Introduction to Language Program Manager Roles and Profiles

Language development initiatives in minority language communities are typically organized into programs and projects. Programs are designed to bring about a desired long term result by carrying out a variety of activities. Within the program, the activities are sub-grouped into projects each with its own desired results. For example, a language development program might be organized into several projects such as a literacy project, a translation project, a dictionary project, an audio-visual project, etc.

Language Program Management

Language Program Management takes place at three levels:

- **Level 1** – organizational, country or Comprehensive Program level
- **Level 2** – sub-national level such as a region within a country; this is the language program level
- **Level 3** – local community level; this is the project level

One or more administrators/ managers are needed at each level. The number at each level depends on the number and complexity of the language programs being carried out. The role and responsibilities of the manager at each level are quite different. Delegation of responsibility with authority is one of the primary principles in this three tiered management structure. Note: This is the ideal model and at any time there may be insufficient qualified personnel to fill all the positions. At such times, the span of responsibility for some managers will be increased and/ or some aspects/ activities of program management will have to be reduced.

**Level 1: Administrator of Programs and Partnerships (APP)**

- The APP is the highest level of language program management and operates at the organizational, country or Comprehensive Program level.
- The APP leads and has general oversight of his/her organization’s contribution to language development in a country or region.
- The APP works with the other key stakeholders at the national level in strategic planning, securing resources needed for the programs, and managing risks.
- The APP provides leadership, support and accountability for his/her organization’s Managers of Programs and Partnerships (MPP).
- The APP is a generalist and needs considerable experience in his own organization as well as in relating to and working with other organizations.

**Level 2: Manager of Programs and Partnerships (MPP)**

- The MPP is at a level between the national and local/ community level - the language programs level.
- The MPP is responsible for working with relevant key stakeholders at this level to plan and implement results oriented programs that incorporate local community
desired results and align with the national (or regional) strategic plan developed by the key stakeholders in language development.

- The MPP provides leadership and oversight for several language development programs. This includes providing guidance, oversight and accountability for the Project Managers (PM) who implement projects within the programs under the MPP’s direction.
- When progress toward planned results does not occur, the MPP along with the relevant other key stakeholders and Project Managers (PM) decide what action to take to get the program on track to achieve the desired results.
- An MPP is a generalist with good management competencies, an ability to work with other organizations, and a general knowledge about the various aspects of language development programs.

Level 3: Project Manager (PM)
- The Project Manager (PM) is the most tightly focused manager, and functions at the community level.
- The Project Manager (PM) is responsible for working together with the other local key stakeholders in achieving the results of a project.
- The Project Manager (PM) along with the MPP and key stakeholders monitors progress toward achieving the relevant project results. When progress is not occurring as planned, the MPP, PM and the relevant key stakeholders decide what action to take to get the program on track to achieve the desired results.
- Typically a Project Manager (PM) is a specialist with good management competencies, an ability to work with other organizations, and in depth knowledge in at least one domain of language development and a general knowledge about the other aspects of language development programs.

SUMMARY

The Administrator for Programs and Partnerships (APP) provides leadership and oversight of the language development work of his/her organization within a country or region. The APP has the big picture in view and provides guidance and support for the Managers of Programs and Partnerships (MPPs) under his/her direction.

The Manager of Programs and Partnerships (MPP) works with the other key stakeholders at the sub-national level to plan and implement specific language development programs that incorporate local community desired results and align with national (or regional) strategic plans developed by the key stakeholders for language development. The MPP provides guidance and support for the Project Managers (PM) under his direction. He/she also communicates to the APP on program progress, developments and any issues that need the APP’s attention or help.

The Project Manager (PM) leads one or more projects within a language development program. In some instances a Project Manager may lead similar projects across different programs. The Project Manager (PM) focuses at the local community level and on carrying out project activities. He/she communicates the project’s progress and any issues that need the MPPs attention or help.