify that the actions the Marine Corps takes to update Marine Online with the internal control have fully addressed the recommendation.

### ***Recommendation 5***

**We recommend that the Space Force Deputy Chief of Space Operations for Human Capital:**

- a. Coordinate with the Assistant Secretary of the Air Force (Manpower and Reserve Affairs) to address Recommendation 3.a or develop Space Force-specific processes to cumulatively track the amount of parental leave remaining per qualifying event.**
- b. Coordinate with the Assistant Secretary of the Air Force (Manpower and Reserve Affairs) to address Recommendation 3.b or develop Space Force-specific reviews or automated processes to ensure that Service members do not take unallowable parental leave increments, leave exceeding the allotted amount, or leave after the 1-year period following a qualifying event without an approved exception.**


### ***Department of the Air Force Comments, on Behalf of the Space Force***

The Acting Assistant Secretary of the Air Force (Manpower and Reserve Affairs) provided a coordinated response to Recommendation 3.a and Recommendation 3.b with the Space Force.

### ***Our Response***

Comments from the Acting Assistant Secretary addressed the specifics of the recommendations. Therefore, Recommendation 5.a and Recommendation 5.b are resolved but will remain open. We will close these recommendations after we verify that the actions the Department of the Air Force takes to implement Recommendation 3.a and Recommendation 3.b have fully addressed Recommendation 5.a and Recommendation 5.b.

If you have any questions or would like to meet to discuss the review, please contact

 We appreciate the cooperation and assistance received during the review.



Bryan Clark  
Assistant Inspector General for Evaluations  
Programs, Combatant Commands, and  
Operations

# Management Comments

## Deputy Assistant Secretary of the Army (Military Personnel and Quality of Life)

Final  
Report Reference



DEPARTMENT OF THE ARMY  
OFFICE OF THE ASSISTANT SECRETARY  
MANPOWER AND RESERVE AFFAIRS  
111 ARMY PENTAGON  
WASHINGTON DC 20310-0111

SAMR-MPQ

MEMORANDUM FOR The Inspector General, U.S. Department of Defense (DoD), 4800 Mark Center Drive, Alexandria, VA 22350-1500

SUBJECT: Official Army Response to Management Advisory: Review of the DoD's Implementation of the Military Parental Leave Program Policy.

1. Reference: Office of the Inspector General, Department of Defense (DoDIG), memorandum (Draft Report on Management Advisory: Review of the DoD's Implementation of the Military Parental Leave Program Policy).

2. I have reviewed the referenced draft report. The report identified one recommendation (with two parts) to the ASA(M&RA):

a. Update the Integrated Personnel and Pay System-Army, in coordination with the to Office of the Deputy Chief of Staff, G-1, Functional Management Division Director, to cumulatively track the amount of parental leave remaining per qualifying event.

b. Develop procedures to perform periodic review of, or coordinate with the Office of the Deputy Chief of Staff, G-1, Functional management Division Director to develop internal controls in, the Integrated Personnel and Pay System-Army to ensure that Service members do not take parental leave without an approved exception after the 1-year period following the qualifying event.

3. This memorandum represents the official response of the Army to recommendations 1a, and 1b. Detailed comments provided on the attached enclosure.

4. The point of contact for the action is [REDACTED].

STONEBURG,JOHN.H. Digitally signed by  
ENRY.IV [REDACTED] STONEBURG,JOHN.HENRY.IV  
[REDACTED] Date: 2025.05.02 12:25:18 -0400  
JOHN H. STONEBURG, IV  
Deputy Assistant Secretary of the Army  
(Military Personnel and Quality of Life)

Draft management  
advisory  
Recommendation 1.b  
was revised in the  
final advisory.

ENCL:  
Response to Recommendation 1a and 1b

## Deputy Assistant Secretary of the Army (Military Personnel and Quality of Life) (cont'd)

**Final  
Report Reference**

### **Response to Recommendations 1a and 1b**

The Army concurs with both DoDIG recommendations. We support cumulatively tracking remaining parental leave per qualifying event (recommendation #1a) and developing internal controls (recommendation #1b) to prevent Soldiers from taking parental leave beyond one year after a qualifying event without an approved exception. The current policy and IPPS-A functionality, including its error codes and definitions, already empower commanders to execute the Army-wide parental leave policy. While we acknowledge the potential benefits of system updates, these must compete with other priorities in the current fiscal environment. Existing parameters already prevent Soldiers from exceeding authorized leave, making these additional capabilities a lower priority.

**Draft management  
advisory  
Recommendation 1.b  
was revised in the  
final advisory.**

# Director, Military Personnel Policy, Office of the Assistant Secretary of the Navy (Manpower and Reserve Affairs)

**Final  
Report Reference**

**UNCLASSIFIED  
DoD ISSUANCE COORDINATION RESPONSE**

## **COMPONENT COORDINATOR RESPONSE**

April 29, 2025

**SUBJECT:** DODIG Draft Report, "Management Advisory: Review of the DoD's Implementation of the Military Parental Leave Program Policy"

On behalf of my Component, my formal response to this issuance is: Nonconcur. Below are comments that detail my Component's objections to this issuance.

My point of contact for this action is [REDACTED].

4/29/2025

**X** Heather McIntosh-Braden

Double-click the 'X' to insert a digital signature  
or print and sign a hard copy.

Signed by: MCINTOSH-BRADEN,HEATHER.D [REDACTED]

**Coordinating Official's Name:** Ms. Heather McIntosh-Braden

**Coordinating Official's Position Title:** Director, Military Personnel

**Coordinating Official's Component:** Office of the Assistant Secretary of the Navy (Manpower & Reserve Affairs)

**Management  
comments  
associated with draft  
management advisory  
Recommendation 2.  
This recommendation  
was revised and  
redirected in the  
final advisory.**

**DD FORM 818, AUG 2016      SELECT A CLASSIFICATION**



## Director, Military Personnel Policy, Office of the Assistant Secretary of the Navy (Manpower and Reserve Affairs) (cont'd)

SELECT A CLASSIFICATION						
DoD ISSUANCE COORDINATION RESPONSE: Issuance Type and Number, "Title"						
CLASS	#	PAGE	PARA	BASIS FOR NON-CONCUR?	COMMENTS, JUSTIFICATION, AND ORIGINATOR JUSTIFICATION FOR RESOLUTION	COMPONENT AND POC NAME, PHONE, AND E-MAIL
Choose an item.	1.	5	Reco mmen dation 2	<input checked="" type="checkbox"/>	<p><b>Coordinator Comment and Justification:</b> The Navy has provided specific guidance on how parental leave is requested in NAVADMIN 008/23. The option to take one increment or multiple increments for parental leave, as provided by DoD in the DTM, is executed based on the individual command's leave and liberty policy. Leave approvers are responsible for ensuring parental leave is approved within the limits of policy to include minimum increments and maintaining record of a member's parental leave balance for each qualifying event. Additional internal controls would create additional administrative burdens for those with deferments or extensions that meet current policy.</p> <p><b>Coordinator Recommended Change:</b> Strike or revise the recommendation.</p> <p><b>Originator Response:</b> Choose an item.</p> <p><b>Originator Reasoning:</b></p>	<div style="background-color: black; width: 100px; height: 15px; margin: 0 auto;"></div> OPNAV N130 <div style="background-color: black; width: 100px; height: 15px; margin: 0 auto;"></div> <div style="background-color: black; width: 100px; height: 15px; margin: 0 auto;"></div> <div style="background-color: black; width: 50px; height: 15px; margin: 0 auto;"></div>
Choose an item.	2.	5	Reco mmen dation 2	<input checked="" type="checkbox"/>	<p><b>Coordinator Comment and Justification:</b> The Assistant Secretary of the Navy (Manpower and Reserve Affairs) (ASN(M&amp;RA)) equities relate to policy and oversight for Navy and Marine Corps programs, but not unique systems requirements. Additionally, if the Marine Corps recommendation is assigned directly to the Service-level, this should apply to the US Navy as well. Recommend reassignment to the Chief of Naval Personnel (OPNAV N1), which is the US Navy equivalent to the Deputy Commandant, Manpower and Reserve Affairs (DC M&amp;RA) for Marine Corps.</p> <p><b>Coordinator Recommended Change:</b> Concur with previous comment to strike or revise the recommendation. If the recommendation stands, please update as follows: "We recommend <u>the Chief of Naval Personnel (OPNAV N1)</u> perform periodic reviews of, or coordinate with the Office of the Naval Chief Information Officer, to develop internal controls in the Navy Standard Integrated Personnel</p>	Ms. Heather McIntosh-Braden Director, Military Personnel Policy Office of the Assistant Secretary of the Navy (Manpower and Reserve Affairs) <div style="background-color: black; width: 100px; height: 15px; margin: 0 auto;"></div> <div style="background-color: black; width: 100px; height: 15px; margin: 0 auto;"></div> <div style="background-color: black; width: 100px; height: 15px; margin: 0 auto;"></div>

DD FORM 818, AUG 2016
REPLACES SD FORM 818, WHICH IS OBSOLETE
2

SELECT A CLASSIFICATION

**Final  
Report Reference**

**Management  
comments  
associated with draft  
management advisory  
Recommendation 2.  
This recommendation  
was revised and  
redirected in the  
final advisory.**

## Director, Military Personnel Policy, Office of the Assistant Secretary of the Navy (Manpower and Reserve Affairs) (cont'd)

SELECT A CLASSIFICATION						
DoD ISSUANCE COORDINATION RESPONSE: Issuance Type and Number, "Title"						
CLASS	#	PAGE	PARA	BASIS FOR NON-CONCUR?	COMMENTS, JUSTIFICATION, AND ORIGINATOR JUSTIFICATION FOR RESOLUTION	COMPONENT AND POC NAME, PHONE, AND E-MAIL
					<p>System to ensure that Service members do not take unallowable parental leave increments or leave exceeding the allotted amount."</p> <p><b>Originator Response:</b> Choose an item.</p> <p><b>Originator Reasoning:</b></p>	
Choose an item.	3.	6	Recommendation 4 a.	<input type="checkbox"/>	<p><b>Coordinator Comment and Justification:</b> The Marine Corps Total Force System, with which Marine OnLine (MOL) interfaces, already includes a built-in calculator to track parental leave, and MOL ensures compliance by restricting Marines from taking less than 7 days or more than 84 days of parental leave.</p> <p><b>Coordinator Recommended Change:</b> Recommend striking or revising this recommendation.</p> <p><b>Originator Response:</b> Choose an item.</p> <p><b>Originator Reasoning:</b></p>	<p>[Redacted] [Redacted] Policy Analyst, Manpower Military Policy Branch, MP Division [Redacted] [Redacted]</p>
Choose an item.	4.	6	Recommendation 4 b.	<input type="checkbox"/>	<p><b>Coordinator Comment and Justification:</b> The Marine Corps has submitted a request to enhance MOL by displaying both parental leave charges and current parental leave balances for Marines and their command leave approvers. This update will enhance personnel management and increase command visibility by reducing errors related to miscalculated approved leave requests that could impact the Service Member's leave balance.</p> <p><b>Coordinator Recommended Change:</b> For information only.</p> <p><b>Originator Response:</b> Choose an item.</p> <p><b>Originator Reasoning:</b></p>	<p>[Redacted] [Redacted] Policy Analyst, Manpower Military Policy Branch, MP Division [Redacted] [Redacted]</p>

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REPLACES SD FORM 818, WHICH IS OBSOLETE
3

SELECT A CLASSIFICATION

**Final  
Report Reference**

**Management  
comments  
associated with draft  
management advisory  
Recommendation 2.  
This recommendation  
was revised and  
redirected in the  
final advisory.**

# Acting Assistant Secretary of the Air Force (Manpower and Reserve Affairs)



## DEPARTMENT OF THE AIR FORCE WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY

May 6, 2025

### MEMORANDUM FOR DEPARTMENT OF DEFENSE INSPECTOR GENERAL

FROM: SAF/MR  
1660 Air Force Pentagon  
Washington, DC 20330-1660

SUBJECT: Department of the Air Force Response to DoD Office of Inspector General Draft Report, "Management Advisory: Review of the DoD's Implementation of the Military Parental Leave Program Policy"

This memorandum is the Department of the Air Force Response to DoD Office of Inspector General Draft Report, "Management Advisory: Review of the DoD's Implementation of the Military Parental Leave Program Policy" [REDACTED]. The DAF agrees with the report as written.

The Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR) in coordination with the Deputy Assistant Secretary for Business Systems and Technology, Chief Information Office (SAF/FMI) will address recommendations in this report.

**RECOMMENDATION 3.a:** The DODIG recommends that SAF/MR update LeaveWeb or develop and implement an internal control in the replacement system, MyLeave, in coordination with SAF/FMI, to cumulatively track the amount of parental leave remaining per qualifying event.

**DAF RESPONSE:** SAF/MR concurs with the recommendation and will take action to implement. Regarding recent efforts to implement the Air Force Integrated Personnel and Pay System (AFIPPS), the new MyLeave system will be developed by the Air Force Personnel Center/Chief, Audit and Compliance (AFPC/CAP) office. Upon implementation, MyLeave can internally track how many days a service member has remaining per qualifying event, including not allowing a service member to submit an additional leave request once days are exhausted. **Estimated Completion Date:** 01 JAN 26.

**RECOMMENDATION 3.b:** The DODIG recommends that SAF/MR develop procedures to perform periodic reviews of, or coordinate with SAF/FMI, to develop internal controls in, LeaveWeb or the replacement system, MyLeave, to ensure that Service members do not take unallowable parental leave increments, leave exceeding the allotted amount, or leave after the 1-year period following a qualifying event without an approved exception.

**DAF RESPONSE:** SAF/MR concurs with the recommendation. Under current procedures and reviews, the Unit Leave Monitors (ULMs) and their designees have a monthly responsibility requirement to review and sign the Leave Audit in LeaveWeb. Unit commanders are required to

## Acting Assistant Secretary of the Air Force (Manpower and Reserve Affairs) (cont'd)

review and certify these monthly Leave Audits. This audit verifies that all leave requests are either closed and posted to pay records or are actively being worked to reconcile any discrepancies. The purpose is to ensure accurate leave reconciliation and proper follow-up on any outstanding leave. Within the new MyLeave platform (currently in development), these procedures and reviews will continue monthly. Furthermore, with the new MyLeave system's built-in internal controls for parental leave, additional procedures and reviews will not be needed other than the current monthly audits because of the changes in the recommendation of 3a.  
**Estimated Completion Date: 01 JAN 26**

The SAF/MR point of contact is [REDACTED]

DEFILIPPI.GWENDOLYN.RUTH  
YN.RUTH [REDACTED]

Digitally signed by  
DEFILIPPI.GWENDOLYN.RUTH  
Date: 2025.05.06 18:21:34 -0400

GWENDOLYN R. DeFILIPPI, SES, DAF  
Acting Assistant Secretary of the Air Force for  
Manpower and Reserve Affairs



## Deputy Director for Manpower Plans and Policy Division, Manpower and Reserve Affairs, Headquarters Marine Corps



DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS  
3280 RUSSELL ROAD  
QUANTICO, VIRGINIA 22134-5103

IN REPLY REFER TO:  
5000  
16 Apr 25

From: Director, Manpower Plans and Policy Division

MEMORANDUM FOR OFFICE OF INSPECTOR GENERAL DEPARTMENT OF DEFENSE

SUBJECT: MANAGEMENT ADVISORY: REVIEW OF THE DOD'S IMPLEMENTATION OF THE  
MILITARY PARENTAL LEAVE PROGRAM POLICY (MPLP)

Pursuant to your 3 April 2025 report, Marine Corps responses are provided at the attachment. My point of contact for this matter is [REDACTED], Policy Analyst, Manpower Military Policy Branch, MP Division, who may be reached at [REDACTED]

A handwritten signature in black ink, appearing to read "M. R. Melillo", is centered below the text.

M. R. MELILLO  
By direction

Attachments: USMC Response to DoDIG Draft Report Dated April 3, 2025

## Deputy Director for Manpower Plans and Policy Division, Manpower and Reserve Affairs, Headquarters Marine Corps (cont'd)

**DODIG DRAFT REPORT DATED APRIL 3, 2025**

**“MANAGEMENT ADVISORY: REVIEW OF THE DOD’S IMPLEMENTATION OF  
THE MILITARY PARENTAL LEAVE PROGRAM POLICY”**

### **UNITED STATES MARINE CORPS COMMENTS TO THE DODIG RECOMMENDATION**

**RECOMMENDATION 4:** DODIG recommends that the Deputy Commandant for Marine Corps Manpower and Reserve Affairs:

- a. Update Marine Online, to cumulatively track the amount of parental leave remaining per qualifying event for use by commanders and Service members.
- b. Develop procedures to perform periodic reviews of, or develop internal controls in, Marine Online to ensure that Service members do not take unallowable leave increments.

#### **USMC RESPONSE:**

- a. The Marine Corps Total Force System, with which Marine OnLine (MOL) interfaces, already includes a built-in calculator to track parental leave, and MOL ensures compliance by restricting Marines from taking less than 7 days or more than 84 days of parental leave.
- b. The Marine Corps has submitted a request to enhance MOL by displaying both parental leave charges and current parental leave balances for Marines and their command leave approvers. This update will enhance personnel management and increase command visibility by reducing errors related to miscalculated approved leave requests that could impact the Service Member’s leave balance.

# Deputy Director for Manpower Plans and Policy Division, Manpower and Reserve Affairs, Headquarters Marine Corps (cont'd)

## UNCLASSIFIED DoD ISSUANCE COORDINATION RESPONSE

### COMPONENT COORDINATOR RESPONSE

April 16, 2025

**SUBJECT:** REVIEW OF THE DOD'S IMPLEMENTATION OF THE MILITARY  
PARENTAL LEAVE PROGRAM POLICY Administrative Instruction

On behalf of my Component, my formal response to this issuance is: Concur with comment. Below are comments for your consideration.

- a. Update Marine Online, to cumulatively track the amount of parental leave remaining per qualifying event for use by commanders and Service members.

Marine Corps Total Force System (MCTFS) and Marine Online (MOL) currently supports the processing of parental leave. MCTFS will not allow more than 84 days of non-chargeable parental leave within 365 days of the qualifying event. In the event more than 84 days are used, MCTFS will process the transaction(s) as chargeable parental leave. What MCTFS currently does not provide is the available balance remaining. Resources Fiscal and Finance (RFF) is responsible for MCTFS system changes IRT pay and leave. MCTFS development needs to occur prior to MOL due to processing dependencies. RFF currently has a project (JRS-1309 - Parental Leave in conjunction with PCS). MCTFS will be modified to provide the remaining parental leave balance which MOL can then consume. Project is tentative slated for April 2026.

- b. Develop procedures to perform periodic reviews of, or develop internal controls in, Marine Online to ensure that Service members do not take unallowable leave increments.

In addition to the development dependencies between MCTFS and MOL, MI is currently working with M&RA MP as the policy/process owner to detail project requirements in order to accurately automate the process. Concurrent process, policy, and project management with the policy owner will continue and be aligned with systems changes in development via the Resources, Fiscal, and Finance efforts tentatively scheduled for April 2026 implementation.

My point of contact for this action is [REDACTED], MIO analyst at [REDACTED]

 for

**Coordinating Official's Name:** [REDACTED]  
**Coordinating Official's Position Title:** Deputy Director, Manpower Information Systems Division  
**Coordinating Official's Component:** M&RA MI

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**For more information about DoD OIG  
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