"Nobody should underestimate the problem by doubting the political will of the European Union to protect the fundamental human rights of citizens." 1

"You have zero privacy. Get over it." 2

In both the United States and Europe, the birth of the Internet and the rapid growth of online services have placed great strains on the ability of individuals to keep information about themselves private. 3 The power and speed of computers and the anonymity of cyberspace makes information collection more detailed, more easily indexed to the individual, more easily processed or "mined," more permanent and, perhaps most importantly, less detectable. 4 As a result, while the value of personal data as a commercial asset has steadily risen, so too has the concern of citizens worried about threats to their personal privacy. 5 While these fears may be common, there exists a great division of opinion over what individuals and governments can do to combat them.

In 1995, the European Union ("EU") adopted sweeping privacy legislation creating strong protections governing the collection and use of personal data, and harmonizing the domestic privacy


2 Deborah Radcliffe, A Cry for Privacy, COMPUTER WORLD, at http://www.computerworld.com/cgi/story/0,1199,NAV4ST0042940,00.html (May 17, 1999) (quoting Scott McNealy, CEO, Sun Microsystems Inc.).

3 At the outset, we stress that our discussion of privacy is limited to informational privacy, or "the claim of individuals, groups or institutions to determine for themselves when, how and to what extent information about them is communicated to others." INFORMATION INFRASTRUCTURE TASK FORCE, OPTIONS FOR PROMOTING PRIVACY ON THE NATIONAL INFORMATION INFRASTRUCTURE: PRINCIPLES FOR PROVIDING AND USING PERSONAL INFORMATION, at http://www.iitf.nist.gov/ipc/privacy.htm (1997) (citing Alan Westin, Privacy and Freedom 7 (1968)); see A. Michael Froomkin, The Death of Privacy?, 52 STAN. L. REV. 1461, 1468 n.4, 1466 (2000) [hereinafter Froomkin] [describing information privacy as the ability to control the acquisition and release of information about oneself and noting that it differs from the U.S. constitutional formulation of privacy]. An essential component of informational privacy is effective "data protection." Colin J. Bennett, REGULATING PRIVACY: DATA PROTECTION AND PUBLIC POLICY IN EUROPE AND THE UNITED STATES 13 (1992) (discussing data protection as a more precise term than "privacy," as it is "[a] more accurate appellation for the group of policies designed to regulate the collection, storage, use, and transmittal of personal information").


5 Jason Sykes & Glenn R. Simpson, Some Big Sites Back P3P Plan; Others Wait, WALL ST. J., Mar. 21, 2001, at B1 (citing a 2001 Wall Street Journal-Harris Interactive poll in which 73% of Americans were either very concerned or somewhat concerned about threats to their personal privacy on the Internet); Toby Lester, The Reinvention of Privacy, THE ATLANTIC MONTHLY, Mar. 2001, available at http://www.theatlantic.com/issues/2001/03/lester.htm [hereinafter Lester] (citing a 1999 Wall Street Journal-NBC survey in which Americans cited privacy as their number one concern in the 21st Century, ahead of overpopulation, racial tensions and global warming); Pamela Samuelson, Privacy as Intellectual Property?, 52 STAN. L. REV. 1125, 1126 (2000) [hereinafter Samuelson] (noting that personal data may be used for internal marketing purposes as well as third-party licensing); see Nicole M. Buba, Waging War Against Identity Theft: Should the United States Borrow From the European Union's Battalion?, 23 SUFFOLK TRANSNAT'L L. REV. 633, 637 n.21 (2000) [hereinafter Buba] (citing Nov. 1998 Lou Harris Poll stating that 88% of respondents were concerned about threats to their privacy and of those, 55% were very concerned); Kang, supra note 4, at 1196–97 (citing 1996 Study finding that 89% of persons polled were either very or somewhat concerned about privacy).

James M. Assey, Jr. and Demetrios A. Eleftheriou*
laws of EU Member States. This legislation (the “Directive”), which took effect on October 25, 1998, generally establishes principles of data protection applicable in all fifteen EU Member States. Organizations “processing” personal information within the EU must comply with legislation implementing the Directive in the relevant EU Member States. For affected organizations in Europe, the Directive creates extensive regulatory and substantive obligations, and requires nonconforming organizations to adopt necessary operational changes to their collection, use, processing and dissemination of personal data.

But across the Atlantic, enactment of the Directive also has had a very palpable effect on U.S. organizations that receive personal information from foreign divisions or third parties within EU Member States. Specifically, U.S. multinational and e-commerce organizations objected to provisions in Article 25 of the Directive, which generally bar the transfer of personal data to any non-EU country that does not provide “adequate” privacy protection. Because it was feared that the EU would find U.S. privacy law to be “inadequate,” U.S organizations worried that the Directive would create a “data fence” around Europe, and lead to the interruption of data flows between Europe and the United States.

To EU regulators, however, this “third country” transfer prohibition was necessary to prevent circumvention of the Directive’s protections through the creation of “data havens” where the very rights created under the Directive could be systematically violated. Processing organizations in data havens may have no legal obligations to protect personal data, and data subjects may have no enforceable rights. In addition, despite the visibility of the prohibition in Article 25, laws restricting the transfer of personal data were not novel and had existed in pre-Directive data privacy laws in certain Member States.

To U.S. businesses, however, the likelihood that
EU officials would not view the largely self-regulatory approach to privacy protection in the United States as "adequate" left many organizations with the two poor options of either adopting costly changes to their information processing practices or risking the prospect of not being able to receive critical data from entities in EU countries.\(^\text{15}\) Thus, despite the existence of limited exceptions to the transfer prohibition,\(^\text{16}\) U.S. organizations argued for the creation of an alternative, more flexible means of ensuring that data flows from the EU would not be interrupted.\(^\text{17}\)

In light of such concerns, U.S. and EU negotiators embarked on the negotiation of "Safe Harbor Privacy Principles" ("Safe Harbor" or "Principles") as an alternative means of satisfying the adequacy requirement in Article 25.\(^\text{18}\) Under this approach, U.S. organizations qualifying for the Safe Harbor would be presumed to provide "adequate" privacy protections of French law to data transferred to the Italian affiliate); Kurtin & Noveck, supra note 11, at 13 (discussing the same).

Article 26(1) permits the transfer of personal data to countries that lack "adequate" privacy protections where: (a) the data subject has given his consent unambiguously; (b) the transfer is necessary to perform certain contracts; (c) the transfer is necessary on important public interest grounds; (d) the transfer is necessary to protect the data subject's vital interests; (e) the transfer is made from a register that is intended to provide information to the public; or (f) the data controller has added sufficient guarantees through the addition of appropriate contractual clauses and such clauses have been approved by the relevant national regulator (subject to the objection of other Member States). Directive, supra note 6, at art. 26(1). Alternatively, under Article 26(2), a Member State may authorize transfers to a third country lacking adequate protection if such data is protected by "adequate safeguards," which in particular may include appropriate contractual clauses approved by a Member State. Id. at art. 26(2). Finally, Article 26(4) of the Directive empowers the European Commission to adopt model contractual clauses containing adequate safeguards that could be used by parties transferring personal data. Id. at art. 26(4); see The European Commission, Preliminary Draft of a Commission Decision under Article 26(4) of the Directive 95/46/EC on standard clauses for the transfer of personal data to third countries that do not provide an adequate level of protection for the processing of personal data, at http://europa.eu.int/comm/internal_market/en/media/dataprot/privacy/cal1call.htm (Sept. 29, 2000) (noting the European Commission's release of a model contract for comment by interested parties). However, reliance on these latter two exceptions may be limited, however, to rare circumstances. See Swire & Litan, supra note 1, at 38–39.

Unfortunately, the Safe Harbor that was once trumpeted as "a landmark accord for e-commerce"\(^\text{22}\) has, at best, received only a tepid response to date from the U.S. business community.\(^\text{23}\) In five and one-half months, only thirty-seven organizations have enrolled in the Safe Har-

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\(^{15}\) See Swire & Litan, supra note 1, at 42 (noting that despite pre-Directive prohibitions, passage of the Directive has significantly made the anti-transfer rules universal, more visible, more urgent and has put data processors on much fuller notice of their obligations).

\(^{16}\) Article 26(1) permits the transfer of personal data to countries that lack "adequate" privacy protections where: (a) the data subject has given his consent unambiguously; (b) the transfer is necessary to perform certain contracts; (c) the transfer is necessary on important public interest grounds; (d) the transfer is necessary to protect the data subject's vital interests; (e) the transfer is made from a register that is intended to provide information to the public; or (f) the data controller has added sufficient guarantees through the addition of appropriate contractual clauses and such clauses have been approved by the relevant national regulator (subject to the objection of other Member States). Directive, supra note 6, at art. 26(1). Alternatively, under Article 26(2), a Member State may authorize transfers to a third country lacking adequate protection if such data is protected by "adequate safeguards," which in particular may include appropriate contractual clauses approved by a Member State. Id. at art. 26(2). Finally, Article 26(4) of the Directive empowers the European Commission to adopt model contractual clauses containing adequate safeguards that could be used by parties transferring personal data. Id. at art. 26(4); see The European Commission, Preliminary Draft of a Commission Decision under Article 26(4) of the Directive 95/46/EC on standard clauses for the transfer of personal data to third countries that do not provide an adequate level of protection for the processing of personal data, at http://europa.eu.int/comm/internal_market/en/media/dataprot/privacy/cal1call.htm (Sept. 29, 2000) (noting the European Commission's release of a model contract for comment by interested parties). However, reliance on these latter two exceptions may be limited, however, to rare circumstances. See Swire & Litan, supra note 1, at 38–39.

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This reluctance may be fueled by a number of factors, including uncertainty over enforcement issues, compliance costs, a reluctance to go first and little penalty for taking a go-slow approach. See Tamara Loomis, EU's Data Privacy Safeguards Get Skeptical Response in the United States, N.Y.L.J., Nov. 30, 2000, at 5 [hereinafter Loomis]; see also Declan McCullagh, Safe Harbor is a Lonely Harbor, Wired News, at http://www.wired.com/news/print/0,1294,41004,00.html (last visited Jan. 5, 2001) (noting the unwillingness of companies and
I. BACKGROUND

A. EU: A Rights-Based Approach to Information Privacy

Over the last thirty years, European governments have responded to concerns about the privacy of personal data through the adoption of comprehensive, "rights-based" data protection statutes. Under such approaches, governments recognize data privacy as a "political right anchored among the panoply of fundamental human rights and the rights attributed to 'data subjects' or citizens." Typically, these laws: (1) apply to both the private and public sectors; (2) affect a wide range of activities including the collection, use and dissemination of personal data; (3) impose affirmative obligations, such as registration, with the appropriate governmental authority; and (4) are generally nonsectoral, applying regardless of the specific type of data.

Beginning in the 1970s, EU nations began discussions regarding data protection and transborder data flow issues that led to the enactment of the first comprehensive data protection laws in Europe. These laws responded to consumer associations to endorse the Safe Harbor).


25 Id. As of Apr. 13, 2001, the enrolled organizations are: Adar International, Inc.; Audits & Surveys Worldwide; Capital Venue; Crew Tags Int'l; Cybercitizens First; Data Services, Inc.; Decision Analyst, Inc.; The Dun & Bradstreet Corporation; E-lec...
fears that the increased use of electronic data processing by governments and large corporations would lead to the creation of centralized national data banks containing their personal information. Changes in technology exacerbated these fears, as the evolution from centralized mainframes to distributed PCs radically increased the number of potential public and private data offenders and furthered the push for broad data protection. In 1970, the German state of Hesse adopted the first data processing regulation due to concerns that sophisticated technologies were increasing the risk that an individual's personal data could be improperly manipulated. Sweden followed in 1975 by passing the first national data protection law. Similarly, in 1978, France enacted the Law Concerning Data Processing, Files and Liberty, which required the processing of data in a manner that would protect privacy and avoid harm to the individual.

During the 1980s, the adoption of binding national laws was complemented by the development of international data protection instruments. In 1980, in an effort to balance data protection with the need to promote strong economic growth in the personal data industry, the Committee of Ministers of the Organization for Economic Cooperation and Development ("OECD") promulgated voluntary guidelines with regard to protecting privacy and transborder data flows ("Guidelines"). In another multinational attempt to establish data protection guidelines, the Council of Europe, a post-World War II intergovernmental organization focused on the protection of human rights, promulgated a convention "For the Protection of Individuals with Regard to Automatic Processing of Personal Data" ("European Convention"). The European Convention set forth norms of data privacy similar to those set forth in the Guidelines but created binding rules for signatories. However, the Council of Europe largely failed to achieve uniform protection of personal data because of wide variation among the different countries implementing the European Convention and because, like the Guidelines, its implementation was not mandatory.

While the voluntary nature of the Guidelines and the European Convention did not result in the adoption of national data protection laws in all EU Member States, their common aims did lay the groundwork for the adoption of the Directive in 1995. As such, the purpose of the Directive was to harmonize data protection laws throughout the EU in a way that would guarantee a high level of privacy protection to EU citizens and further support the creation of a unified market in Europe.

B. United States: A Market-Based Approach to Information Privacy

In contrast to Europe, the United States has adopted a self-regulatory, "market-based" ap-
proach to information privacy. Rather than seeking to create broad political rights, such a system relies primarily on industry norms, codes of conduct and the consumer marketplace to protect personal privacy; and secondarily, relies on narrowly targeted protections that apply to specific sectors of the economy or particular groups of individuals. For example, the United States has enacted a patchwork of laws protecting personal information collected online from children under 13, personal information collected by financial institutions, the contents of electronic communications, information regarding the viewing habits of cable subscribers, telephone customer information, video rental records, driver records, school records, medical records and consumer credit information, to name only a few. In other cases, where privacy legislation has not targeted specific groups or types of information, it has generally been focused on checking government prying rather than private incursions.

One explanation for this market-oriented bias supporting privacy protection in the United States has been the importance placed on promoting the free flow of information—a principle firmly rooted in the First Amendment. In addition, the open flow of information not only comports with the U.S. system of self-governance, it also assists in promoting commerce, and providing citizens with significant economic and social benefits. Finally, reliance on a combination of market-based solutions and targeted legislative actions may be the result of a healthy distrust for governmental solutions, and a belief that the market provides a more effective and sensitive means of protecting personal privacy.

Regardless of its origins, the U.S. market-based approach to data protection is not without its opponents. Indeed, critics argue that there are significant obstacles to securing adequate protection of personal information: individuals may be uninformed of their privacy rights, unaware of potential business uses and value resulting from aggregation, unable to detect improper disclosures, and unwilling to accept the high costs that may be associated with bargaining regarding the value of their data. Concerns such as these have prevented EU authorities from concluding that the United States has “adequate” privacy protections and, ultimately, led to the development of the Safe Harbor.

II. HOW TO QUALIFY FOR THE SAFE HARBOR

As previously discussed, the Safe Harbor is designed to permit U.S. organizations to receive

43 See Froomkin, supra note 3, at 1524; Electronic Commerce, supra note 27, at 771–81, 787–89.
44 Rules in Cyberspace, supra note 14, at 1382; Buba, supra note 5, at 642–49; Save de Beauceguil, supra note 4, at 25–27; Electronic Commerce, supra note 27, at 771–87; see also Fred H. Cate, Principles of Internet Privacy, 32 CONN. L. REV. 877 (2000) [hereinafter Principles of Internet Privacy] (discussing principles that undergird the U.S. government’s efforts to protect privacy and craft privacy norms); Froomkin, supra note 3, at 1524–28 (criticizing the self-regulatory approach adopted by the United States); Roch, supra note 35, at 88.
56 See Principles of Internet Privacy, supra note 44, at 881. Cate argues that U.S. privacy law is based on five broad principles: a history of balancing competing interests, respect for open flows of information, a desire to be free of government intrusions, a requirement of specific harm and a preference for self-help measures. Id. at 879–91.
57 Id. at 881–84; see also Reno v. Condon, 528 U.S. 141, 142 (2000) (noting that personal, identifying information is an item of interstate commerce, and thus, properly subject to regulation under the Commerce Clause).
58 See Principles of Internet Privacy, supra note 44, at 890.
59 Swire & Litan, supra note 1, at 7–8; see also Samuelson, supra note 5, at 1132–36 (discussing the appeal of a property-rights approach to personal privacy as a means of combating market failure).
transfers of personal data from entities in EU Member States. Although U.S. companies are not required to participate in the Safe Harbor, those electing not to enroll run the risk that EU authorities will take action to cut off the flow of personal data normally received from EU-based entities.

To qualify for the Safe Harbor and thus receive its presumption of "adequacy," an eligible U.S. organization must: (1) adhere to the Safe Harbor summarized below; and (2) publicly announce its compliance through certification letters filed annually with the Department of Commerce or its designee. Compliance with the Safe Harbor may be accomplished through a variety of methods, among these are joining an industry self-regulatory privacy program (such as TRUSTe or BBBOnline) or developing a self-regulatory privacy policy.

A. Safe Harbor Privacy Principles

All U.S. organizations seeking to enroll in the Safe Harbor must agree to the following seven Principles:

(1) NOTICE: Organizations must provide clear and conspicuous notice to individuals of: (a) their purposes in collecting and using the individual's personal information; (b) how to contact the organization with complaints or inquiries; (c) the types of third parties to which personal information is disclosed; and (d) the choices and means available to individuals to limit use and disclosure of their information. Notice is required when the personal information is collected or as soon thereafter as is practicable. Where such information is disclosed to a third party for the first time or used for a purpose other than that for which it was collected, prior notice of such fact is required.

(2) CHOICE: Organizations must offer individuals a clear, conspicuous, readily available and affordable mechanism to choose ("opt out") whether their personal information may be: (a) disclosed to third parties; or (b) used for a purpose incompatible with the purpose for which it was originally collected or subsequently authorized by the individual. In contrast, organizations must receive affirmative and explicit consent from individuals ("opt in") before any of their sensitive information may be: (a) disclosed to third parties; and/or (b) used for a purpose incompatible with the purpose for which it was originally collected or subsequently authorized by the individual.

(3) ACCESS: Organizations must permit individuals to access their personal information and must permit them to correct, amend or delete that information where it is inaccurate, except where the burden or expense of providing access would be disproportionate to the risks to the individual's privacy or where the rights of other persons would be violated.

(4) ONWARD TRANSFER: Where a third party

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62 Id.
64 Under the Safe Harbor, "personal information" and "personal data" are data about an identified or identifiable individual that are within the scope of the Directive, received by a U.S. organization from the EU and recorded in any form. Safe Harbor Principles, 65 Fed. Reg. at 45,667; see SWIRE & LITAN, supra note 1, at 26 (noting that inclusion of "identifiable" means that the Directive applies not only to names but also to any information from which a person can be identified).
65 Id.
66 Id.
67 Id.
acts as an agent of the organization, disclosure of personal information to such third party is permitted without providing notice and choice to the individual if the organization first: “(a) ascertains that the third party subscribes to the [P]rinciples, or is subject to the Directive or another adequacy finding; or (b) enters into a written agreement with such third party requiring . . . at least the same level of privacy protection as required by the relevant [P]rinciples.” Compliance with the Principle of onward transfer will immunize an organization from liability arising from the third party’s improper processing of such information unless the organization knew or should have known that the third party would process the information improperly, and has not taken reasonable steps to prevent or stop such processing.72

(5) SECURITY: “Organizations creating, maintaining, using or disseminating personal information must take reasonable steps to protect it from loss, misuse and unauthorized access, disclosure, alteration and destruction.”73

(6) DATA INTEGRITY: Organizations “may not process personal information in a way that is incompatible with the purposes for which it has been collected or subsequently authorized by the individual.”74 To ensure data integrity, organizations “should take reasonable steps to ensure that data is reliable for its intended use, accurate, complete and current.”75

(7) ENFORCEMENT: Organizations must provide enforcement mechanisms that, at a minimum, include: (a) “readily available and affordable independent recourse mechanisms through which each individual’s complaints and disputes are investigated and resolved by reference to the Principles[,] and damages awarded where the applicable law or private sector initiatives so provide”;76 (b) follow-up procedures to verify that an organization’s stated “privacy practices are in fact true and that these practices have been implemented as presented”;77 and (c) obligations to remedy problems arising out of an organization’s failure to comply with the Principles (where it has announced its adherence to the Principles) and the possibility of sufficiently rigorous sanctions for noncompliance.78 Complaints of noncompliance with the Principles referred to the Federal Trade Commission (“FTC”) by self-regulatory organizations (e.g., TRUSTe, BBBOnline) and EU nations forms to the Safe Harbor and is being complied with; and (b) individuals are informed of available complaint mechanisms. They also must annually obtain and keep on file a statement, signed by the reviewer or a corporate officer or other authorized representative that is available to individuals upon request in the context of an investigation or complaint about compliance. Id.

71 Id. at 45,668.
72 Id.
73 Id.
74 Id.
75 Id.
76 Id. Consumers should be encouraged to raise complaints directly with the organization before proceeding to independent recourse mechanisms. Id. at 45,673. In addition, recourse mechanisms should explain dispute resolution procedures and contain notice of the mechanism’s privacy practices in conformity with the Safe Harbor. Id.
77 Id. at 45,668. Organizations may meet verification requirements either through self-assessment or outside compliance reviews. Id. at 45,670. Those choosing self-assessment must annually create and keep on file a statement signed by a corporate officer or other authorized representative that is available to individuals upon request, or to independent bodies or agencies responsible for investigating complaints or unfair practices. Id. Such a statement must indicate that an organization’s published privacy policy regarding personal information collected from the EU: (a) is accurate, comprehensive, prominently displayed, completely implemented and accessible; (b) conforms to the Safe Harbor; and (c) informs individuals of available in-house or independent mechanisms for pursuing complaints. Additionally, the organization must indicate that it has in place procedures to train employees in implementing its privacy policy and to conduct periodic compliance reviews. Id. Those organizations choosing outside compliance review must ensure that such review demonstrates that: (a) the organization’s privacy policy con-
will be reviewed by the FTC, on a priority basis, to
determine whether Section 5 of the Federal Trade
Commission Act has been violated.79 Organizations
that persistently fail to comply with the Prin-
ciples will lose the benefits of the Safe Harbor.80

Generally, organizations seeking Safe Harbor
protection must apply the foregoing Principles to all personal data transferred from the EU to the
United States.81 However, adherence to the Prin-
ciples may be limited:

(a) [t]o the extent necessary to meet national security,
public interest, or law enforcement requirements; (b)
by statute, government regulation, or case law that cre-
ate conflicting obligations or explicit authorizations,
provided that, in exercising any such authorization, an
organization can demonstrate that its non-compliance
with the Principles is limited to the extent necessary to
meet the overriding legitimate interests furthered by
such authorization;82 or (c) if the effect of the Direc-
tive or Member State law is to allow exceptions or dero-
gations, provided such exceptions or derogations are
applied in comparable contexts.83

B. Annual Certification Required

In addition to conforming their information
practices to the foregoing Principles, organization
seeking the benefits of the Safe Harbor must publicly announce this fact in certification letters
filed annually with the Department of Commerce
or its designee.84 The Department of Commerce
maintains on its website a public list of certified
organizations and their self-certification letters.85

At a minimum, these certification letters must
be signed by a corporate officer on behalf of the
organization joining the Safe Harbor and must in-
clude:

(1) the name of the organization, mailing add-
dress, e-mail address, telephone and fax numbers;

(2) a description of the activities of the organi-
ization with respect to personal information received from the EU;87

(3) a description of the organization’s privacy
policy for such personal information, including:
(a) where the privacy policy is available for view-
ing by the public; (b) its effective date of imple-
mentation; (c) a contact office for the handling of
complaints, access requests and any other issues
arising under the Safe Harbor; (d) the specific
statutory body that has jurisdiction to hear any
claims against the organization regarding possible
unfair or deceptive practices, and violations of
claws or regulations governing privacy (most likely
the FTC); (e) the names of any privacy programs
in which the organization is a member (e.g.,
TRUSTe, BBBOnline); (f) the method of verifica-
tion; and (g) the independent recourse mecha-
nism that is available to investigate unresolved
complaints.88

When joining the Safe Harbor, if an organiza-
tion wishes to include human resources informa-
tion transferred from the EU for use in the con-
text of an employment relationship, its certification letter also must include a declaration of its intent in this regard and a declaration of its
commitment to cooperate with EU authorities as
necessary.89 Moreover, organizations wishing to
comply with the enforcement principle through
cooperation with Data Protection Authorities (“DPAs”) must include in their certification letter
formation by investment bankers or auditors without an individual’s knowledge, but only to the extent and for the period
necessary to meet statutory or public interest requirements
or where application of the Principles would prejudice the
legitimate interests of the organization (FAQ #4). Id.

81 Id. at 45,667. The transfer of financial services information is the subject of ongoing negotiations between the EU and United States (and thus does not fall within the protections of the Safe Harbor rules). Until such negotiations conclude, however, U.S. companies are permitted to receive such information. Additionally, Safe Harbor protections will only apply to human resources personal information transferred from the EU for use in the context of an employment relationship if the organization indicates this intention in its certification to the Department of Commerce, and conforms
to certain procedures and policies described in the FAQs. Id.
82 Where exceptions to the Principles will be applied on a regular basis, organizations must indicate such fact in their privacy policies. Id.
83 Id. at 45,668-69. Further exceptions allow: (a) the gathering of personal information for publication, broadcast or other forms of public communication, as well as information found in previously published material disseminated from media archives (FAQ #2); and (b) the processing of in-

84 Id. at 45,670. Safe Harbor benefits are assured from the date on which an organization files its certification letter with the Department of Commerce. Id. at 45,667.
85 U.S. DEPARTMENT OF COMMERCE, SAFE HARBOR LIST, at
http://web.ita.doc.gov/safeharbor/shlist.nsf/webPages/
safeharbor+list (last visited Feb. 22, 2001).
86 THE UNITED STATES MISSION TO THE EUROPEAN UNION,
FREQUENTLY ASKED QUESTIONS, SELF-CERTIFICATION, at http://
//www.useu.be/ISSUES/faqs0721.html (last visited Feb. 22,
2001).
88 Id. at 45,669-70.
89 Id. at 45,670. Specific guidance is provided in FAQ #9 concerning application of the Principles to the transfer of human resources data from the EU to the United States. Id.
at 45,672.
the statements outlined above.\textsuperscript{90}

Finally, in circumstances where an organization will cease to exist as a legal entity due to a merger or takeover, the organization is required to provide notice to the Department of Commerce (or its designee) in advance of such action indicating whether the resulting entity will: (1) continue to be bound by the Safe Harbor by operation of law; or (2) elect to self-certify its adherence to the Safe Harbor or put in place other safeguards, such as a written agreement that will ensure such adherence.\textsuperscript{91} Where neither option is satisfied, all data acquired by the U.S. organization under the Safe Harbor must be promptly deleted.\textsuperscript{92}

III. CONSIDERING WHETHER TO JOIN THE SAFE HARBOR

Understanding the requirements of the Safe Harbor is only half the battle. The other half is determining whether enrollment in the Safe Harbor is the best way for a particular U.S. organization to ensure that its receipt of personal information from EU entities will be lawful and uninterrupted. Because, as noted, the current standstill on actions by EU authorities to prohibit data transfers is subject to review this summer,\textsuperscript{93} U.S. organizations may soon have to face difficult decisions regarding how (or if) their information practices must be changed. Such changes require a thorough assessment of current data practices, as well as careful consideration of the time required to implement such changes and the impact that these changes may have on other aspects of the organization’s operations.

To assist in this endeavor, we briefly describe some of the key inquiries that organizations should consider.

A. Assess the Availability of the Safe Harbor

First, an organization must determine whether it qualifies to enroll in the Safe Harbor. At present, only the FTC and the Department of Transportation have agreed to enforce violations of the Safe Harbor. Therefore, organizations in sectors of the economy not subject to the jurisdiction of these agencies (e.g., financial services and telecommunications sectors) are not, currently, eligible for Safe Harbor protections.\textsuperscript{94}

B. Conduct a Privacy Audit

Second, having determined that it can enroll in the Safe Harbor, an organization should carry out a careful and thorough review of its current information practices. Attention should focus not only on current practices, but also on potential future plans to collect, store, use or disseminate personal data. Such a review is critical because before an organization can assess its potential liabilities and determine if Safe Harbor protection is necessary, it must thoroughly understand its data collection, storage, use and sharing practices.

1. Select a Privacy Team

Issues related to collection, storage, use and sharing of personal data can arise throughout the organization’s structure. Accordingly, a compre-
hensive review of information practices requires input from all departments, including the international, information services, marketing, finance, public relations, legal, administrative, governmental affairs, employee training and communications departments. Because this process will take time and cut across multiple areas, an organization must ensure that it devotes sufficient resources to this effort.

The review process should be managed by a dedicated senior employee to ensure that timetables are set, deadlines are met and members of the team in different areas of the organization have a common point of contact.\(^95\) An organization may conduct this review internally with assistance from outside counsel or with the assistance of a private consulting firm.\(^96\)

2. *Ask the Right Questions*

An organization should strive to develop a complete picture of the personal data it collects, processes and disseminates. Accordingly, these inquiries must be carried out in each area of the organization that deals with personal information (e.g., human resources, marketing, sales, Internet assets), and must consider both online and offline practices. Some of the key inquiries should include:

- What kinds of personal data are collected?
- How is personal data collected?
- How does the organization use personal data?
- How long does the organization retain such data?
- Does the organization disclose or will it in the future disclose personal data to third parties?

- What is the purpose for collecting or disclosing personal data?
- What are the security measures safeguarding personal data?
- Which employees or other persons have access to personal data?
- Does the organization collect more personal data than is reasonably necessary for the purpose collected?
- What types of notice, choice, access and rights of redress does the organization currently provide to those individuals from whom it collects personal data?

C. *Assess Potential Liability for Failure to Comply With the Directive*

Third, after clearly summarizing its current and anticipated future information practices, an organization must carefully evaluate whether such practices might be subject to the transfer prohibition under Article 25 of the Directive.\(^97\) An organization should decide whether its data practices fall within the scope of the Directive by assessing whether any part of the organization’s data practices are within the broad definitions of “personal data” and “processing,”\(^98\) and, if so, whether they fit within one of the exceptions to the transfer prohibition in Article 26(1).\(^99\)

In particular, the Directive explicitly does not apply to the processing of personal data in governmental activities where Member States have retained substantial sovereignty for processing operations regarding public security, defense, state security and state activities regarding criminal law,\(^100\) and for processing of personal data “by a natural person in the course of a purely personal or household activity.”\(^101\)

\(^{95}\) It is estimated that by 2005, most midsize and large firms will create positions for chief privacy officers (“CPOs”). *Hot Job Track: Privacy, Chief Privacy Officer*, U.S. NEWS ONLINE, available at http://www.usnews.com/usnews/issue/001106/nycu/jobs.privacy.htm (Nov. 6, 2000). In addition to data privacy monitoring and compliance, CPOs would have to constantly conform the organization’s privacy policy to adapt to organizational changes. Companies with CPOs include IBM, Delta Airlines, Microsoft, American Express and Mutual of Omaha. *Id.; see* Lester, supra note 5 (discussing the increasing prevalence of CPOs).

\(^{96}\) A number of private consulting firms (e.g., Price-WaterhouseCoopers, IBM) market specific privacy consulting services. See, e.g., Patrick Sullivan, *Privacy and Corporate Compliance*, at http://www.pwcglobal.com/extra/web/newcojou.nsf/DocIdManagement/1B32FCD6C379A8008525662800068

\(^{97}\) Directive, supra note 6, at 21.

\(^{98}\) See supra notes 8 and 64.

\(^{99}\) See supra note 16.

\(^{100}\) *Swire & Litman*, supra note 1, at 26–27 (citing Directive, supra note 6, at art. 3(2)).

\(^{101}\) *Id.* at 27 (quoting Directive, supra note 6, at art. 3(2)). A separate and unresolved question involves whether website activities could qualify as data transfers. While the Safe Harbor documents explicitly state that the Safe Harbor discussions “have not resolved nor prejudged the questions of jurisdiction or applicable law with respect to websites,” the Directive calls upon Member States to apply their national law where “the controller is not established on Community
D. Assess Relative Costs and Benefits of Safe Harbor Protection

Next, after having determined that certain data practices would expose an organization to potential liability under the Directive, an organization should consider whether the relative benefits of the Safe Harbor outweigh the costs of enrollment.

1. Safe Harbor Benefits

Participating in the Safe Harbor can provide organizations with a number of benefits. First and foremost, it affords a measure of predictability and certainty for U.S. organizations and their trading partners whose businesses depend on the transfer of personal data across the Atlantic.\footnote{102} Enrollment ensures speedy transfers of personal data as prior approval by DPAs will either be automatic or not required.\footnote{103} Second, entrance results in lighter administrative burdens as the organizations will not have to provide protections on a case-by-case basis and will not have to seek approvals in each Member State, but rather, may rely on the fact that all fifteen Member States will recognize the Safe Harbor as providing adequate protections.\footnote{104} Finally, given rising consumer concern over personal privacy issues, enrollment in the Safe Harbor can also be seen as good business. By increasing employee and customer confidence in its privacy practices, an organization may generate substantial goodwill, favorable press and the enhancement of its brand.

2. Safe Harbor Costs

Unfortunately, the benefits of the Safe Harbor are not experienced without some cost. Participating in the Safe Harbor can provide organizations with a number of benefits. First and foremost, it affords a measure of predictability and certainty for U.S. organizations and their trading partners whose businesses depend on the transfer of personal data across the Atlantic.\footnote{102} Enrollment ensures speedy transfers of personal data as prior approval by DPAs will either be automatic or not required.\footnote{103} Second, entrance results in lighter administrative burdens as the organizations will not have to provide protections on a case-by-case basis and will not have to seek approvals in each Member State, but rather, may rely on the fact that all fifteen Member States will recognize the Safe Harbor as providing adequate protections.\footnote{104} Finally, given rising consumer concern over personal privacy issues, enrollment in the Safe Harbor can also be seen as good business. By increasing employee and customer confidence in its privacy practices, an organization may generate substantial goodwill, favorable press and the enhancement of its brand.

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3. Alternative Means of Compliance

As an alternative, an organization also should consider the relative costs and benefits of altering its data practices to obtain unambiguous consent.
from the individual or otherwise find a way to fit within the Article 26(1) exceptions that would make Safe Harbor enrollment unnecessary. For example, an organization may attempt to satisfy the "adequacy" requirement in Article 25 in other ways by providing other "adequate safeguards"—such as entering into contracts on a case-by-case basis that would provide sufficient privacy protections. Should the European Commission subsequently adopt model contractual clauses governing the transfer of personal data, transfers could be carried out under such terms.

IV. IMPLEMENTATION

Once an organization decides to enroll in the Safe Harbor, it must, as noted, register with the Department of Commerce and must change its information practices to reflect the Principles. Because it may face significant liabilities due to its failure to abide by these Principles, an organization should devote the necessary resources to ensure that any changes required of its data practices are properly implemented.

A. Regulatory Compliance: Safe Harbor Workbook

To assist organizations that wish to participate in the Safe Harbor, the Department of Commerce has developed a "Safe Harbor Workbook" available online through the Safe Harbor website. The Workbook generally discusses the EU Directive and Safe Harbor framework in order to assist an organization in determining what changes, if any, are required in its information practices. In addition, the Safe Harbor website contains certification documents that enable an organization to enroll electronically in the Safe Harbor by providing the requisite information. Also, aids provided by the government, outside counsel and private organizations such as TRUSTe offer EU Safe Harbor privacy seal programs that may assist organizations in signing up for the Safe Harbor and implementing any necessary changes to their data practices.

B. Operational Compliance: Changes to Existing Privacy Policy

An organization also must ensure that it implements the necessary alterations to its information practices and that its revised policies conform to the Principles. These changes may be global in nature or may focus only on personal data received from EU countries. In any case, the organization must be sure that its practices conform to its stated policies.

C. Operational Compliance: Employee Training and Periodic Review


and periodic review of data practices will be an essential part of a program of compliance.

V. CONCLUSION

Ultimately, the success of the Safe Harbor will depend on the willingness of U.S. organizations to enroll. The Department of Commerce has tried to encourage such action by stressing the Safe Harbor's benefits and by working with private trade associations to help businesses make an informed choice as to their options. Of late, however, the Safe Harbor's critics have grown louder, arguing that compliance with the existing Safe Harbor rules would be costly, unworkable and unfair given the failure of Member State governments to aggressively enforce data privacy violations by European organizations.

Despite these often-valid criticisms, it is important to remember that the Safe Harbor represents a (and not the only) means of ensuring that U.S. organizations dependent on transfers of personal data can participate in European markets despite the wide differences between the European and U.S. approach to data protection. For some U.S. organizations, the Safe Harbor may provide a means of reducing compliance burdens and providing greater legal certainty. For others, such as organizations involved in data processing activities within an EU Member State (and thus directly subject to its data protection laws), the Safe Harbor may be of little benefit. The important point, however, is that U.S. organizations must avoid using the current controversy surrounding the Safe Harbor as an excuse to do nothing. Instead, they should carefully review their information practices so as to better understand their potential exposure to liability and choose the most appropriate means of compliance. Such a process may be difficult and may require painful changes to current operations, but it ultimately will reap substantial dividends for U.S. organizations and help to ensure smooth sailing through the global marketplace.

114 Margaret Johnston, Commerce Department Tries to Boost Safe Harbor Adoption, COMPUTERWORLD, at http://www.computerworld.com/cwi/story/0,1199,NAV47_STO55924,00.html (Jan. 5, 2001); Rohlmeier & Yue, supra note 102, at 23.


116 Other means of bridging this divide may be on the horizon. In the online world, privacy enhancing technologies such as the Platform for Privacy Preferences ("P3P") may one day offer a superior means of ensuring that individual privacy preferences are respected. See Glen Simpson, The Battle over Web Privacy, WALL ST. J., Mar. 21, 2001, at B1 (discussing Microsoft's efforts to incorporate P3P technology into its Web browser).