Juno code of practice

IOP Diversity team
Detailed code of practice for Juno Supporter, Practitioner and Champion awards.

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Code of Practice for Project Juno

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Introduction

Project Juno was established by the Institute in 2007 in response to best practice identified from the Institute’s *Women in University Physics Departments: A Site Visit Scheme*, which ran from 2003-05. The aim of Juno is to recognise and reward departments that can demonstrate they have taken action to address the under-representation of women in university physics and to encourage better practice for both women and men.

This guidance is for all physics departments or schools, whether you are already a Juno Supporter or whether you wish to embark on your ‘Juno journey’.

There are three levels of Juno awards:

**Supporter**: The department starts its Juno journey by endorsing the five principles and making a commitment to work towards Practitioner and then Champion.

**Practitioner**: The department demonstrates that its Juno journey is well underway. Qualitative and quantitative evidence is gathered and its initial action plan demonstrates how the department aims to achieve Champion status.

**Champion**: The department demonstrates that the five principles are embedded throughout the department. Further evidence is gathered and its action plan demonstrates how the department will continue to further good practice.

Why become involved in Project Juno?

Becoming involved in Project Juno, and signing up to become a Supporter, will enable you to work towards developing an equitable working culture in which all students and staff, men and women, can achieve their full potential. It will enable you to promote discussion of gender, and other equality issues, across the whole department. By being awarded Practitioner or Champion, your best practice and your contribution to increasing the representation of women in physics will be publicly recognised. You can use your Juno status within the REF framework. You will also receive individual, independent advice, guidance and feedback.

Support offered by the Institute

The Diversity Team at the Institute is happy to provide you with informal feedback at every level of the Juno awards. We are always happy to offer advice and suggestions by telephone or e-mail. Contact details can be found at the end of the document.
**How do we become a Juno Supporter?**

Any School, Department or Institute (if there is no separate physics-based department) offering physics-based teaching and/or research can become a Juno Supporter by making a commitment to the five principles and agreeing to work towards achieving the Practitioner award and then towards becoming a Juno Champion. Where physics is embedded within other activities (for example within a department of engineering or a department of mathematics), we would expect to see data, information and action related to the physics-based activities and not within the wider framework of the department. Where separate physics-based information is not available, we would encourage the department to take part in the Athena SWAN award scheme. We do not accept applications from Faculties.

The five principles and key actions of Project Juno can be found at Appendix 1.

You should send a letter to the Diversity Team at the Institute (hard copy on university/department letterhead), signed by the Head of Department or School. You should also provide the details of a nominated Juno contact, who will champion the Juno process through your department or school.

Appendix 2 contains the appropriate contact details and a template for the letter.

An email acknowledgement will be sent to your nominated contact and Head of Department to confirm your Juno Supporter Status. You will be provided with the Juno Supporter logo.

Appendix 3 Information about the use of the logos.

**How long is the Supporter award valid for?**

You will retain your Juno Supporter status for three years and you will be expected to apply for the Practitioner (or Champion) award during this time. The Supporter status can be renewed once, for a further three years. Should you not be in a position to submit for Practitioner after six years, your department will be removed from the list of Supporters.
How do we achieve the Juno Practitioner award?

Once you are a Juno Supporter, you can start working towards the Practitioner award and then towards Juno Champion.

There is no expectation that you should submit for Practitioner prior to submitting for Champion. However, the benefits of the Practitioner award, in terms of feedback from the Panel and recognition for distance travelled are enormous and we would strongly advise departments to consider submitting for Practitioner prior to Champion, even if they submit for both in the same year.

To achieve the Juno Practitioner award, the Panel will assess your Practitioner submission solely on how you meet Principle One: A robust organisational framework to provide equality of opportunity and reward.

We recommend that you read our Guide "Becoming a Juno Practitioner" which highlights good practice from other departments who have successfully achieved this award.

There are four steps you must undertake and evidence to achieve the Practitioner award:

- Establish your organisational framework, including engaging senior management
- Gather initial qualitative and quantitative evidence
- Undertake a self-audit using the good practice checklist
- Devise an action plan to take you to Champion.

Establishing your organisational framework

You should nominate people from within the department to ‘own’ or champion the process, and to make sure that all staff are aware of Juno, what it involves and why the department is doing it.

You need to ensure that senior management are engaged in this process, whether this is ensuring they are represented on the Juno (or equivalent) committee, identifying how the Juno committee reports into the management structures of the department, and identifying time and resources for Juno work (eg a budget and including it in the workload allocation model).

You should find out what support is available centrally from your university. For example, your HR department may be able to provide additional statistics on staff in your department, or results extracted for your department from staff surveys, etc. They may also be able to provide advice and guidance on implementing university policies and procedures at the departmental level. You might also find it helpful to talk to other physics departments who are looking at these issues, those who have gained the Practitioner award already or those who are in the process of applying for Athena SWAN recognition. The Diversity Team can provide you with contact details of the Juno Leads at other departments.

A Juno committee or equivalent working group should be set up, or an existing committee should be nominated, to oversee the Juno process. The Committee should have
representation drawn from both male and female research and academic staff, and can also include administrative and technical staff, and students. The Committee members should reflect a broad range of experiences across the department and include:

- At least one member of the senior management team in the department
- Representation (at any level) from all Groups, where there is a Group structure in the department
- Full and part-time staff
- Staff with experience of career breaks and/or flexible working
- Staff of different ages, grades, and length of time in the department, particularly those in early and mid-career and those that have recently been recruited or promoted
- At least one postdoctoral research assistant

Gathering your evidence base

The next step is to gather your initial qualitative and quantitative evidence together, to form the basis of your Practitioner action plan. The key types of quantitative evidence are gender-disaggregated statistics for staff and students.

For students we recommend:
- undergraduate applications, offers and admissions
- classes of degree awarded, both MSci/MPhys and BSc
- postgraduate applications, admissions and completions (taught and research)

For staff we recommend:
- applications, shortlisting and eventual appointments for research and academic posts (internal and external applications)
- applications and appointments for promotions for research and academic posts
- applications and appointments for postdoctoral research assistants
- seminar or colloquia speakers
- completion of appraisals
- take up of flexible and part-time working options, caring leave and career breaks

It is important that you reflect on your statistics and think about what they mean in your department – for example, whether you are above or below the national average for female undergraduate applications or whether women are applying in proportionate numbers for posts but not accepting them, or whether the issue is that women are not applying for posts in the first place. You should therefore provide a reflective and honest commentary on your raw data in your submission for Practitioner.

The IOP provides national data and updates this every 2-3 years. The most recent staff and student data can be obtained by email request to juno@iop.org earlier reports can be found at http://www.iop.org/policy/statistics/previous-reports/page_66095.html

As far as possible, all of the above data should be included in your Practitioner submission. However, where there have been particular difficulties in collecting some elements of the data – for example, databases have changed, records have been lost or central systems in the university have changed, you should outline the measures you will take to start gathering the data in the future, to ensure it does not jeopardise your submission.

Your initial qualitative evidence should be based on how you gather feedback from staff in your department. You may wish, therefore, to detail the department committee structure, and identify how staff can engage with the Juno committee. You may also wish to comment on how your appraisal system is used to gather feedback, if that is an appropriate mechanism.
Other departments have already run staff surveys, or they use information from university staff surveys, if this can be disaggregated down to the departmental level. The important thing to remember is that you will need to detail how these feedback mechanisms happen and how effective staff think they are. Ways to improve staff feedback can then be developed through your Practitioner application, as you move towards Champion. It is important that these mechanisms also cover postdoctoral research students.

**Practitioner action plan**

Once you have collected your evidence you can start to identify where the gaps are, whether this is in your evidence itself or in the support that is provided/ the systems that you have in place. Your qualitative evidence will help you find out where things might not be working as they should or where there are opportunities to make positive changes.

Your action plan should demonstrate how you meet Principle One and how the actions will carry you through to your Champion submission over the next three years. The link between the evidence base and the action plan needs to be clear. It is important that actions are short, medium and long-term so that it is clear how you are planning to progress to Champion.

**Submitting evidence for the Practitioner Award**

The evidence to be submitted to the assessment panel will be:
- A covering letter from your Head of Department
- Your quantitative evidence base and commentary
- The good practice checklist completed by your department
- Analysis of any other qualitative evidence collected
- Your Practitioner action plan (see template)
What if a department has already achieved Athena SWAN Bronze recognition?

Departments who have achieved Athena SWAN Bronze will have already covered most aspects of Juno Principle 1, with the exception of specifically covering 1.2.3 – identifying discrepancies in gender representations and progression. Occasionally a department or school may not have demonstrated 1.2.2 – staff qualitative data.

In order to apply for Juno Practitioner, using Athena SWAN Bronze paperwork, the Juno Assessment Panel asks to see additional evidence of 1.2.3 (and 1.2.2 if necessary).

The Juno Assessment Panel will accept Athena Bronze paperwork, where Bronze has been achieved in the last six months (or the last round of awards), with additional paperwork comprising:

- A letter from the Head of Department or School outlining the case for Juno Practitioner
- A completed Juno Good Practice Checklist, to provide a score and reflective commentary in each area of the five Juno Principles. By briefly annotating the checklist, alongside the scores, you can reflect on your practice (thereby meeting 1.2.3), and can clearly link your Athena SWAN paperwork and action plan to Juno. Through completing the checklist and reflecting on practice, you may also identify additional actions to enhance your Bronze Action Plan, which will enable you to work towards Juno Champion and Athena Swan Silver. The comment sections will also allow you to explain if there are discrepancies between different groups. Your AS Bronze application and Bronze Action Plan with any enhancements as identified through the Juno checklist exercise with an additional column, which aligns the work that you are doing to the relevant Juno principle. The Diversity Team can work with you to achieve this.

If the Athena Swan Bronze was achieved earlier than the last round of awards then updated data from the original Bronze application will be requested.

How long is the Practitioner award valid for?

Your Practitioner award is valid for three years with a review and opportunity to have the support of a department visit 18 months after being awarded Practitioner. During the three year period you are expected to submit for Champion. However, your Practitioner status can be renewed once, for a further three years. If there are exceptional circumstances which prevent you from submitting for Champion at the end of the full six years you will have to apply to the Panel for an extension.
How do we achieve the Juno Champion award?

Once you have achieved the Practitioner award, the next step is to work towards becoming a Juno Champion. You will be expected to submit for the Juno Champion award within three years of achieving Practitioner status. Particular support is available 18 months after being awarded Practitioner in the form of a visit to the department. While this half way point review will not be a compulsory part of the process or consist of a formal assessment, by having a positive and constructive dialogue at this stage on feedback and further actions needed to progress towards Champion, we can provide more support to departments aspiring to Champion.

To be recognised as a Juno Champion you need to embed the five Juno Principles throughout your department. This means you have to demonstrate how you meet all five principles and the key criteria in each. It is important to appreciate that achieving the Champion award is not the end of the journey and that you will be expected to renew your Champion status every three years and continue to develop and embed good practice.

Whilst Juno aims to address the under-representation of women amongst academic staff of your department, there is nothing to preclude you from applying the principles to all departmental staff, including administrative and technical staff, and including all staff in your data collection and surveys, etc. Their experiences may also provide the department with valuable insight into the progress that has been made for the benefit of all staff. Likewise, undergraduate and postgraduate student experience data may be useful in presenting an overall picture of how change has been embedded throughout your department.

As you move towards Champion, you will need to identify the transparency, usefulness and/or support for departmental policies, procedures and practices, such as flexible working, promotions, work allocation model, mentoring, appraisal, career guidance, induction, career breaks and returning to work. It is important to establish how people are aware of the policies and procedures, whether they are being consistently applied and whether the policy is having the results that were intended.

We recommend that you read our Becoming a Champion Best Practice Guides and Information Sheets which can be found in the Juno Documentation page on the IOP website.

There are four steps you must undertake and evidence to be a Juno Champion:

- Work towards the actions identified in your Practitioner action plan
- Gather more robust qualitative and quantitative evidence
- Devise a more in-depth action plan, highlighting the progress made so far and what is still to be done
- The IOP Diversity team and representatives from the Juno Assessment Panel can visit your department to discuss your Champion application

You might find it helpful to talk to Champion departments or those who have already achieved Athena SWAN Silver recognition.
Gathering your evidence base

For the Champion award, you will need further quantitative and qualitative evidence to feed into your Champion action plan, which should now cover all five principles in detail.

You will have gathered more statistics during the previous years and should have started to collect any statistics that were previously unavailable. Your evidence base should therefore be comprehensive.

Further quantitative evidence should begin to show how well the process has been working throughout the department. You may find it helpful to revisit the Practitioner good practice checklist to provide evidence of progress made, or to conduct further surveys or discussion groups. The most important thing is that you reflect on your evidence base, which will indicate the extent to which the principles are becoming embedded in your department. For example, you will need to demonstrate how university policies and procedures are operating at the departmental level, and how staff are actually using the policies. Simply stating they exist is not sufficient for a Champion application, and the panel will expect to see evidence that they work, through staff feedback or through increase in take-up of opportunities. Your qualitative evidence should begin to reflect the progress that your department is making to embed activities.

Action Plan

Your Champion action plan should detail the action you have already taken for each of the principles and criteria in the framework. It should build on your Practitioner action plan and you may find it helpful to include a section on how you have made progress, and any areas where you have not progressed as much as you would like and the reasons for this. Reflecting back on progress made in the department since the Juno process started and identifying what the department has learned from the process will provide a useful commentary to the action plan.

Juno Champion visit

The key to achieving the Juno Champion award is to evidence to the panel how the principles have been embedded throughout your department. The ideal opportunity for you to demonstrate this will be to invite representatives from the Juno Panel and Diversity Team to your department. This can be done at any point in the process – the earlier the visit the more time for feedback to be incorporated in your application.

The visit will provide the opportunity to meet with your Juno Committee, and for the visitors to talk to the committee, to see for themselves how well the principles and actions have been embedded and find out how committed the department is, overall, to the Juno process.

You will be given detailed feedback, by way of a report from the visit, which you can incorporate into your Champion submission. The visit and feedback from it does not form part of the Champion assessment process but is intended to be a supportive process to provide you with a chance to obtain detailed feedback from the panel members about your application and progress to date. How you incorporate the feedback from the visit into your application is up to you: you may wish to improve your application overall, or you may wish to identify particular areas from the visit and address them more specifically.
Evidence for Champion

The evidence to be submitted to the assessment panel will be:
- A covering letter from your Head of Department
- A robust qualitative and quantitative evidence base with commentary (maximum length 30-40 pages). The Panel are unable to read large appendices or references and all crucial information must be included in the main body of the Champion documentation.
- Your Champion action plan

What if a department has already achieved Athena SWAN Silver recognition?

Departments and schools who have already achieved Athena SWAN Silver recognition in the most recent round will be fast-tracked through the Juno Champion process, if they are already Juno Supporters. Fast-tracking means that we will not visit your department, but will assess your application on the basis of your Athena SWAN submission.

If you wish to have detailed feedback to help you work towards your Athena Silver renewal or towards Athena Gold, we recommend that you request a Champion visit before you submit.

We will not accept Faculty-level Silver Awards as part of the fast-track scheme, as these are not sufficiently specific to physics to meet the requirements of Project Juno.

You should submit your evidence base in the form of your Athena SWAN submission and Action Plan. It is helpful if you align your AS action plan to the Juno principles, so that the Panel can identify how it meets the Juno principles. You will also need a separate covering letter from your Head of Department.

If your AS Silver award is more than two years old, we will accept your AS renewal documentation as your submission. If your AS Silver award is over 12 months old but not yet due for renewal, then we will ask for updated data from the original application.
How are the applications assessed?

The Practitioner and Champion awards are assessed by the Juno Panel, which meets twice per year, usually in January and June. The Panel will review the evidence that a department or school has submitted and will agree whether to award Practitioner or Champion. The Panel’s decision is final. For the full details, see Appendix 4.

It is important to remember, particularly for Practitioner submissions, that the Panel may not be familiar with your department and you should ensure that your application is written with this in mind.

You should submit your evidence for either Practitioner or Champion by the deadline for the appropriate Panel meeting. These dates will be on the Diversity pages of the Institute’s website: www.iop.org/diversity

Panel Members 2016/17

Chair
Val Gibson, University of Cambridge

Members
Tracey Berry, Royal Holloway University London
Malcolm Cooper, University of Warwick
Farideh Honary, Lancaster University
Susanne Klein, HP Labs, Bristol
Eithne McCabe, Trinity College Dublin
Rob Nyman, Imperial College
Victoria Pearson, Open University
Sean Ryan, University of Hertfordshire
Liz Whitelegg, Open University
Nicola Wilkin, Birmingham University

Secretariat:
Jennifer Dyer, IOP
Angela Townsend, IOP

Feedback on your application

Departments will be informed whether they have been successful in their application within a week of the meeting and detailed feedback, whether you are successful or not, will be provided as soon as possible after that.

If you are awarded Practitioner status, you will be given three years in which to apply for the Champion award. Of course, there is nothing to stop you applying for Champion earlier than this, or even in the same year as Practitioner.

If you are awarded Champion status, you will have to renew this every three years unless your department are awarded Athena Swan Gold. The Diversity Team will give you information on how you should do this.

If your application for Practitioner or Champion is unsuccessful, your time limit will be re-set, and you will have a further three years in which to reapply for the award.
Can we appeal against the panel’s decision?

There is a limited route of appeal available, if you feel that the panel’s decision is manifestly unreasonable or that there is evidence to demonstrate that their decision is not sound. Please contact the Head of Diversity for further details and also see Appendix 4.
Renewing your Supporter, Practitioner or champion Award

The Juno Renewal Process

The overall aim of the renewal process is to ensure that the procedure is not over-bureaucratic or onerous on departments. However, it is also important that the process is clear and robust.

There is an expectation that departments should normally submit for Practitioner within three years of becoming a Supporter and for Champion within three years of becoming a Practitioner. However, there may well be departments who fall outside of this timescale for a variety of reasons: change or vacancy of key staff, change of Head of Department, restructure of department, etc. Therefore, the renewals process has been developed to allow departments to renew their current status.

Champion status is renewable every three years until a department achieves Athena Gold, at which time the Athena Gold renewal process will apply.

Juno Supporter Renewals

A department’s Juno Supporter status is valid for three years. Departments will be allowed one renewal at Supporter level, after three years, with the expectation that they will submit for Practitioner before this renewal expires (i.e. within six years of becoming a Supporter). Should a department not submit for Practitioner within six years of becoming a Supporter (except under exceptional circumstances), they will be removed from the list of Juno Supporters.

Departments are expected to engage with the Juno programme as a Supporter by attending Juno workshops, discussing progress with the Diversity Team or requesting an informal visit.

Juno Supporter renewal requirements

To renew Supporter status:

- Head of Department needs to confirm in writing to the Diversity Team that the department is still committed to the Juno process and is progressing work within their department. The letter should explain any factors that have impacted on how Juno is progressing since initially becoming a Supporter and the steps the department is taking to take the process forward. Steps could include, for example, attending a Juno workshop, requesting a site visit or seeking advice from a department that is further advanced on their Juno journey.
Juno Practitioner Renewals

A department’s Juno Practitioner status is valid for three years. After this time, departments will either be asked to renew their status or submit for Champion. Departments will be allowed one renewal at Practitioner level, after three years, with the expectation that they will submit for Champion before this renewal expires (ie. within six years of becoming a Practitioner). Practitioner status can normally only be renewed once. Therefore, if a department is still not in a position to submit for Champion after one renewal they will be given Supporter status for three years and will need to follow the Juno process again. In exceptional circumstances, a case can be made for a second Practitioner renewal. This would require an explanation of the factors that have resulted in the department not being ready to submit for Champion at the present time, as well as provide evidence that the Principle 1 continues to be met.

In the event that the Panel does not judge a department to have achieved Practitioner renewal, the department will be given a further year to resubmit for their renewal and, in that time, will have a site visit by a member of the Panel and the Diversity Team.

Departments are expected to promote their Practitioner award, within the department, their university and nationally. They are also expected to engage with the Juno programme as a Practitioner by attending Juno workshops, discussing progress with the Diversity Team contributing to workshops, sharing good practice and providing case studies for use on the web.

Juno Practitioner renewal requirements

To renew Practitioner status the following paperwork needs to be submitted by the specific application deadlines:

- A short summary (no more than two sides of A4) providing appropriate information about why they wish to renew, how they have promoted their Practitioner award, how this has enabled the department to make progress, whether they have progressed with other awards (eg Athena SWAN), etc. The summary should also provide evidence that the good practice under Principle 1 on which Practitioner status was awarded continues to be in place.

- An updated action plan, highlighting the progress that has been made since their original application, the success measures achieved and identifying any areas where progress has been stalled.
Juno Champion Renewals

A department's Juno Champion status is renewed every three years unless they are awarded Athena SWAN Gold. At that point, the Athena Gold renewal process supersedes that of Champion renewal.

In the event that the Panel does not judge a department to have achieved Champion renewal, the department will be given a further year to resubmit for their renewal and, in that time, will have a site visit by a member of the Panel and the Diversity Team.

Champion Departments are expected to promote their Practitioner award, within the department, their university and nationally. They are also expected to engage with the Juno programme by attending Juno workshops, discussing progress with the Diversity Team, contributing to workshops, sharing good practice and providing case studies for use on the web. Advice and support for other Supporter and Practitioner departments at Supporter is also welcomed.

Juno Champion renewal requirements

To apply for your Champion renewal, we would ask that you:

- Submit documentation in advance that details your progress since your original successful Champion application and provide evidence that the good practice under all five Juno Principles on which Champion status was awarded continues to be in place.

- Deliver a short presentation to the Juno Assessment Panel highlighting the major achievements of your department since the Champion award was made.

Documentation

The following documentation should be submitted to the IOP Diversity Team in advance of the meeting by the specified deadline:

- A summary of the department (up to 500 words)

- A summary (up to 2000 words) providing details and data on progress since your original Champion award – highlighting your activities and successes that have had the most notable impacts and future priorities.

- An updated action plan, highlighting the progress that has been made since your original application, the success measures achieved and identifying any areas where progress has stalled, and reasons why.
You may wish to review the original feedback that you received from the Panel at the time of your Champion award, as the Panel may have requested that there were specific aspects of your activities that they would want to follow-up at the time of renewal.

The Juno Panel does not expect departments to duplicate work and effort. Therefore, if you are in the process of preparing a submission for Athena Gold, we would be happy to receive that submission as your documentation. We would ask that the Action Plan is aligned with the Juno principles so that it is specifically clear where the principles have been addressed; the Diversity Team can help you in this regard.

**Presentation to Panel**

We request that one or two representatives of your department, who have been involved in the Juno process in your department, should attend the Panel meeting on the specified date. The panel meetings usually take place in January and June each year.

The representatives should prepare a thirty-minute talk on the major achievements of your department and any areas that you have not progressed as much as you would like. The Panel will review your documentation and will submit written questions about your documentation in advance of the meeting, which we will ask you to address during your presentation. These questions will be with you at least two weeks before the meeting. There may be an additional question and answer session following your presentation.

The decision to award renewal status is usually taken at the panel meeting and will be communicated to the presenting university verbally by the end of the meeting.

**Diversity Team contact details**

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Appendix 1: The Five Principles and Key Actions of Project Juno

1. A robust organisational framework to deliver equality of opportunity and reward

1.1. Establish organisational framework
   1.1.1. Evidence of senior management commitment
   1.1.2. Effective consultation, communication, monitoring, evaluation and reporting mechanisms
   1.1.3. Clear accountability for implementation and resources allocated (time and money)

1.2. Monitoring and evidence base
   1.2.1. Monitor over time, quantitative data by gender:
           - all student admissions and performance
           - all staff applications, shortlists, appointment and promotion, looking at the proportion of women at each stage
   1.2.2. Obtain qualitative data from staff
   1.2.3. Identify any discrepancies in gender representation and/or progression and identify factors that might be causing them

2. Appointment and selection processes and procedures that encourage men and women to apply for academic posts at all levels

2.1. Ensure that processes and procedures are fully inclusive
   2.1.1. Ensure career breaks are taken into consideration
   2.1.2. Gender awareness included in training for all staff who interview
   2.1.3. Provide induction for all new staff, including research assistants, on appointment

2.2. Take positive action to encourage under-represented groups to apply for jobs
   2.2.1. Monitor applications, shortlists and appointments, looking at the proportion of women (internal and external) at each stage
   2.2.2. Identify any discrepancies and investigate why this might be the case, taking action as necessary

3. Departmental structures and systems which support and encourage the career progression and promotion of all staff and enable men and women to progress and continue in their careers

3.1. Transparent appraisal and development
   3.1.1. Appraise all staff, including researchers and PDRAs
   3.1.2. Mentoring scheme in place with training and guidance available for both mentors and mentees
   3.1.3. Ensure all staff, including PDRAs, have access to impartial career guidance
3.2. Transparent promotion processes and procedures
   3.2.1. Ensure promotions process is transparent and fair to all staff at all levels, including those who have had a career break
   3.2.2. Ensure all staff are aware of promotion criteria and process and the support available to them throughout the process
   3.2.3. Take steps to identify and encourage potential candidates for promotion

4. Departmental organisation, structure, management arrangements and culture that are open, inclusive and transparent and encourage the participation of all staff

4.1. Promote an inclusive culture
   4.1.1. Ensure departmental processes, procedures and practices are fully inclusive
   4.1.2. Gender awareness included in the training for all staff and demonstrators
   4.1.3. Promote inclusive social activities and other opportunities for mutual support and interaction
   4.1.4. Use positive, inclusive images in both internal and external communications
   4.1.5. Encourage and support female seminar speakers

4.2. Transparent work allocation model
   4.2.1. Recognise the full range of types of contribution and departmental role, including administration, welfare and outreach activities
   4.2.2. Ensure all staff are aware of the criteria used to develop the model and that the allocation is transparent

5. Flexible approaches and provisions that enable individuals, at all career and life stages, to optimise their contribution to their department, institution and to SET

5.1. Support and promote flexible working practices
   5.1.1. Clear support from Head of Department for flexible and part-time working
   5.1.2. Consistently applied policy on part-time and flexible working
   5.1.3. Promote the benefits of flexible working for both men and women, particularly for those with caring responsibilities
   5.1.4. Explicit support for those returning from career breaks or maternity leave
   5.1.5. Encourage take up of paternity and other caring leave
Appendix 2: Letter template for Juno Supporter

Please send your letter to:

Jennifer Dyer
Head of Diversity
Institute of Physics
76 Portland Place
London W1B 1NT

Suggested text:

On behalf of the (department/school name) of the (university name) I wish to apply to become a Supporter of the Juno Code of Practice.

I confirm the Department's acceptance of the five principles of the Project Juno Code of Practice:

- A robust organisational framework to deliver equality of opportunity and reward
- Appointment and selection processes and procedures that encourage men and women to apply for academic posts at all levels
- Departmental structures and systems which support and encourage the career progression and promotion of all staff and enable men and women to progress and continue in their careers
- Departmental organisation, structure, management arrangements and culture that are open, inclusive and transparent and encourage the participation of all staff.
- Flexible approaches and provisions that enable individuals, at all career and life stages, to optimise their contribution to their department, institution and to SET.

I also confirm that the (department/school name) of the (university name) is committed to working towards addressing the under-representation of women in physics in higher education and will work towards achieving Practitioner and then Champion status within the appropriate timescales.

I understand that information about the status of the department as a Juno supporter and the Project Juno contact details will be publicised through the Institute of Physics website and other Project Juno promotional material. The department and university agree to adhere to the guidelines for use of the Juno Supporter status and logo.

The department has nominated (name, designation and contact details) as its designated Project Juno contact.
Appendix 3: Guidance on use of Juno Supporter, Practitioner and Champion logos

Departments who are Juno Supporters, Practitioners and Champions are encouraged to use the corresponding logos on

- websites
- stationery
- brochures and report covers
- advertisements
- drawings
- site signboards
- presentations

The Juno logos can be used by departments and by their parent schools, faculties and universities for the relevant time period.

The following guidelines should be followed:

- The Juno Supporter, Practitioner and Champion logos should be used at a minimum size of 25 mm wide (in print) with an all-round exclusion area of 5 mm. On the web, the logos should be used at a minimum resolution of 72 dpi.
- If the logo is resized, it should be done so proportionately, i.e. the logo should not appear to be either stretched or squeezed.
- The colours of the logo must not be altered.
- The typography cannot be altered in any circumstances. Logo files will be supplied by the Institute of physics and should never be created by anyone else.
- The logo must not be used for any purpose other than indicating membership
- The logo should not be placed in a box or frame
- If used on a website the logo must in all cases be supported by the alt attribute 'Institute of Physics Project Juno Support'
Appendix 4: Project Juno Assessment Procedures

These procedures cover
- Applications for Practitioner and Champion awards and how the Juno Assessment Panel makes its decision
- Appeals against a decision
- Rescinding a Juno award

Applications for Practitioner and Champion awards and how the Juno Assessment Panel makes its decision

Any physics department, school or division (the “applicant”) wishing to submit for Juno Practitioner or Champion awards, or to renew their Practitioner or Champion award, should consult the current Juno Code of Practice to ensure that they submit the appropriate evidence by the appropriate deadline. All information relating to submissions and renewals, including the deadlines for panel meetings, is on the Diversity pages of the Institute's website: www.iop.org/diversity. Please contact the Diversity Team should you have any queries (email diversity@iop.org).

All Juno Practitioner and Champion awards and renewals are assessed by the Juno Assessment Panel (the “Panel”), which meets twice per year, usually in January and in June. The Panel formally reports to the Institute of Physics’ (the “Institute’s”) Diversity and Inclusion Committee (DIC), which delegates responsibility for the awards to the Juno Assessment Panel. The current members of the Panel are on the Diversity pages of the Institute's website: www.iop.org/diversity.

All members of the Panel are expected to act with integrity and honesty in their decision-making. They will be expected to declare annually, on the appropriate Register of Interests form, any relevant connections with other physics HE departments or schools in the UK and Ireland. This will include, but is not limited to:

- Being an external examiner (currently or in the previous three years) in a department
- Being currently employed by a department
- Previous employment in a department, at any time
- A family member being employed by a department or attending a course in that department
- Any other relevant personal or professional connection

Research collaborations are not considered a sufficient conflict with a department to be declared. When a Panel member declares a connection with a school or department, they will absent themselves from the discussion and decision about that department.

All members of the Panel review the written evidence that the applicant has submitted and, at the Panel meeting, discuss this evidence, consulting as necessary, any background information relating to the application. The Panel will reach a consensus as to whether an award or renewal should be granted. If the Panel cannot reach agreement, the Chair will have the deciding say. The Panel’s decision is final.
**Appeals against a decision**

In the event that an award or renewal is not granted, the Panel will provide as comprehensive feedback as reasonably practicable to the applicant in question. It is important that this feedback is read fully and carefully to understand why an award or renewal was not granted. The Panel’s decision is final and, as such, appeals against a decision can only be permitted on the following grounds:

- a material procedural irregularity
- where the Panel’s judgement is manifestly unreasonable.

Should an applicant wish to appeal on either or both of the above grounds, they should contact the Diversity Programme Leader (email diversity@iop.org), stating their case. If the Diversity Programme Leader agrees that, on the information provided, there is a case to answer, they will forward the case to the Chair of the Diversity and Inclusion Committee (DIC) to review the Panel’s decision-making process. The Chair of DIC will convene a panel of no less than two other members of the DIC and a member of the Panel, who will together review the evidence and decide whether the Panel’s decision should stand. There are no grounds for further appeal once the Chair of DIC has made their decision.

**Rescinding an award**

In some circumstances, it may be necessary for a Juno award to be rescinded. The Panel reserves the right to rescind an award should information about an application, a department or a university come to light which, in the opinion of DIC, acting reasonably, could bring Project Juno, or the Institute, into disrepute.

Should information that casts doubt on the validity of a Juno award come to the attention of the Institute, the Panel, and the Institute, will evaluate the information and, if deemed appropriate, will take action to investigate and ascertain the facts of the case. The Institute will, at all times, do all it reasonably can to respect the confidentiality of any person coming forward with information in such circumstances. In such situations, the Chair of the Panel should be contacted in confidence in the first instance.