

# Project Juno

Advancing gender equality in physics higher education in the UK and Ireland  
and improving working practices for all  
**March 2015**



## About Project Juno

Project Juno is an awards scheme that recognises and rewards physics departments, schools, institutes and groups that can demonstrate they have taken action to address the under-representation of women at all levels and are encouraging better working practices for all.

Those engaged in Juno are offered support throughout their Juno journey, including free workshops and resources on best practice, tailored feedback on applications, formal and informal site visits and regular Juno updates.

## The Awards

There are three levels of award:

- **Supporter:** starts the Juno journey by endorsing the five Juno principles and making a commitment to work towards Practitioner and Champion status.
- **Practitioner:** robust qualitative and quantitative evidence is gathered and an initial action plan is developed, demonstrating how Champion status will be achieved.
- **Champion:** working towards embedding the five Juno principles throughout. Further evidence is gathered, a site visit is undertaken and an action plan demonstrates how the principles and further good practice will continue to be embedded.

**IOP** | Institute of Physics  
**Juno Supporter**

**IOP** | Institute of Physics  
**Juno Practitioner**

**IOP** | Institute of Physics  
**Juno Champion**

## The Juno Panel

Practitioner and Champion award submissions are judged by a panel of physicists who have in-depth understanding of the physics context. They are aware of the specific challenges that physics faces in addressing the under-representation of women, and have extensive knowledge of best practice in gender-equality initiatives that have already been established, both within and beyond the physics community.

## Juno and Athena SWAN

If your department already has an Athena SWAN award, we have a process for applying to Juno using your Athena SWAN paperwork and action plan. Once you have achieved Juno Champion, you can convert to Athena SWAN silver. To find out more, please consult our website or contact a member of the Diversity Team at [juno@iop.org](mailto:juno@iop.org).

# The five Juno Principles

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, appointments and promotions, 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 that the promotions process is transparent and fair to all staff at all levels, including those who have had a career break.
- 3.2.2 Ensure that all staff are aware of the promotion criteria and process, and of the support that is 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 that all staff are aware of the criteria that is 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 the 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.

## Why engage with Project Juno?

An independent evaluation of Project Juno conducted in 2013 highlighted the many benefits for departments of engaging with Project Juno. The benefits highlighted by these departments included:

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### **Better working practices for all staff that mean every individual can achieve their full potential**

Although Juno's focus is on female staff and students, the inclusive policies and practices it promotes support positive changes to workplace culture that benefit both men and women.

*“Juno has been a useful vehicle for improving the working environment for all, and women in particular.”*

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### **Increased awareness and discussion of gender issues within the department among all levels of staff and management**

Juno supports departments to embed considerations of equality and diversity throughout departmental infrastructure, to engender the discussions and actions that help breakdown barriers to the participation of different groups.

*“Starting a discussion of the issues involved has been great, as they used to be ignored or just listed on paper but not put into practice.”*

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### **Increased visibility of female staff**

Whether through an increase in female seminar speakers, more women progressing through the academic grades or higher levels of female representation on committees, Juno helps to increase the visibility of female staff in departments.

*“We have increased the number of women seminar speakers from 5% to 20–30%. It is Juno that made this change.”*

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### **Public recognition as a best-practice department**

Project Juno is one of the recognised equality initiatives in the RCUK's Expectations for Equality and Diversity. The IOP promotes its award winners in local and national press, recognises Champions at the annual Awards celebration, and encourages departments to publicise their Juno status online and via publicity materials.

*“It means a great deal to see our progress recognised.”*

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### **Support provided by the IOP**

The IOP provides both generic and bespoke support to departments to guide them through the Juno journey, from organising workshops through to providing feedback on draft applications.

*“It [the visit] was very, very helpful and it felt like we were being helped towards something rather than an examination.”*

# The Supporter to Champion journey

## Become a Juno Supporter



- Make commitment to the five principles.
- Make commitment to becoming a Practitioner and Champion.
- Send a letter from the head of department, endorsed by the university, with a named department/school Juno contact.

## Work towards Practitioner



- Nominate “champion” for Juno process and engage senior management.
- Set up Juno committee.
- Gather qualitative and quantitative evidence.
- Self-assessment using good-practice tool.
- Devise Practitioner action plan.

## Submit for Practitioner



- Panel assesses evidence for Practitioner at its meeting.
- Decision on approval and detailed feedback.

## Work towards Champion



- Start implementing Practitioner action plan.
- Gather more robust evidence.
- Devise more in-depth action plan, highlighting progress and what is still to be done.
- Juno assessment panel meet with the department’s Juno committee.

## Submit for Champion



- Panel assesses evidence for Champion at its meeting.
- Decision on approval and detailed feedback.

## Renew Champion recognition after three years

- Devise three-year action plan and deliver a presentation to the Juno Panel on progress made since Champion.

# The support we offer

## General support

- Written **feedback on draft applications** and action plans.
- Free **best-practice workshops** around the country, giving you the opportunity to network with other departments at different stages of the Juno journey.
- **Resources** that help departments to navigate the Juno journey, from best-practice guides including guidance for small departments through to a regular Juno update.

## For Supporter departments

- Linking you up with a **Champion Buddy** from a similar department, who can provide support and guidance. This may be through e-mail or phone contact, or your **Buddy** visiting your Juno committee.
- **Resources** such as a guide to becoming a Juno Practitioner and the Juno Good Practice Checklist.
- A visit to your Equality and Diversity or Juno committee to help progress to the next level.

## For Practitioner departments

- **Resources** include Becoming a Juno Champion Information Sheets and Best Practice Guides.
- A **Juno Practitioners' Network** providing a forum for Practitioners to share ideas and support each other in working towards Champion.
- An informal visit to provide feedback on your progress so far.
- Support with the renewals process.

## For Champion departments:

- A **formal one-day visit** from two or more members of the Juno Panel, providing verbal and written feedback on your progress towards Juno Champion status.
- A **Juno Champions' Network** providing a forum for Champion departments to share ideas on innovative practice.
- Support with the renewals process and for working towards Athena SWAN Gold.

# Resources

The Institute of Physics Juno documentation:

- **Juno Code of Practice** contains everything that you need to know about becoming a Juno Supporter, Practitioner and Champion.
- **Project Juno Assessment Procedures** contains information on how the Panel makes its decisions, how to make an appeal against a decision and rescinding an award.
- **Project Juno Evaluation** provides an independent assessment of the impact that Project Juno had across its first five years of operation.

## Other Juno documents

- Becoming a Juno Practitioner: a good-practice guide.
- A guide to Becoming a Juno Champion.
- Project Juno Renewals.

All Juno documentation is available to download from [www.iop.org/junodocs](http://www.iop.org/junodocs), or hard copies can be obtained by e-mailing the Diversity Team at [juno@iop.org](mailto:juno@iop.org).

## Additional resources

The UKRC Quick-CAT surveys that you may wish to use as a template or for initial ideas for qualitative work in your department, available at <http://www.hestem.ac.uk/resources/guides-and-publications/culture-analysis-tool>.

# Project Juno

For more information about Project Juno, contact the Diversity Team, e-mail [juno@iop.org](mailto:juno@iop.org) tel 020 7470 4842.

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