

# Project Juno

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

September 2017



## About Project Juno

Project Juno is an award scheme that recognises and rewards physics departments, schools, institutes and groups that can demonstrate they have taken action to address gender equality at all levels and to foster a more inclusive working environment.

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 four levels of award:

- **Supporter:** You start your Juno journey by endorsing the six Juno principles and making a commitment to work towards Practitioner and Champion status. **IOP | Institute of Physics  
Juno Supporter**
- **Practitioner:** You demonstrate that your Juno journey is well underway by meeting Principle 1. 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 Practitioner**
- **Champion:** You demonstrate that the six 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 Champion**
- **Juno Excellence Programme and 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. **IOP | Institute of Physics  
Juno Excellence Award**

## The Juno panel

All applications and renewals for Practitioner, Champion and Juno Excellence awards are judged by a panel of physicists who have in-depth understanding of gender equality in physics. They are aware of the specific challenges that physics faces 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

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 holds an institutional Athena SWAN Bronze award. To find out more, please consult the Juno Code of Practice or contact a member of the Diversity Team at [juno@iop.org](mailto:juno@iop.org).

## The six 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 that 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 are 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 shared paternity 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.

## Why engage with Project Juno?

### **Project Juno is by physicists, for physicists**

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. You will also receive support from the Institute's diversity team at every level of the Juno awards. The benefits highlighted by those already taking part in Juno include:

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

The inclusive policies and practices promoted by Juno support positive changes to workplace culture that benefit everyone.

*“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 among all levels of staff and management**

Juno supports you to embed equality and diversity throughout your infrastructure, to engender the discussions and actions that help break down 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 women**

Whether through an increase in women seminar speakers, more women progressing through the academic grades or better gender balance on committees, Juno helps to increase the visibility of women.

*“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 Institute promotes its award winners in local and national press, recognises Champions and Juno Excellence Awards at the annual Institute Awards dinner, and encourages you to publicise your 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 Institute provides both generic and bespoke support to guide you through your 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 Excellence journey

## Become a Juno Supporter



- Make commitment to the six principles.
- Nominate “champion” for Juno process and engage senior management.
- Make commitment to becoming a Practitioner and Champion.
- Send a letter with a named Juno contact.

## Work towards Practitioner



- Establish Juno committee.
- Gather qualitative and quantitative evidence.
- Self-assessment using good-practice checklist.
- 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.
- Arrange a mid-Practitioner formal site visit to receive feedback on progress so far and discuss priorities as you work towards Champion.

## Submit for Champion



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

## Consider Juno Excellence Programme and Award

- Arrange a Champion renewal visit three years after becoming Champion to receive feedback on progress and priorities for renewal.
- Discuss with the diversity team a programme of activities you could develop for Juno Excellence.
- Apply to renew Champion status after four years.

# The support we offer

## General support

- Written **feedback on draft applications** and action plans.
- Comprehensive written feedback on all your applications and renewals.
- 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 you to navigate your Juno journey, from best-practice guides including guidance for small departments through to a regular Juno update.
- Our **Juno Code of Practice** contains everything that you need to know about becoming a Juno Supporter, Practitioner and Champion.

## For Supporter departments

- Putting you in touch with other departments or organisations who have overcome particular barriers that you may be facing.
- **Resources** such as a guide to becoming a Juno Practitioner and the Juno Good Practice Checklist.
- A **informal visit to your Equality and Diversity or Juno committee** to help progress to the next level.
- You can come along to the **Juno Practitioners' Network** to share ideas, good practice and support.

## 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.
- 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.
- Support with the renewals process.

## For Champion departments

- A **Juno Champions' Network** providing a forum for Champion departments to share ideas on innovative practice.
- A **Champion renewal site visit** after three years to discuss progress and provide feedback on your progress.
- Discussions on taking part in the **Juno Excellence Programme and Award**.
- Our guide for Juno Champion departments considering applying for **Athena SWAN Gold: Journeying to the end of the rainbow**.

# Additional resources

The HE STEM Programme Culture Analysis Tool contains surveys that you may wish to use as a template or for initial ideas for qualitative work in your department, available at [www.wisecampaign.org.uk/uploads/wise/files/Gender\\_Equality\\_Staff\\_Culture\\_Survey.pdf](http://www.wisecampaign.org.uk/uploads/wise/files/Gender_Equality_Staff_Culture_Survey.pdf).

# 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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