Code of Practice for Project Juno:

What the awards are and how to achieve them
Code of Practice for Project Juno

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Why join Project Juno?

Project Juno is by physicists, for physicists.

The aim of Project Juno is to recognise and reward physics departments and organisations who have taken action to address gender equality and to foster a more inclusive working environment. Project Juno is based on six principles covering all aspects of life in an academic physics department (Appendix 1: The Six Principles and Key Actions of Project Juno).

This code of practice aims to explain the Juno processes in more detail, to explain how the scheme works and how you achieve awards. Our extensive good practice guidance is referred to throughout this document and we recommend that you read this in conjunction with this code.

Any school, department, research institute or organisation offering physics-based teaching and/or research can join Project Juno by making a commitment to the six Juno principles. Where physics is embedded within other activities (for example within a school of engineering or mathematics), you can join Project Juno if you can provide data, information and action related to physics-based activities. Where separate physics-based information is not available, we would encourage you to take part in the Athena SWAN award scheme.

Becoming involved in Project Juno will enable you to work towards developing an equitable culture in which all students and staff can achieve their full potential. By gaining Juno awards, your commitment to gender equality will be publicly recognised. The awards are reciprocal with Athena SWAN awards and you can use your Juno status as evidence of your commitment to equality when applying for external funding, the REF or other awards.

Whilst Juno’s primary aim is to address gender equality amongst research and academic staff, there is nothing to preclude you from applying the principles to all staff including professional support and technical staff. Their experiences may also provide you with valuable insight into the progress that has been made for the benefit of everyone.

You will also receive support from the Institute’s diversity team at every level of the Juno awards. We organise network meetings for Supporters, Practitioners and Champions each year to help those involved in Juno network, share information and good practice. There is a Juno discussion group and Juno Google documents folder for good practice resources, such as data for benchmarking and relevant web links and materials. Through this resource you can access national data, where it is available, updated every year. We can also put you in touch with other departments to discuss particular areas of expertise and support. We offer informal and formal visits as well as extensive feedback and guidance on draft documentation.
The Juno Awards

There are four levels of Juno awards:

- **IOP Institute of Physics Juno Supporter**
  - You start your Juno journey by endorsing the five principles and making a commitment to work towards Practitioner and then Champion.

- **IOP Institute of Physics Juno Practitioner**
  - You demonstrate that your Juno journey is well underway by meeting Principle 1 of the Juno framework. Qualitative and quantitative data and evidence are gathered and an initial action plan demonstrates how you aim to achieve Champion status.

- **IOP Institute of Physics Juno Champion**
  - You demonstrate that the five principles are embedded throughout. Further evidence is gathered and your action plan demonstrates how you will continue to further embed and develop good practice.

- **IOP Institute of Physics Juno Excellence Award**
  - As a Juno Champion, you develop a programme of activities in conjunction with the institute to showcase and embed successful and innovative practice nationally.

**How do we become a Juno Supporter?**

You should send a letter to the Diversity Team at the IOP (hard copy on university/department letterhead), signed by your head, and provide the details of your nominated Juno champion. **Appendix 2: Letter template for Juno Supporter** contains the appropriate contact details and a template for the letter.

Your Juno Champion should be a permanent member of staff who can ‘own’ or champion the process, to make sure that all staff are aware of Juno, what it involves and why you are taking part.

You can engage with the Juno programme as a Supporter by attending Juno workshops and network meetings, discussing progress with the diversity team, requesting an informal visit and liaising with your local Practitioner and Champion departments.

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 until such times as you are able to renew your commitment.

There is no equivalent of Juno Supporter under the Athena SWAN scheme.
How do we achieve Juno Practitioner?
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.**

To be awarded Juno Practitioner, you will be expected to provide an evidence base and commentary addressing principle 1 which should set out your achievements so far, where you are adopting good practice and your priorities for change. Both this and the completion of the Juno Practitioner good practice checklist should be used to 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. You should include success measures that are specific, relevant and outcome-focused to enable you to demonstrate impact. Information on all three of these submissions is on the webpages.

The evidence to be submitted to the assessment panel will be:
- A covering letter from your head of department demonstrating personal commitment
- Your evidence base and commentary on principle 1
- Your completed Juno Practitioner good practice checklist
- Your Practitioner action plan

Our Guide *Becoming a Juno Practitioner* provides further information and highlights good practice from other departments who have successfully achieved this award.

Your Practitioner award is valid for three years and can be renewed once for a further three years. If there are exceptional circumstances (such as departmental restructuring) which means you may need to delay your submission for Champion beyond six years, you can seek advice from the diversity team.

**Mid-Practitioner Visit**
All Juno Practitioners are offered a formal site visit usually arranged around two years after becoming a Practitioner, providing you are making progress towards Champion. The visit will provide the opportunity for a small visiting team, all members of the Juno Assessment Panel, to talk through how work is progressing and what actions are needed to advance to Juno Champion. The visit is not compulsory although we highly recommend it and the feedback does not form part of the Champion assessment process. The visit is to
- provide constructive feedback on your progress towards your Champion action plan
- Enable you to address the necessary priorities and issues to make a successful Champion submission.
- Enable reflection on how well embedded the Juno principles are becoming.

During the visit, the visiting panel will have discussions with the senior management team, the Juno lead, Juno committee members and post-docs if they are not on the committee. The visiting team will ask challenging questions; these are not designed to assess your department or to criticise your practice, but they are designed to enable you to reflect on your current practices, reflect on how much has happened since your practitioner award and what will need to happen to make a Champion application. We have a good practice guide on *Your Mid-Practitioner visit.*

We are only able to carry out one formal site visit to a Juno Practitioner.
How do we achieve Juno Champion?

Once you have achieved Practitioner, the next step is to work towards becoming a Juno Champion.

To be awarded Juno Champion, you will be expected to demonstrate your achievements and good practice across all six principles. One of the most important things is that you demonstrate how you have worked towards meeting all six principles and developed actions to continue to embed the work across your department. By reflecting on your evidence base, you can indicate the extent to which the principles are becoming embedded in your department. You should aim to identify the transparency, usefulness and/or support for policies, procedures and practices, establish how staff are aware of these, and the impact that the improvements to departmental culture are having. 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 you are making to embed activities. The evidence to be submitted to the assessment panel will be:

- A covering letter from your head demonstrating personal commitment to the work
- A robust qualitative and quantitative evidence base with commentary (maximum length 30-40 pages). The Panel is unable to read large appendices or references and all crucial information must be included in the main body of the Champion documentation.
- Your four-year Champion action plan covering all six principles that identifies the actions arising out of all the data analysis (quantitative and qualitative)

Your Champion action plan should detail the actions 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 since the Juno process started and identifying what you have learned from the process will provide a useful commentary to the action plan.

We recommend that you read our Becoming a Juno Champion Good Practice Guides and Information Sheets on all six principles.

Your Champion award is valid for four years and is renewable every four years unless you are awarded Athena SWAN Gold. In this case, you no longer have to renew your Champion status, but we are still happy to visit your department informally to discuss progress. For more information on applying for Athena SWAN Gold, see our guide Journeying to the end of the Rainbow?
Juno Excellence Programme and Awards

The Juno Excellence Programme and Award will recognise exceptional Juno Champions who develop a programme of activities designed to showcase and embed successful and innovative practice enabling a step-change in diversity and inclusion across the physics community.

The aims of Juno Excellence are
- To encourage a community-led approach to furthering equality in physics.
- To encourage ambitious and inspiring activities that will disseminate and embed best practice in equality more broadly across the physics community.
- To enable a greater impact on national imperatives for action in gender equality in physics.

Juno Champions will be able to apply annually to take part in the Juno Excellence programme although only one or two applications will be accepted each year. Juno Champion departments wishing to take part must discuss their proposals with a member of the Juno Assessment Panel or the Institute’s Diversity team prior to submission. This can take place at any time or at your Champion renewal visit. They will advise you on how to shape the proposal, how it can meet the Institute’s diversity programme aims and objectives and how the Institute can support the proposal. Proposals will be expected to demonstrate the following criteria:
- Strategic need
- Leadership
- Collaborative activity
- Your Juno Champion status
- Evaluation and impact
- Resources

All proposals will be reviewed and assessed by the Juno Assessment Panel. Further information is available on our Juno Excellence good practice guide.
Reciprocity between Juno and Athena SWAN Awards
Project Juno and Athena SWAN are reciprocal awards at Practitioner/Bronze and Champion/Silver, meaning that once you have achieved one, you can convert it to the other, providing you are already a Juno Supporter and your institution already has at least an institutional Athena SWAN Bronze award. There is no equivalent Athena SWAN Award at Supporter level or at Juno Excellence, although you can use your Juno Excellence activities as evidence of beacon activities for an Athena SWAN Gold application.

Converting between Practitioner and Bronze
If you already have an Athena SWAN Bronze award and wish to convert to Practitioner
You should provide the following:
- A letter from the head committing to Juno Practitioner and working to Champion.
- Your Bronze paperwork. **If you are using Faculty Bronze paperwork, you must identify physics-specific evidence and actions.**
- A completed [Juno Good Practice Checklist](#), to provide a score and reflective commentary in each area of the six Juno Principles. By briefly annotating the checklist, alongside the scores, you can reflect on your practice 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.

If you already have Juno Practitioner and wish to convert to Bronze
If you already have a Juno Practitioner award, you can convert this to Athena SWAN Bronze using your Practitioner paperwork and action plan and by completing the additional Athena SWAN form for Juno Practitioners. This will ask you for additional data on research and academic staff, as well as data on professional and support staff. **You must complete this form providing additional data and actions arising from the data to be eligible for a SWAN award.**

Converting between Champion and Silver
If you already have an Athena SWAN Silver award and wish to convert to Champion
You should provide the following:
- A letter from the Head of Department making the commitment to the Juno principles
- Your Athena SWAN Silver paperwork and action plan. Should there be any elements of your plan that do not cover ALL the Juno principles, then you should provide additional information on actions that you are taking specifically under Juno. We will **NOT accept Faculty Silver awards.**
- A short statement addressing principle six of the Juno framework (no more than one side of A4) with any relevant actions pertaining to this.

If you already have Juno Champion and wish to convert to AS Silver
If you already have a Juno Champion award, you can convert this to Athena SWAN Silver using your Champion paperwork and action plan and by completing the additional Athena SWAN form for Juno Champions. This will ask you for additional data on research and academic staff, as well as data on professional and support staff. **You must complete this form, providing additional data and actions arising from the data to be eligible for a SWAN award.**
Renewing your Awards

Juno Supporter renewals
To renew your Supporter status, your head of department should confirm in writing that you are still committed to the Juno process. The letter should explain any factors that have impacted on how Juno is progressing since initially becoming a Supporter and the steps you are taking to move the process forward.

Juno Practitioner Renewals
Your Practitioner status can be renewed once, after three years. To renew Practitioner status the following paperwork needs to be submitted:

- A letter from the head of department reaffirming commitment to working towards Juno Champion
- A short summary (no more than 2000 words) providing information about the progress made since becoming a Practitioner, how you have promoted their Practitioner award and whether progress has been made with other awards (eg Athena SWAN). 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 becoming Practitioner, success measures achieved and identifying any areas where progress has been stalled.

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 you not being ready to submit for Champion within the relevant timescales, as well as provide evidence that the Principle 1 continues to be met.

Juno Champion Renewals
Your Juno Champion status is renewed every four years unless you are awarded Athena SWAN Gold. The Juno Champion renewal is a two-stage process.

All Juno Champions will be offered a renewal visit three years after becoming Champion. The aim of this visit is to provide constructive feedback on progress made since becoming a Champion, determine how you have addressed any outstanding issues from your Champion application, and help you identify priorities for the future. The visiting panel will also take the opportunity to discuss the Juno Excellence programme with departments at the renewal visit. During the visit, the visiting team will meet with the Juno Committee, senior managers and the department’s Juno champion. Further details of the structure of the visit and what it entails will be provided at the appropriate time.

Brief verbal feedback against the principles will be given at the end of the visit and more detailed written feedback will be sent after the visit. Whilst the visit is not compulsory, we highly recommend this as a way of feedback on progress as a Juno Champion.

For the second stage of the renewal, the following paperwork needs to be submitted:

- A supporting letter from your head of department
- A written report of around 5,000 words plus charts addressing progress against each principle, highlighting any particularly relevant data and addressing the feedback from the visit, beacon activities and plans for Athena Swan Gold or Juno Excellence.
- An updated action plan for the following four years.

If you are in the process of preparing a submission for Athena Gold, we would be happy to receive that submission as your renewal 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.
**How are applications assessed?**

All applications and renewals are assessed by the Juno Assessment Panel, which meets twice per year, usually in January and June. You should submit your evidence for either Practitioner or Champion application or renewal by the deadline for the appropriate Panel meeting. These dates will be on the Juno pages of the Institute’s website: [www.iop.org/Juno](http://www.iop.org/Juno)

All members of the panel review the written evidence that you submit, 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.

**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.**

**Juno Assessment Panel**

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.

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, institutes, organisations in the UK and Ireland. This will include, but is not limited to:
- 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
- Being an external examiner (currently or in the previous three years) in a 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 conflict of interest, they will absent themselves from the discussion and decision about that department.

**Feedback on your application**

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.

You will be informed whether they have been successful in their application usually within three weeks of the meeting and feedback, whether you are successful or not, will be provided. If your application for Practitioner or Champion is unsuccessful, your time limit will be re-set and you will have further time to apply again. In the event that an award or renewal is not granted, the Panel will provide as comprehensive feedback as reasonably practicable. It is important that this feedback is read fully and carefully to understand why an award or renewal was not granted.
Can we appeal against the panel's decision?
The Panel's decision is final and, as such, there is a limited route of appeal available. 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 you wish to appeal on either or both of the above grounds, you should contact the Head of Diversity in the first instance. If the Head of Diversity 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 Juno Assessment 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 Juno Assessment Panel 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 Juno Assessment Panel should be contacted in confidence in the first instance.

Please contact the Head of Diversity for further details.
### Diversity Team contact details

<table>
<thead>
<tr>
<th>Jennifer Dyer</th>
<th>Angela Townsend</th>
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<tbody>
<tr>
<td>Head of Diversity</td>
<td>Diversity Programme Co-ordinator</td>
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<tr>
<td>Institute of Physics</td>
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<tr>
<td>80 Portland Place</td>
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<tr>
<td>London</td>
<td>London</td>
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<tr>
<td>W1B 1NT</td>
<td>W1B 1NT</td>
</tr>
<tr>
<td>Telephone 020 7470 4863 (direct line)</td>
<td>Telephone 020 7470 4842 (direct line)</td>
</tr>
<tr>
<td>Email <a href="mailto:jun@iop.org">jun@iop.org</a></td>
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Appendix 1: The Six 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

   • 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
         3.1.2 Ensure all staff are aware of promotion criteria and process and the support available to them throughout the process
         3.1.3 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
   4.1.2 Ensure departmental processes, procedures and practices are fully inclusive
   4.1.3 Gender awareness included in the training for all staff and demonstrators
   4.1.4 Promote inclusive social activities and other opportunities for mutual support and interaction
   4.1.5 Use positive, inclusive images in both internal and external communications
   4.1.6 Encourage and support female seminar speakers

4.2 Transparent work allocation model
   4.2.2 Recognise the full range of types of contribution and departmental role, including administration, welfare and outreach activities
   4.2.3 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
   5.1.2 Clear support from Head of Department for flexible and part-time working
   5.1.3 Consistently applied policy on part-time and flexible working
   5.1.4 Promote the benefits of flexible working for both men and women, particularly for those with caring responsibilities
   5.1.5 Explicit support for those returning from career breaks or maternity leave
   5.1.6 Encourage take-up of paternity, shared parental and other caring leave.

6 An environment where professional conduct is embedded into departmental culture and behaviour.

6.1 Ensure that all staff and students are aware of expected professional conduct.

6.2 Address bullying, harassment and misconduct
   6.2.1 Ensure all staff and students are aware of how complaints of bullying, harassment or other misconduct will be dealt with through an enforceable formal policy.
   6.2.2 Ensure there is a transparent reporting mechanism within the department to address any complaints.
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/organisation name) of the (university name) I wish to apply to become a Supporter of the Institute’s Project Juno.

I confirm our acceptance of the six principles of Project Juno:

- 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, their institution and to SET.
- An environment where professional conduct is embedded into departmental culture and behaviour.

I also confirm that we are committed to working towards addressing gender equality in physics 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 logos

Departments who are Juno Supporters, Practitioners and Champions or have achieved the Juno Excellence Award 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 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'

October 2017