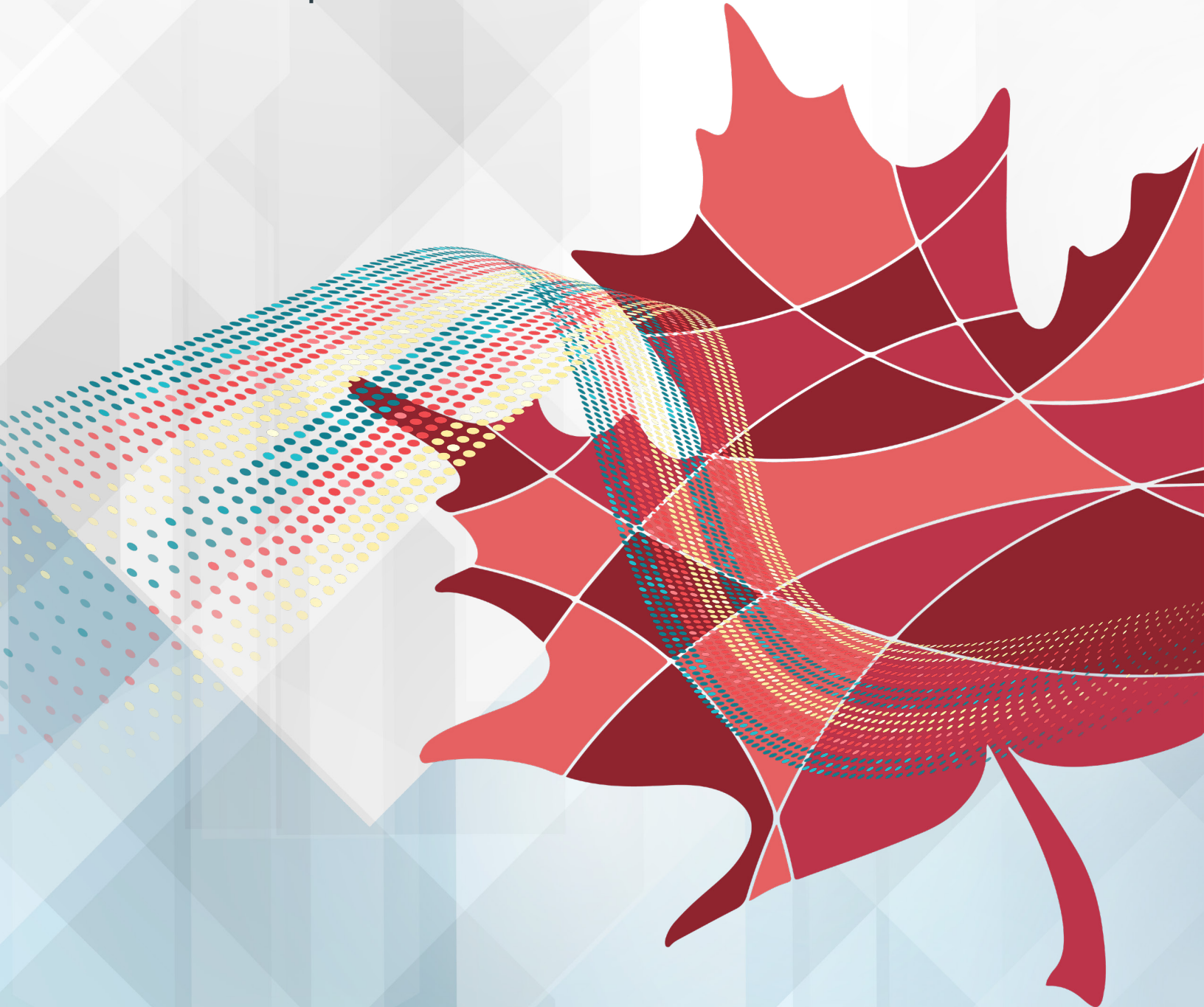


2023-26 IRCC Data Strategy

.....
Directions for the strategic management and increased impact of data



Message from IRCC's Chief Data Officer

In recent years we have witnessed events such as the COVID-19 pandemic, the crisis in Afghanistan, and the war in Ukraine, highlighting the importance of having high-quality and accessible data from which to derive insights.

Largely enabled by the effective management of its enterprise data, IRCC has been able to face these head on by creating new services and special programs, by streamlining cumbersome processes, and by continuing to improve the delivery of effective, equitable and inclusive programs.

As IRCC's Chief Data Officer (CDO), I recognize the progress made to leverage data as a strategic asset. Some challenges remain, such as ensuring consistency in the meaning and interpretation of data, integrating different sources of data, and harboring a departmental capacity for accessing, understanding, and utilizing data.

To that effect, IRCC's 2023-26 Data Strategy defines a course for the Department to continue to leverage data strategically, no matter the challenges, for years to come. It sets the stage for a future where IRCC's data are integrated and accessible, and where the tools, knowledge and skills readily exist to derive value from data and its insights.

To realize this ambitious goal, I will work tirelessly to ensure that the implementation of this strategy supports key departmental priorities and goals, and that progress and impact are measured over the course of the next three years. Working together with leaders from across IRCC, I look forward to leading this exciting initiative for the Department, and eagerly anticipate to the ways it will enhance the work of its staff, and improve outcomes for its clients and Canadians alike.

Erica Ren

Chief Data Officer,
Immigration, Refugees, and Citizenship Canada



Executive Summary

Recognizing that data and its insights have increasingly proven invaluable in carrying out its business, IRCC has committed itself to managing its enterprise data as a strategic asset. Over the next three years, the IRCC's 2023-26 Data Strategy (hereafter referred to as simply "The Strategy") will set a course for the Department to harness trustworthy, timely, and relevant data as a strategic asset, empowering a service-oriented and effective organization.

Expanding on the Department's inaugural Data Strategy published in 2020, the Strategy reflects how the Department's data ecosystem has evolved. Formulated in alignment with government-wide directives¹, and as a response to the shifting operational realities underlying IRCC's lines of business, the Strategy recognizes that enterprise quality data are critical to a future where the Department aims to increase operational agility, enhance client service, streamline employee experience, and improve program effectiveness.

To realize these outcomes, the strategy proposes five missions that constitute our areas of focus for the next three years: maturing data foundations, driving strategic partnerships, improving analytics solutions and data services, building data knowledge and capacity, and increasing the business impact of data.

IRCC's Chief Data Officer (CDO) will be working with its departmental partners to identify the work that contributes to delivering the outcomes of the Strategy, to coordinate the delivery of reports on our progress, and to report on the impact of the Strategy to IRCC's senior leaders.

The publication of the Strategy reflects IRCC's commitment to a journey the Department has already embarked on, one of collaboration, learning, and innovation involving our staff, partners, and stakeholders; critical elements to our success.

¹ These include, but are not limited to, the 2023-26 Data Strategy for the Public Service, the Policy on Service and Digital, the Directive on Automated Decision-Making, the Policy on Privacy Protection, and the Directive on Open Government.

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Introduction

August 2023

Now more than ever, quality data and its effective management have become an integral component of successful program design, and leadership, for the public service.

IRCC has already taken effort to realize the value of its data by working to embed data-by-design principles into the management of its programs and projects², and by taking concrete steps to ensure that data is used both strategically and responsibly³. And, as a result, data decisions are increasingly made in an integrated and orderly manner. Yet, as we look to the future, the importance of quality enterprise data in realizing our department's immigration outcomes becomes even more pronounced—Technological innovations are set to revolutionize the way that IRCC does business, and to succeed in doing this, they require data that is accessible, accurate, and shareable among their integrant parts.

This Strategy will see that IRCC's data management can meet the compounding needs of its business, and not only this, but build to anticipate its future ones as well. Whether it's driving the Department's response to a global pandemic, or informing decisions related to precipitous migration crises, data is a critical enabler of IRCC's present work, and a key ingredient to unlocking the potential of its future. This Strategy posits a way forward that will see the department leverage data to drive insights that will impact decisions in new ways for years to come, and change the way that it does business for its staff, clients, and Canadians alike.

2 Data-by-design principles (secure, trusted, accessible, relevant/timely, interoperable, used ethically, and supports innovation) are now embedded at the onset of new initiatives through the completion of a Data Impact Assessment (DIA). The DIA aims to ensure that principles are applied throughout a project's lifecycle.

3 IRCC recently added a new, Associate Deputy Minister-led (DMA) committee to its data governance structure—the Data Governance Steering Committee (DGSC). The IRCC DGSC acts as the decision-making and oversight body for Departmental-wide Data Governance direction, priorities, and needs in support of IRCC's mandate.



Background

August 2023

In its recently renewed [Data Strategy for the Federal Public Service](#), the Government of [Canada asks](#) that “senior leaders, including deputy ministers . . . take action to embed data activities and needs in initiatives from the start, inform their decisions using disaggregated data, and assess the data skills needed for managers and teams.” For its part, this Strategy will to deliver against this call to action. Some other key drivers detailed below have also brought us to this point.

On the operational front, numerous challenges have illustrated a need for enhanced data management at IRCC. For instance, unlocking the potential value of the enterprise’s data by ensuring consistency in its meaning and interpretation, and harboring a departmental capacity for accessing, understanding, and utilizing it have all been flagged as persistent challenges for IRCC since the first Data Strategy was published in 2020. Now, a renewed vision is necessary for the department to address these challenges.

IRCC has already begun working in earnest to incorporate innovations in data management, and to integrate those into solutions that better support departmental priorities⁴. By modernizing and transforming its approach to delivering key services, IRCC must utilize data to fulfill shifting program demands such as those implicated in key initiatives like the Digital Platform Modernization and Strategic Immigration Review. This Strategy looks to put forward a vision and directions to this end.

⁴ For example, by introducing a standard model for client data and working to implement an integrated enterprise data ecosystem—two initiatives that work to enable IRCC’s Client Experience Platform (CXP), looking to realize an improved digital experience and enhanced channel support for its clients.



Objectives

August 2023

The objectives of the Strategy are to:

- **Foundational Maturity:** Mature the foundations needed to derive value from data, including data leadership, governance, policies, standards, and infrastructure.
- **Strategic Data Sharing:** Make strategic use of data-sharing partnerships to understand complex issues, discover new insights, identify risks and trends, and develop improved service approaches.
- **Enhanced Access to Data:** Ensure the necessary data, and the tools to derive insights from it, are readily accessible where appropriate.
- **Empowering Data Proficiency:** Enhance the competencies of IRCC staff, equipping them to interpret, analyze, and effectively communicate the value of data.
- **Data-Driven Outcomes:** Leverage data and its insights to realize targeted outcomes for departmental programs and support key IRCC initiatives.

In meeting these objectives, the 2023-26 Data Strategy aspires to increase IRCC's operational agility, enhance client service, streamline employee experience, and provide for improved program effectiveness across various lines of business.

By enhancing the way we use and manage our enterprise data, we stand to derive faster, more reliable insights to inform our decision-making. We stand to detect risk more rapidly, and manage shifts in client volumes to improve performance against service standards. And not only this, we also strive to identify opportunities for improving our programs and the processes undertaken by staff in service to them.

Expanding on the work that began in 2020 with the publication of the first Data Strategy, the 2023-26 iteration provides an up-to-date vision for the Department that is reflective of its rapidly maturing data ecosystem.



IRCC's Data Vision

August 2023

The Strategy sets the organization on a course for the next three years with a clear vision:

IRCC's data vision is to harness trustworthy, timely, and relevant data as a strategic asset, empowering a service-oriented and effective organization.

In line with the above vision, this strategy posits five missions that set a direction for the Department for at least the next three years: maturing data foundations, driving strategic partnerships, improving analytics solutions and data services, building data knowledge and capacity, and increasing the business impact of data.

The missions of the Strategy, tailored to the data needs and challenges facing IRCC, support the [four missions](#) set forth by the Government of Canada in the 2023-26 Data Strategy for the Public Service:

Data by design	Data for decision-making	Enabling data-driven services	Empowering the public service
Data needs are proactively considered when designing initiatives.	Data is stewarded for effective integration into analysis to inform insights.	Data flows securely where it is needed to improve user experience while maintaining trust.	Teams are equipped and supported to effectively integrate the talent and tools they need.

Missions of the 2023-26 IRCC Data Strategy

1

Maturing Data Foundations

Continue to mature the foundations needed to derive value from data, including data leadership, governance, policies, standards, and infrastructure.

2

Driving Strategic Partnerships

Make strategic use of data-sharing partnerships to better understanding of complex issues, discover new insights, risks and trends, and develop improved service approaches.

3

Improving Analytics Solutions and Data Services

Ensure the necessary data and tools are constantly available to understand and manipulate data and its insights.

4

Building Data Knowledge and Capacity

Provide IRCC staff with the of competencies, knowledge and skills needed to read, analyze, interpret, visualize and communicate data as well as understand the value and uses of data.

5

Increasing Business Impact of Data

Ensure data and its insights are used to enable the realization of targeted outcomes of our programs and in support of key departmental initiatives.



Maturing Data Foundations



August 2023

Maturing data foundations ensures the existence of continued data leadership, governance, policies, standards, and infrastructure, and the availability of integrated, trusted, and timely data upon which the business value of data depends.

Expected Benefits

- **Enhanced view of data as a strategic asset:** IRCC has a compelling vision and strategy for data against which it continuously measures its progress.
- **Improved flow of data and insights:** IRCC data is accessed and used internally and externally, and insights flow to IRCC.
- **Improved accessibility of data:** Programs and staff have access to the tools, infrastructure and quality/timely data they need to work efficiently and effectively.
- **Enhanced compliance with the use of data:** Data is used and in compliance with relevant policies, legislation and standards.
- **Enhanced trust in IRCC data:** Programs, staff, clients and partners have a high degree of trust in IRCC data.
- **Reduced risks of harm and misinterpretation from data:** IRCC data is governed and managed responsibly, avoiding decisions based on data of low quality or data biases.

Activities

Strengthen Data Leadership

- Identify the ecosystem needs and implement an approach to management data that has leadership oversight and responds to department and government priorities.
- Identify senior leaders across the Department to promote alignment and ensure the best use of data across the Department.
- Establish and maintain an executive-level governance committee that sets, monitors, and steers direction for Data Strategy.

Evolve Data Governance and Policy

- Monitor and update IRCC's Data Policy to reflect current needs and provide requirements to ensure the appropriate management of data.



- Strengthen data governance and stewardship by creating clear accountability, responsibilities, and roles for the management, oversight and secure access of data across IRCC.
- Adopt data-governance principles and best practices to support policy objectives, building on lessons learned at IRCC and elsewhere.
- Standardize the review of benefits, costs and potential risk events of data for all departmental investments early in their lifecycle.
- Coordinate enterprise data use to improve alignment, consistency, and standardization across lines of business and reduce redundancy in data.

Advance Data Architecture

- Establish and evolve an enterprise data architecture program that helps integrate data, and that drives business value.
- Understand the data architecture needs of IRCC projects and initiatives, and provide capacity, tools and knowledge required to support the development of key project management artifacts in alignment with enterprise data architecture to enable benefits.
- Deliver key data architecture artifacts in support of enterprise modernization.

Mature Data Infrastructure

- Improve the collection, management, and use of data to meet current departmental needs and ensure that data are collected from trustworthy and reliable sources, are accurate, and are relevant for the purpose needed.
- Ensure data guardrails are in place to protect the data and IRCC's reputation of safeguarding the wealth of data that it collects.
- Improve IRCC's ability to prepare data for use through different sources of structured or unstructured data, and by applying modern tools to clean and ensure quality data, including the use of data definitions, business rules, notes on limitations, and other documents or tools.
- Maintain an integrated data ecosystem to support business needs such as data analysis, data mining, machine-based learning and artificial intelligence (AI).
- Ensure the authorized disposition of data (including depersonalized data sets and data lakes) that have served its business purpose and met its retention period per IRCC's established retention schedules and disposition process.

Ensure Data is Used Responsibly

- Ensure the privacy and security of data following legislation, policies and standards, and in alignment with emerging responsible use of data principles.
- Establish policies, protocols, guidance, and partnerships to ensure the data rights and sovereignty of IRCC's clients.
- Establish stewardship for the responsible use of data, including a comprehensive approach that ensures data is handled ethically, securely, and in compliance with applicable laws and regulations.

- Establish a Data Ethics Office responsible for ensuring that data entrusted to IRCC throughout its lifecycle are used in a responsible and transparent fashion and advance diversity, inclusion and equity by addressing data-related biases.
- Include the creation of Algorithmic Impact Assessments in compliance with the Directive on Automated Decision-Making to ensure the management of the risks of artificial intelligence (AI) systems and the responsible and ethical use of automated decision systems for efficient, accountable and unbiased decision-making, while ensuring transparency and management of risks.

Enhance Data Accessibility

- Maximize the release and accessibility of data and information of value to IRCC staff and stakeholders to support transparency, accountability, citizen engagement, and socio-economic benefits while respecting the “need-to know” baseline, and monitor and publish information on the efficiency of any Automated Decision Systems as per the GC’s Directive on Open Government.



Driving Strategic Partnerships



August 2023

Driving Strategic Partnerships refers to the growth and application of key data-sharing partnerships to build on IRCC data to enable a better understanding of complex issues, the discovery of new insights, risks and trends, and the development of improved service approaches. Data partnerships can be internal or external—the focus of this mission is on extending the insights available from IRCC data by exploring relationships between different data and information sources.

Expected Benefits

- **Enhanced border integrity and security of Canadians:** Data partnerships enable risk-based approaches that facilitate IRCC's immigration goals while protecting Canadians and vulnerable groups.
- **Improved understanding of migration trends and issues:** Data availability and enhanced partnerships improve IRCC's foresight into important migration trends, and issues and needs for Canada's prosperity.
- **Improved access to data for decision-making:** Access to health, economic and biometric data ensures decision-making is evidence-based, helps reduce unnecessary subjectivity in certain credibility assessments, and streamlines and improves consistency in determinations of inadmissibility.
- **Improved ability to identify and monitor immigration outcomes:** Besides the benefits above, access to additional data through partnerships may enable IRCC to explore, identify and monitor the positive and negative impacts of immigration.
- **Improved client service:** Data partnerships can help set service priorities and the sharing of data may lead to a "tell-us-once" approach that streamlines effort for clients.

Activities

Explore Partnerships to Support Program Integrity and the Safety and Security of Canadians

- Expand trusted data partnerships with those that have a shared interest in maintaining the integrity of Canada's border, and that can enable risk-based approaches that facilitate the entry of newcomers while supporting and safeguarding Canadians.
- Improve and explore data-sharing agreements with Elections Canada and security partners such as the RCMP.



- Support efforts to ensure the sovereignty of data through partnerships with civil society organizations like those who support Indigenous groups, refugees, and people wanting to come to Canada.
- Explore and establish data sharing with employer and settlement/integration service delivery organizations as partners, such as ESDC and Service Canada.

Expand Access to Health, Economic and Biometric Data

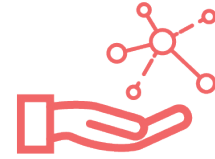
- Invest in international partnerships to strengthen intelligence and data towards a better line of sight on emerging migration trends.
- Strengthen partnerships by adopting an integrated approach to managing immigration data with provinces and territories, communities, Indigenous peoples, and societal partners to support a whole-of-government commitment to immigration that optimizes the value Canada gains from immigration and citizenship while minimizing impacts and risk.
- Safely establish and manage the identity information of foreign-born residents and Canadians born outside Canada, in line with the IRCC Policy on Client Identity Management, by ensuring identity data is accurate, up to date, secure, and relevant.

Improve Integration and Collaboration with Existing and New Partners

- Proactively establish, manage and maintain data sharing agreements that support by ensuring Memorandums of Understanding (MOUs) are current and valuable, and that partners, specifically provinces and territories, are continuously engaged in a review of the costs, benefits and risks of any agreement.
- Create open and responsible data flows with partners based on shared standards that support portability and interoperability of data.
- Develop shared practices and common GC solutions that can facilitate secure data access and exchange between IRCC and its partners.



Improving Analytics Solutions and Data Services



August 2023

Improving Solutions and Services aims to make the value of data more accessible by building on data repositories and using data science to build access and views of data or analytic models, implementing self-serve data platforms and analytics tools to support those and other analytics, and exploring the potential for innovative technologies to increase the value IRCC can get from its data. By improving analytics solutions and data services, all IRCC employees would have access to basic tools and resources to understand and analyze data.

Expected Benefits

- **Improved access to IRCC data and its insights:** By providing staff and others with controlled access to data, including dynamic visualizations and analytics, IRCC can enhance the business impact of data, and may support new innovative uses of data.
- **Improved access and use of analytics:** Insights are derived from IRCC data through an accessible analytics platform and self-serve services; IRCC works to identify analytics and develop a framework for analytics that can be delivered and managed through such a platform to support analytics use.
- **Improved reporting:** Business intelligence solutions and analytics draw on data to allow IRCC to automate or streamline reporting and to increase the timeliness and relevance of insights gained from IRCC data.

Activities

Increase Availability of Data Services

- Improve the availability of data sets, including relevant data policy or guidelines, metadata, a definition of data elements, and other important information about the data (age, frequency of updates) to promote consumption and use of data by staff and key partners.
- Prioritize and publish data and self-serve services and tools that provide access to data into the portal, including administrative data and data from across programs (e.g., Temporary Residents or Permanent Residents).

- Support the use and creation of data hubs to facilitate information sharing, ensuring well-described data with quality, standardized metadata and reference data.
- Enable staff to report on and address potential data quality issues, or to identify new opportunities to gain insights from data.

Support Adoption of Business Intelligence

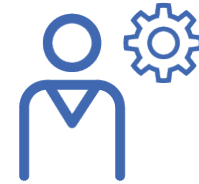
- Engage stakeholders to define their business intelligence needs and identify channels, processes, and linkages so multiple stakeholders can benefit from the same innovations.
- Provide staff training and access to business intelligence software tools, either directly (for simple analysis) or through requests for more advanced tools.
- Provide support for the use of standardized data sets through business intelligence (BI) software.
- Publish data visualization templates to enable staff and other stakeholders in exploring data relevant to a business problem.

Provide Access to Analytics Tools

- Maintain a data analytics center(s) of excellence in support of timely program and policy decisions, supported by data scientists, privacy and equity experts and others leading the development of insights based on data.
- Identify key analytics aligned to IRCC programs and priorities, and publish those as either static (reports) or dynamic (updated based on newly available data).
- Develop a common, cross-departmental (enterprise) analytics platform, and provide staff access to basic analytics tools to enable staff and other stakeholders to explore data insights relevant to a business problem.
- Apply analytics to real business problems and projects, and publish any findings, including dynamic analytics, to an analytics portal.



Building Data Knowledge and Capacity



August 2023

Building Knowledge and Capacity is a mission that targets the development of competencies, knowledge and skills needed to read, analyze, interpret, visualize and communicate data and understand the value and different uses of data.

Expected Benefits

- **Improved data literacy and skills:** IRCC staff have the competencies, knowledge and skills needed to read, analyze, interpret, visualize and communicate data, and regularly draw on data to support recommendations and decisions.
- **Increased attraction and retention of data talent:** IRCC staff feel empowered, motivated and supported keeping learning about data.
- **Enhanced communication and collaboration:** Data stewards and users are informed of data insights and a “data vocabulary” emerges and is used by staff at all levels (e.g.: includes awareness of the ethical implications of using data, data visualization, etc.)
- **Improved access to knowledge:** Knowledge about best practices and lessons learned is easily accessed and used by staff.

Activities

Plan and Develop Data Talent

- Identify data literacy, roles, and skill gaps based on current and future departmental needs and develop a plan to develop IRCC data talent.
- Recruit data talent needed to address gaps and business priorities.
- Develop a training and education roadmap to provide opportunities for staff to gain relevant knowledge and experience needed to pursue data careers.

Build a Positive Data Culture

- Build awareness of the value of data and promote the value of increased data use to achieve department and government objectives, through internal engagement and communications.



- Improve the ability to understand data by creating meaningful and easy to consume outputs to improve understanding of complex data and insights.
- Work with the Departmental change management team to create plans and processes to mitigate the impact of the evolving role of data in the Department.
- Design and develop role-specific education material to improve understanding of ethical implications of increased data use such as privacy, security, bias, and human rights.

Enable Staff Through Knowledge Management

- Work with leaders across IRCC to identify needs and priorities for the future, and to make a forward-looking strategy on how IRCC will acquire and share relevant knowledge and best practices to achieve goals.
- Build and publish a comprehensive data dictionary to support end users of data.
- Develop or procure a Knowledge Library to make key knowledge accessible and discoverable on any IRCC device, at any time.



Increasing Business Impact of Data



August 2023

Increasing Business Impact of Data refers to the different applications of data and insights throughout the lifecycle of projects, programs, and initiatives to enable the realization of targeted outcomes that are directly tied to IRCC lines of business.

Expected Benefits

- **Increased use of evidence-based business decision-making:** Business-related decisions and policies are evidence-based for increased accuracy, timeliness and efficacy.
- **Increased use of analytics to improve service delivery:** Develop analytics to support data-driven service delivery and continuous improvement of services.
- **Increased value from investments in data:** Data is embedded into departmental planning, monitoring of benefits, and performance management.
- **Increased innovations through experimentation and the data science, advanced analytics, and adoption of AI:** Data-based experimentation and insights have yielded innovations that can help to improve outcomes across programs.
- **Improved transparency to clients:** Clients should have increased transparency about their files and how decisions are made.

Activities

Enhance Client Service

- Leverage data, analytics tools, and AI to enable the implementation of initiatives that improve client experience (e.g.: simplified data entry, application trackers, tell us once, privacy and security, etc.) and increase transparency.
- Leverage data, analytics tools, and AI to improve service (e.g.: integration between services, improved processing efficiency, etc.)

Streamline Employee Experience

- Leverage data, analytics tools, and AI to understand, predict, and streamline processes related to the use of people, time, and money.

Increase Operational Agility

- Improve accuracy and timeliness of data to support shifts in demands for processing.
- Use data to enable advanced prediction of risks and threats to departmental performance.

Improve Program Effectiveness

- Conduct forward-looking research to identify trends to drive future program and service delivery.
- Embed data into integrated enterprise risk management, data collection, analysis and reporting.
- Harness new data sources and integrate those with IRCC data to drive future program and service delivery improvements
- Provide the data needed to support the monitoring of program integrity, measurement of program effectiveness, tracking of risks, and measuring the impact of policy changes.
- Conduct forward-looking research to identify trends to drive future program and service delivery.
- Provide the data needed to support the monitoring of program integrity, measurement of program effectiveness, tracking of risks, and measuring the impact of policy changes.

Explore Innovative Solutions and Uses of Data

- Put in place a data and analytics innovation hub to experiment with pilot projects for the enterprise, with a dedicated team with expertise in the discovery, design, management, and delivery of pilot projects and prototypes, to incubate and reduce the risk inherent to the adoption of innovative solutions.
- Explore different uses of innovative technologies, including AI and advanced analytics, and through experimentation with partners across the Department explore the potential of different types of solutions and services to scale.

Ensure Benefits can be Realized

- Embed data strategy into corporate planning and budgeting cycles to ensure proper resourcing for identified data activities.
- Conduct risk assessments as part of the process of initiating new data-based projects and initiatives.
- Enable evaluation and reporting of progress by defining clear metrics to evaluate and report progress towards outcomes identified in the data strategy and their contribution to key department and government results.
- Embed data into departmental planning, monitoring of benefits, and performance management.

Implementation

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IRCC's Data Strategy asserts a strong vision for the Department, and to support the realization of its outcomes. A thoughtful approach to plan, report on progress, and measure the results of the Strategy is needed.

The work to be completed in the next three-years will be documented through an implementation plan that will be updated as needed to reflect the evolution of departmental priorities and work in progress. The coordination and development of this plan will be led by the Research and Data Branch (RDB), responsible for engaging internal partners and lines of business to identify the different work needed to implement the missions. The approach to implementation will be consistent with the principles, requirements, roles and responsibilities defined in IRCC's Data Policy.

Regular reporting on progress against the deliverables associated with the Data Strategy will be provided to data governance bodies through a dashboard that will track risks, progress, outputs and issues. The CDO will draw on all IRCC to coordinate the preparation of the dashboard and to provide regular updates to management and data governance committees.

Lastly, the importance of measuring the outcomes of the strategy cannot be neglected. This is why a report on key performance indicators (KPIs) will be developed and presented to data governance, tracking our progress towards achieving the outcomes for each of the five missions.



Appendix 1: Glossary of Terms

August 2023

Term	Description
Activity	A concrete action undertaken outlined within the IRCC Data Strategy five Missions.
Benefit	A desired outcome of a Data Strategy activity.
Dashboard	A visual representation of progress and performance that allows a viewer to quickly assess progress, identify trends, and compare performance against targets or benchmarks.
Data	Set of values of subjects with respect to qualitative or quantitative variables representing facts, statistics, or items of information in a formalized manner suitable for communication, reinterpretation, or processing. For example: Data gathered by the Department in the form of a Temporary Resident application by people of any given country (for example: name, date of birth, country of citizenship).
Data Lake	<p>A data storage repository.</p> <p>The following are important to know about data lakes:</p> <ul style="list-style-type: none"> > Data lakes need to have governance and require continual maintenance to make the data accessible and usable; > Unstructured, semi-structured, and structured data are securely stored in large amounts; > Can be centralized; > Data lakes allow users to access and explore data in their own way, without needing to move the data into another system; > Data in a data lake are not transformed until needed for analysis; and > More and more, data lakes are being housed in a cloud.
Data Repository	<p>A collection of data in a physically stored location. This includes locations within an existing IT infrastructure where organizations or businesses store data across multiple databases in a structured or unstructured manner (that can later be assigned metadata).</p> <p>Data repositories are categorized into four types:</p> <ul style="list-style-type: none"> > Data Warehouse; > Data Lake; > Data Mart; and > Data Cube.
Deliverable	A tangible or intangible artifact produced as a project-related output submitted during any project phase, that is intended to be delivered to a stakeholder (either internal or external). A deliverable could be a report, a document, a server upgRDBe or any other building block of an overall project.

Enterprise Data	<p>Centralized data shared by the users of an organization.</p> <p>This includes:</p> <ul style="list-style-type: none"> ➤ Structured data (such as records in spreadsheets and relational databases); and ➤ Unstructured data (such as images and video content).
Information	<p>Data that is processed, organized, structured or presented in a given context so as to make it useful. For example: A report indicating the number of Temporary Resident applications received that are sorted by country of citizenship within given period (calendar year), and broken down by date of birth.</p>
Logical Model	<p>A visual representation that outlines logical relationships between the components of a program, initiative, or intervention.</p> <p>It illustrates how inputs, activities, outputs, outcomes, and impacts of the program or intervention are related, and how they contribute to the achievement of the desired results.</p>
Mission	<p>Priority areas for improvement under the Strategy that identify specific benefits aligned to Strategy outcomes. Benefits realized through the Strategy's implementation (and the activities undertaken to bring them about) are grouped under a mission.</p>
Outcome	<p>A result.</p> <p>Outcomes are more challenging to assess because they are both qualitative and quantitative.</p> <p>Whether an outcome has been achieved will rely greatly on the perception of the people who receive the service. Perceptions are not easy to measure or report on, but it is essential to find a way to do so.</p>
Performance Measurement	<p>A process used to assess the efficiency and effectiveness of the Data Strategy.</p> <p>It is a systematic approach to collecting, analyzing and evaluating how "on track" a project/program is to achieve the desired outcomes, goals and objectives of the Data Strategy after implementation.</p>
Progress	<p>A measure of the extent to which the missions and related activities outlined in the Strategy have been completed within its three-year timeframe.</p>
Risk	<p>A risk is a potential hazard that may adversely impact either progress or performance; management of risk includes an assessment of probability and impact risk.</p> <p>Risk is conceptual and represents overarching danger. Risk events are potential happenings that may occur.</p> <p>Risks events are identified stakeholders and managed by IRCC Integrated Risk Management.</p>
Strategy	<p>A general plan of guiding principles (that when communicated and adopted within an organization) generates a desired pattern of decision-making. A strategy guides stakeholders to make decisions and allocate resources in order accomplish key objectives.</p> <p>A strategy generally involves setting goals and priorities, determining actions to achieve the goals, and mobilizing resources to execute the required actions.</p>

