

Managing the Return from COVID: Software Solutions for Workforce Safety

By: **Connie Moore**

The Essentials

COVID-19 has wreaked havoc throughout our society, disrupted the economy, and challenged all aspects of our normal business operations. Fear of contagion has kept much of the workforce operating remotely, wondering when they will return to facilities. In the meantime, essential workers and healthcare professionals have been called to report for duty, but with safeguards. Business executives, managers, supervisors, administrators, employees, and students are muddling through the confusion, with organizations taking steps to keep everyone safe while also providing vital business continuity.

In response, a new application software category has emerged for workforce safety.

Low-code and process automation vendors have responded quickly to help their customers and prospects manage the return-to-work process, but confusion reigns because workforce safety solutions are all over the map.

Because COVID-19 is so pervasive, fast-spreading, and damaging, executives need a way to keep organizations going while also keeping their workforce and customers safe. For HR, legal, and business executives, the most important drivers for implementing a workforce safety solution are the need for:

- Workforce safety and management
- Business continuity and productivity
- Fast deployment
- Compliance
- Risk mitigation

This brief defines the new market and the key drivers, outlines workforce safety software options ranging from simple “starter” solutions to comprehensive SaaS applications, and provides a checklist for organizations evaluating the various alternatives.



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New Software Market Emerges for Safe “Return to the Workplace”

Workforce safety and business continuity is on the minds of every HR executive, chief legal counsel, CIO, and employee. Businesses hope to return to pre-pandemic operations as soon as guidelines allow, and employees need to return to earning income in a productive and safe work environment. Although many white-collar workers can telecommute, a large number of employees in the retail, pharma, logistics, transportation, hospitality, and manufacturing sectors (to name a few) are unable to work remotely and require guidance on rotation and/or phased return-to-work plans that incorporate social distancing and facility readiness. Another important cohort with similar concerns is students; they need to continue their education in a safe, effective manner that allows them to collaborate with fellow students while restarting their campus experience. Managing these processes safely, while complying with various guidelines, isn't easy.

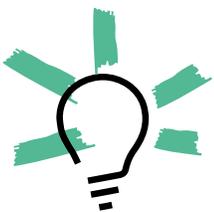
Workforce safety software has emerged to help organize and manage the return-to-work process, with this new market quickly entering our lexicon. Deep Analysis defines this software market as follows:

Workforce safety software for business continuity allows businesses, higher-ed institutions, and government agencies to safely manage their employees'

return to the workplace and students' return to campus, taking into account personnel health and risk factors, facilities management, HIPAA/privacy compliance, health and safety regulations/guidelines, and phased scheduling decisions by HR, business continuity, and legal executives. Essential functionality includes (but is not limited to) mobile support, health analysis, management dashboards, case management, contact tracing, and rapid configuration.

Workforce safety software delivers a platform for those in HR, business continuity, and legal departments to manage facilities, follow health guidelines, and mitigate business risk during the return to normal operations. In addition, IT executives are involved in sourcing, configuration, deployment, and ongoing support of the application.

Workforce safety software is designed to track each individual's health status (within FERPA, HIPAA, HITRUST, ISO, and GDPR guidelines) and manage the return-to-work process, including phased reopenings, rotation schedules, and social distancing policies. (For details about regulatory compliance, see Table 1 after the Call to Action at the end of this report.) HR is finding that specific regulatory details are fluid, which underscores the need to track changes in compliance requirements in parallel with developing the organization's return-to-work plans. The stakes are high because court cases about COVID-19 and an unsafe return to work are inevitable.



Workforce safety software delivers a platform for those in HR, business continuity, and legal departments to manage facilities, follow health guidelines, and mitigate business risk during the return to normal operations.

Figure 1

Workforce Safety Software Keeps Everyone Informed and Data Protected



**HIPAA
FERPA**

compliant for confidential
employee & student data

Mobile app for employees & students



- Have I been exposed to the virus?
- Have I exposed other workers?
- Whom do I notify?
- Should I get tested?
- What are my risk factors for returning to work?
- When should I return to work?
- Will my health data privacy be protected?

Management dashboard for HR

- What are the health-check screening results?
- When do we certify employee/student return to work?
- What are national and local government guidelines?
- What is the workforce status?
- How many incidents do we have?
- What are the contact tracing results?
- What actions are needed due to contact tracing?
- How do we phase return to work?
- How do we plan rotation approaches?
- When do we authorize individuals' return to work/campus?
- What are the exceptions and appeals?
- How do we keep senior execs informed?

Management dashboard for legal & business continuity



Fully featured workforce safety software provides a mobile app for employees, students, or any other person who interacts with an organization to liaise with the business operations where they work or study. This should include dashboards for HR, legal, and business continuity to track, monitor, and manage the return to work. Figure 1 depicts specific types of interactions and information exchanges that workforce safety software supports for the key roles.

Workforce safety and business continuity are top business drivers

The overriding need for workforce safety software is the *requirement to maintain business continuity while ensuring employee safety and reducing risk*. These paramount, intertwined drivers are vital across all industries and particularly crucial for organizations with many essential workers (such as pharmacies, grocery stores, restaurants, and logistics). Realistically, organizations must get their operations running as close to full speed as safety permits for revenue generation and financial purposes. Plus, other forces are at work: employees need to recover or sustain their incomes, the public needs essential services now, and national and regional governments need to restart their economies. At the same time, individuals want to protect their personal health as well as maintain their health privacy. Taking these factors into account, these are the top seven drivers for return-to-work software (see Figure 2):

- **Safe environment.** The organization must ensure that every individual is healthy when they return to work or campus, and that any shared physical space does not promote contagion. Realistically, this requires employees, students, staff members, faculty, and their organizations to monitor individuals' health, including symptoms, infection, and physical proximity.
- **Business continuity.** Keeping the organization operating during disasters is necessary for remaining financially viable under adverse conditions. Those responsible for business impact and disaster recovery planning, continuity planning, and emergency preparedness need tools to help manage and plan phased return-to-work strategies, including rotations and social distancing

Figure 2

Business Drivers for Workforce Safety and Readiness



- **Fast configuration and deployment.** It's essential for organizations to move quickly because the virus won't wait for them to be ready and the cost of unnecessary delays in restoring business operations is incredibly high. Universities urgently need to prepare for how to manage the Fall 2020 semester or quarter. Quick software deployment is possible by minimizing or eliminating the need for application development while maximizing the functionality provided to HR, business continuity, and legal. As conditions change, organizations are further demanding simple configurations and low-code tooling to make quick changes to application functionality.
- **Workforce management.** HR requires insight into the workforce as it manages the health, safety, and work status of everyone in the organization. This scale is virtually impossible without robust automation that provides management dashboards

with employee tracking, analytical insight, incident reporting, and exception handling. One example of workforce management is using business rules to determine when employees are ready to return to the workplace as well as automatically updating the entire employee base.

→ **Incident response management.**

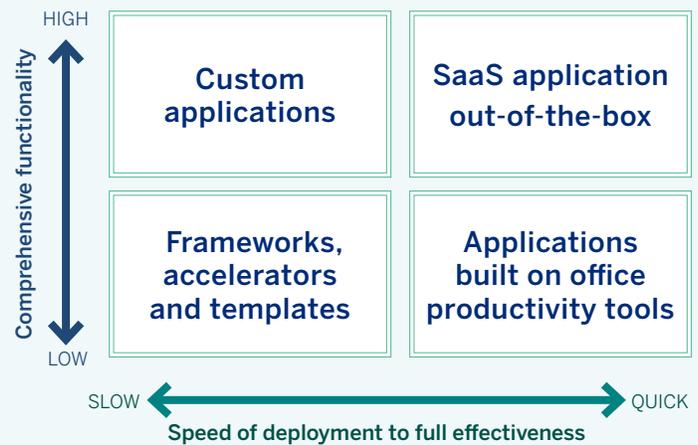
Organizations need a way to track, manage, and respond to workforce and workplace incidents as they occur, including escalations and exceptions. Incidents could include failure to clean equipment, workstations, or conference rooms, and failure to inform employees that they were exposed to an individual who tested positive. Case management software that handles incident management and investigations helps HR mitigate the risk resulting from poorly reported and tracked incidents.

→ **Compliance.** As many organizations tread into new territory by monitoring and managing health data, it is important that they comply with health privacy laws that are sometimes changing even as the pandemic continues. HIPAA, FERPA, GDPR, HITRUST, ISO, and other data privacy laws now apply to the software solutions and organizations that capture personal health data and should be integrated into workforce safety.

→ **Risk mitigation.** While the legal fallout of COVID-19 has not fully played out, organizations inherently are responsible for providing a safe work and learning environment for all people with whom they interact. Legal departments must ensure all possible steps are taken to ensure that safety while also applying proper governance of IT systems that manage health data. This may include a phased

Figure 3

Workforce Safety Market Segments



return to onsite work in order to reduce risk and facilitate social isolation. Examples of risk precautions are audit trails, encrypted data, restricted access to health data, configurable regulatory compliance, regulatory-compliant cloud storage, and automatic deletion based on guidelines.

Market segments range from SaaS applications to custom development

Because the workforce safety market developed in the space of a few weeks, the available solutions vary greatly across software providers in terms of comprehensive functionality and the effort to stand up a solution quickly (see Figure 3). Deep Analysis has identified four ways this market is being satisfied:

→ **Packaged SaaS applications** that are comprehensive, designed for enterprise employees and HR, legal, and business continuity execs, and often built upon low-code, process automation, and case management platforms.

- **Frameworks, accelerators, and templates** (often free of charge on paid platforms) that range from software providing enough functionality to get developers to first base, to more fully featured solutions – both of which require the application to run on the vendor’s platform.
- **Business DIY applications built on office productivity tools** such as email, spreadsheets, e-forms, collaboration, electronic file sync and share, and document management. These are often quick solutions for small organizations or departments that require use of a variety of simple business user tools.
- **Custom applications**, often built on low-code, process automation, and case management platforms. In organizations with excess developer capacity or access to low-code platforms, one-off applications have been built to meet the organization’s unique and custom needs.

At Deep Analysis we believe it is helpful for organizations that are selecting workforce safety software to consider these factors:

1. Speed of deployment
2. Robustness in meeting business needs
3. Compliance with applicable laws and regulations
4. Configurability to adapt and keep pace with rapidly changing regulatory requirements and pandemic spread conditions
5. Costs and resources required
6. Vendor maturity/track record

Table 2 at the end of this report provides a detailed checklist of business and technical requirements.

Vendor Spotlight: Appian’s Workforce Safety SaaS Solution Is Early to the Market

One software company that responded to the urgent business need created by COVID-19 for workforce safety is Appian. In March, as companies had to adapt overnight to changes in workforce safety, Appian launched a return-to-work SaaS product in response to customer demand for a fast solution, particularly given the pandemic’s quick spread.¹ While Appian’s customers can build, and have built, workforce safety software on the Appian low-code process automation platform, the need for speed was paramount as the pandemic morphed. A fully SaaS out-of-the-box solution was the fastest way for many organizations to deliver critical functionality for HR, legal, and business continuity to manage the workforce. Key platform requirements include proactive screening; a single, unified dashboard with real-time intelligence; incident management involving employees and facilities; and configurability for myriad regulations (often evolving) from states, countries, and regions, as well as corporate regulations. Other key components of the software provide:

- **An automated return-to-work command center for HR and other stakeholders.** The command center dashboard allows HR to track the workforce status by department and location, monitor individual employees’ status, engage with and gain insight from the workforce, ensure data privacy, and manage a phased return-to-work plan. It also supports exception handling and issue resolution for special circumstances.
- **A mobile app with QR code for access verification for workforce and academic users.** The app allows employees and

students to track and report their health status, including contacts with infected colleagues and individuals, as well as document test results and self-quarantine status. It also tracks any individuals and business partners that an infected worker or student has had contact with before learning of positive test results (see Figure 4).

→ **Functionality to manage return-to-work authorizations and the safety of physical locations.** Displaying employee (or student) data in aggregate through analytics allows HR, legal, and business continuity leaders to consider, plan, and manage a phased return-to-work effort. This capability also helps HR determine the need to clean or sanitize the office space based on test results and employee locations.

→ **HIPAA, FERPA, HITRUST and other regulatory-compliant cloud storage for securing and maintaining health data privacy.** This allows organizations to store and secure confidential employee or student health data in a way that meets multiple compliance regulations and supports internal policies as they evolve with the pandemic's spread.

→ **Intelligent return-to-work certification configurable with national, regional, and local government guidelines and company policies.** This capability enables automatic authorizations for return-to-work using pre-built rules based on CDC guidelines. This feature is important to legal and business continuity leaders because it helps in determining return-to-work authorizations and in managing phased and rotational return-to-work policies. This rules-based certification also includes a daily mobile pass with a QR code to verify those employees cleared to enter the office.

Figure 4

Example of Employee Site Pass in Appian's Workforce Safety Solution

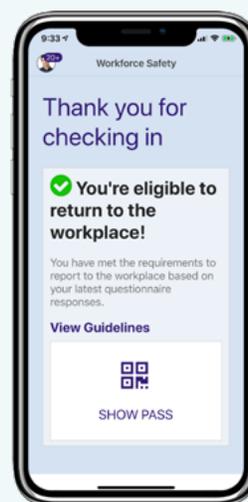
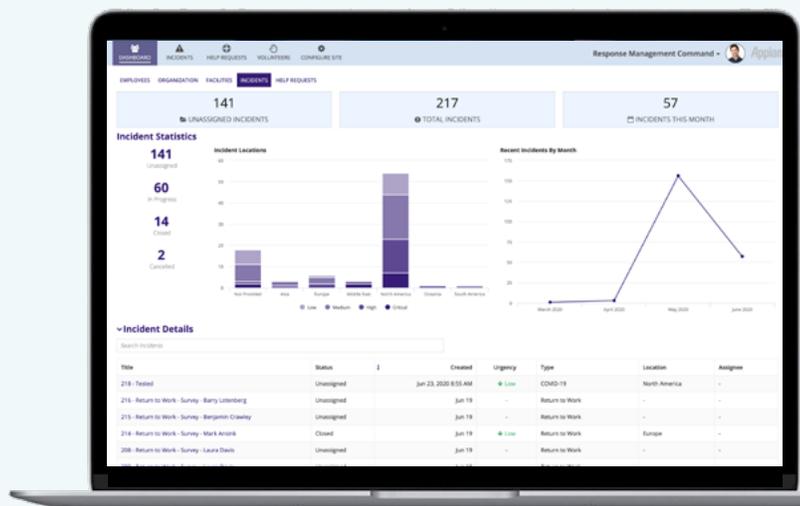


Figure 5

Management Console in Appian's Workforce Safety Solution



Appian

→ **A system management console for managing daily interactions with the workforce.** Examples include setting up new users, identifying additional questions for users to answer (e.g., have you lost your sense of taste, or do you have trouble breathing?), creating a branded user interface, specifying that employees complete surveys (e.g., exposure to other individuals, etc.), and creating requirements such as having employees read specific FAQs.

→ **Global languages to support global organizations.** The workforce safety application supports English, Spanish, Italian, French, German, and Dutch out of the box, with the ability to configure additional languages.

Figure 4 shows a screen from the employee app that allows access to a facility, and Figure 5 shows the management console that HR, business continuity, and legal leaders use to monitor workforce safety.

Unlike other vendors that sometimes announce a pre-built application, only to later reveal that the free software is incompletely developed and supported, Appian has delivered a complete SaaS solution for Workforce Safety with a dedicated 20+ person team of full-time engineers and regular product updates. The product provides subscription pricing that makes the solution simple, reasonable, and attractive to customers that need to move quickly to protect their workers and re-open safely.²

Case Study: Protecting the Workforce and Customers at a Large Insurance Firm

A large insurance company provides an illustrative example of thoughtful decision-making on return-to-office software. Headquartered in the U.S., the firm employs more than 15,000 workers and operates in the U.S., Europe, and Asia. *Its overriding business driver was to implement a workforce safety system that would create and maintain a healthy work environment. The mandate was clear; when implementing workforce safety, the CEO wanted a mobile application and simplicity.*

The first step was to evaluate multiple software approaches and products, which was done by an architecture team led by the business resiliency office. Quickly realizing that building a low-code or Office-based solution would take too long, the team turned to Appian's SaaS-based case management solution. This application met the company's needs in several ways. It protects workers by tracking their health status and ensuring that anyone sick is instructed to stay home. Behind the scenes, the company can monitor compliance via the health screening data and its security system badge data, and alert employee relations to assist employees. Employees, vendors and visitors to offices, and employees who visit customers will all use the workforce safety software.

A vital step for the insurance company was to consult legal teams (HR and international) to validate language and disclaimers about workforce health data, including adherence to GDPR and applicable U.S. and international privacy regulations. In addition, the company established a set of comprehensive protocols including a cleaning program and social distancing.

The firm plans to start bringing workers back to the office in late summer, with a volunteer-based Phase 1. Employees and vendors will be required to use the software within two hours of arriving at the office. In Phase 2, also volunteer-based, more offices will open and the software will be extended to those employees and vendors. To help with phasing, the chief medical officer and business resiliency team track the number of cases every week. The company also surveyed the workforce and found that many people aren't yet ready to return, especially those with childcare and school issues. As a result, the return-to-office process will be gradual.

The company's single biggest lesson learned was to develop one plan for returning to the workplace and have a single point of communication to the workforce. By creating an executive team with representation from all the stakeholder disciplines, the firm could move quickly and effectively and avoid the confusion of multiple overlapping plans and communication strategies. HR played a big role in the decision-making process, but many points of view and experiences were factored into the comprehensive return-to-work plan, ensuring widespread buy-in (see Figure 6).

Figure 6

Key Lesson Learned: Develop a Single Return to Work Strategy and Speak with One Voice



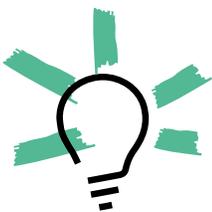
Call to Action

The need for businesses, higher-education institutions, government agencies, and other organizations to take immediate action for workforce safety cannot be overstated. It's no exaggeration that organizations must adapt quickly to the new pandemic-driven business climate for the sake of their very survival, given that COVID-19 continues to march across states, nations, and regions and shows no indication of slowing down. Even highly respected healthcare experts are unsure what the fall and winter seasons will bring for the northern hemisphere. More immediately, the emergence of new hot spots is dominating the news. Organizations must be capable of managing their return-to-work processes with a combination of insight, analytics, digital decisioning, and low-code process automation that requires limited technical skills to deploy. Their solutions must be ready to go and quick to install, and they must provide support for case management, mobile apps, and, most importantly, regulatory compliance.

Questions that HR and IT buyers should ask when evaluating the various software alternatives include:

- How fast can the solution be installed and scaled?
- How comprehensive is the solution?
- Is the application robust enough for the duration (assuming workforce issues remain until the at-large population is vaccinated)?
- How effectively does the software protect employee privacy?
- How much does software licensing cost?
- Are additional development and operational resources needed?
- Does the software meet national and local compliance and safety guidelines?
- Are other platforms required to run the application?

To mitigate risks and ensure business continuity, make sure your organization is already prepared or taking swift action.



Organizations must be capable of managing their return-to-work processes with a combination of insight, analytics, digital decisioning, and low-code process automation that requires limited technical skills to deploy.

Table 1

Regulatory Compliance Needed for Workforce Safety Applications

Compliance Guideline	Applicability to Workforce Safety
<p>Family Educational Rights and Privacy Act (FERPA)</p> 	<p>FERPA is a U.S. federal law protecting the privacy of student education records. The Department of Education has provided guidance to school officials for managing public health issues related to COVID-19 while protecting the privacy of students' education records.³</p>
<p>Health Insurance Portability and Accountability Act (HIPAA)</p> 	<p>HIPAA requires safeguards to protect the privacy of personal health information and sets limits and conditions on how such information can be used and disclosed without patient authorization. During the pandemic, the U.S. Department of Health and Human Services' Office for Civil Rights has provided resources that help explain how patient health information may be used and disclosed in response to the COVID-19 public health emergency.⁴</p>
<p>Health Information Trust Alliance (HITRUST)</p> 	<p>HITRUST has established a Common Security Framework (CSF) for all organizations that create, access, store, or exchange sensitive and/or regulated data, including sensitive and private health information. The CSF seeks to bring together compliance requirements including HIPAA, and has provided guidance in addressing the challenges created by COVID-19.⁵</p>
<p>International Standards Organization (ISO) ISO 27001.201.30</p> 	<p>The ISO provides international standards for occupational health and safety management, including a framework to reduce work-related risks, protect health, and increase safety at work.⁶</p>
<p>General Data Protection Regulation (GDPR)</p> 	<p>The GDPR provides detailed requirements for companies and organizations on collecting, storing, and managing personal data in the European Union (EU). (It also applies to organizations outside the EU that target people living within it.) The EU has recommended a common approach towards contact-tracing apps. Any digital measures against the pandemic must comply with data protection and privacy legislation, including sunset clauses to discontinue digital measures once the pandemic is over.⁷</p>
<p>EU-U.S. Privacy Shield Framework & Swiss-U.S. Privacy Shield Framework</p> 	<p>The EU-U.S. Privacy Shield Framework provides a method for companies to transfer personal data to the United States from the EU consistent with EU law.⁸ Organizations already certified by the EU-U.S. Privacy Shield Framework can apply to be certified by the Swiss-U.S. Privacy Shield Framework. Both fall under the auspices of the U.S. Department of Commerce.</p>

Table 2

Requirements Checklist for Workforce Safety Software

Business Requirement	Description
 Fast deployment	Given that the pandemic spiked quickly, impacting the entire workforce, organizations lack the luxury of waiting for a solution. Software is needed within days; organizations cannot wait for even short development timeframes.
 Low total cost for solution	Budgets are crucial for two primary reasons: revenues have taken a hit during the pandemic, and workforce safety software was not in the IT, HR, or business continuity budget. Also, the software may remain in use permanently, depending on the pandemic patterns.
 Management dashboards	HR needs much more than simple apps that track employee health status. To maintain business continuity plans for re-entry into the physical workspace, HR and other stakeholders must track workforce trendlines on a local, regional, national, and global basis; manage facilities readiness; plan and manage phased reopenings and rotation schedules; and track incidents and exceptions. Real-time management dashboards using analytics are essential for seeing the big picture and drilling into the details.
 Workforce analytics	Analytics help to manage and track employee health data as it changes, help to identify hotspots, and provide management with the insights needed to plan phased return-to-work guidance.
 Integration with government guidelines	Each location – whether city, county, province, state, or nation – has guidelines that determine when and how businesses and campuses can reopen their physical spaces. Managing the various, constantly changing guidelines for a widely dispersed workforce is extremely difficult to do manually.
 Mobile app	Employees, students, and any other personnel need an easy way to update their health status and potential exposure to the virus. This is particularly true for essential workers who may not be near laptops during the workday. Mobile apps can also be used for displaying facility access verification (using QR codes or other means).
 Facility management safeguards	HR and business continuity managers need to not only manage the workforce, but also manage the facility for mandatory cleaning schedules, new space layout for social distancing, and additional cleaning based on virus exposure. They also must track exceptions, such as when a room or other location has been inadvertently skipped for cleaning.
 Testing	Testing is an essential element for keeping the workforce safe. Employees need testing whenever they are exposed to other individuals who have tested positive. Some professions, such as transit workers, food workers, delivery people, nurses, and doctors require frequent testing on the assumption they could have been exposed to the virus. Testing is also closely linked with contact tracing so that workers and students can be notified if there is reason for self-quarantine.
 Contact tracing	Tracking personnel is fraught with exceptions. For example, an employee who tests positive may have engaged with a business partner, such as a loading dock worker interacting with a delivery person. These cases and incidents must be tracked and, if trends appear, factored into the monitoring process. This process includes investigating a worker's exposure history and notifying those potentially affected. Plus, the solution should be configurable as contact tracing varies by location. The many variants range from Bluetooth devices with automatic tracking to CDC-style investigatory contact tracing, which could be powered by case management.

Requirements Checklist for Workforce Safety Software

Business Requirement	Description
 Compliant with HIPAA, FERPA, and other mandatory guidelines	<p>Many organizations do not realize the criticality of safeguarding employee and student health data regulated by HIPAA and FERPA. In fact, maintaining compliance with multiple governing bodies, including relevant state agencies, is essential from a legal risk perspective (see Table 1) and should be supported by workforce safety software. Organizations that communicate primarily via email, with a large remote workforce unaccustomed to physical and digital security requirements, are particularly vulnerable to violations.</p>
 Case management	<p>The business process of managing workforce safety and return to work is highly dynamic, involves exception processing, and requires support for incident management, investigations, and specific requests from employees or stakeholders. Case management not only supports dynamic processes but also integrates workflow, documents, forms, analytics, and data for individual cases to facilitate unified decision-making.</p>
Technical Requirement	Description
 Speed to deploy	<p>Developing a function-rich, custom solution is too time-consuming for the runaway virus, something that IT is usually aware of. SaaS solutions rolled out within a few days are highly desirable. If that is not possible, the organization can still accelerate development by using a low-code process automation platform as the starting point.</p>
 Minimal application development	<p>IT employees have been hit just as hard by the pandemic as other workers in the organization. Finding a solution that requires minimal application development resources is highly desirable.</p>
 Minimal support required	<p>Similarly, IT is under new pressure to help remote employees, maintain new security capabilities, roll out mobile apps to the workforce, and engage in many other pandemic-related initiatives. IT seeks a solution that requires minimal support from operations.</p>
 Cloud-based/SaaS	<p>Most organizations have moved to the cloud or are in the process of moving, and most organizations seek a cloud-based solution for the workforce safety application. Even more, many seek a SaaS solution that can be fully operational within days.</p>
 Adaptability/Agility	<p>The pandemic is a moving target, and the application's functionality must quickly respond to new guidelines, compliance rules, government data reporting requirements, and, unfortunately, spikes in the number of cases. Applications that require minimal effort to change on a rolling basis are highly desirable. This is one reason why SaaS apps have great appeal to IT.</p>
 Vendor maturity and track record	<p>Many large and small vendors have rushed to offer workforce safety software with a wide range of robustness, functionality, platforms, and costs. Organizations must carefully vet the product alternatives, recognizing that vendors need strong track records in process automation, healthcare, compliance, and cloud deployments. Vendors should also excel in scaling their solutions quickly and supporting local, national, and global operations as necessary.</p>

Endnotes

- 1 See our Appian Vendor Vignette
<https://www.deep-analysis.net/vendor-vignette/appian-process-automation-analyst-report/>
- 2 The Appian Workforce Safety pricing is:
Fewer than 10K users - \$5K USD/month
10K to 50K users - \$10K USD/month
Unlimited users - \$25K USD/month
- 3 See Student Privacy Policy Office FERPA & Coronavirus Disease 2019 (COVID-19) Frequently Asked Questions (FAQs) March 2020
https://studentprivacy.ed.gov/sites/default/files/resource_document/file/FERPA%20and%20Coronavirus%20Frequently%20Asked%20Questions.pdf
- 4 See <https://www.hhs.gov/hipaa/for-professionals/special-topics/hipaa-covid19/index.html>
- 5 See HITRUST Offers New Bridge Assessment and Certificate to Help Organizations Overcome Challenges Maintaining HITRUST CSF Certification Due to COVID-19 Disruption

<https://hitrustalliance.net/hitrust-offers-new-bridge-assessment-and-certificate-to-help-organizations-overcome-challenges-maintaining-hitrust-csf-certification-due-to-covid-19-disruption/>
- 6 See ISO publications COVID-19 Response: Freely Available Iso Standards and COVID-19: Addressing Workplace Challenges On World Day For Safety And Health At Work

<https://www.iso.org/covid19>
<https://www.iso.org/news/ref2504.html>
- 7 See Covid-19 tracing apps: ensuring privacy and data protection
<https://www.europarl.europa.eu/news/en/headlines/society/20200429STO78174/covid-19-tracing-apps-ensuring-privacy-and-data-protection>
- 8 For more on the EU-U.S. Privacy Shield Framework, see https://www.ftc.gov/system/files/documents/plain-language/annexes_eu-us_privacy_shield_en1.pdf

For more on EU law on transferring personal data, see https://ec.europa.eu/info/law/law-topic/data-protection_en

About Deep Analysis

Deep Analysis is an advisory firm that helps organizations understand and address the challenges of innovative and disruptive technologies in the enterprise software marketplace.

Its work is built on decades of experience in advising and consulting to global technology firms large and small, from IBM, Oracle, and HP to countless start-ups.

Led by Alan Pelz-Sharpe, the firm focuses on Information Management and the business application of Cloud, Artificial Intelligence, and Blockchain. Deep Analysis recently published the book "Practical Artificial Intelligence: An Enterprise Playbook," co-authored by Alan and Kashyap Kompella, outlining strategies for organizations to avoid pitfalls and successfully deploy AI.

Deep Analysis works with technology vendors to improve their understanding and provide actionable guidance on current and future market opportunities.

Yet, unlike traditional analyst firms, Deep Analysis takes a buyer-centric approach to its research and understands real-world buyer and market needs versus the "echo chamber" of the technology industry.

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