

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 IOP's EDI 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. You can access good practice resources, such as data for benchmarking, relevant web links and materials in the [Juno GDrive folder](#) (pre-2022) and [Juno Network Teams folder](#) (2022 onwards). We can also put you in touch with other departments to discuss particular areas of expertise and support, or pair you with a more experienced department through our informal mentor scheme. 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 six 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 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.

How do we become a Juno Supporter?

You should send a letter to the EDI 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 EDI Team, requesting an informal visit, 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 1: 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 1 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 [IOP webpages](#).

Your baseline data should include at least three years of recent data covering:

For students:

- Undergraduate numbers and proportions for applications, offers and acceptances and admissions, both full and part-time
- Degree classifications, MSci/MPhys and BSc
- Postgraduate numbers and proportions for applications, offers, acceptances and admissions by programme, both full and part-time (taught and research).

For staff:

- Applications, shortlisting and appointment for all posts
- Applications and success rates for promotions
- Appraisal take-up and completion (including PDRA appraisals)
- Seminar or colloquia speakers
- Take up of flexible and part-time working options, caring leave and career breaks

The evidence to be submitted to the Juno Assessment Panel will be:

- A covering letter from your Head demonstrating personal commitment.
- Your evidence base and commentary on Principle 1 (maximum length 25 – 30 pages). The Panel is unable to read large appendices or references and all crucial information must be included in the main body of the Practitioner documentation. The commentary should include both data and reflections from the Juno Committee on how Principle 1 has been embedded. All of the data listed above should be included in the submission.
- Your completed [Juno Practitioner good practice checklist](#)
- Your Practitioner action plan.

For support with developing your action plan, please refer to **Appendix 5: Guidance on Juno action plans.**

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 EDI Team.

Mid-Practitioner Visit

All Juno Practitioners are offered a formal site or virtual 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 Juno 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 (data), 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.

Your baseline data should include at least three years of recent data covering:

For students:

- Undergraduate numbers and proportions for applications, offers and acceptances and admissions, both full and part-time
- Degree classifications, MSci/MPhys and BSc
- Postgraduate numbers and proportions for applications, offers, acceptances and admissions by programme, both full and part-time (taught and research).

For staff:

- Applications, shortlisting and appointment for all posts
- Applications and success rates for promotions
- Appraisal take-up and completion (including PDRA appraisals)
- Seminar or colloquia speakers
- Take up of flexible and part-time working options, caring leave and career breaks

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 (i.e. staff surveys and focus groups) 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. The commentary should include both data and reflections from the Juno Committee on how all of the Juno Principles have been embedded. All of the data listed above should be included in the submission
- 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.

For support with developing your action plan, please refer to **Appendix 5: Guidance on Juno action plans.**

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?](#)

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, the award was achieved in the last 12 months and your institution already has at least an institutional Athena SWAN Bronze award.

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, supporting future work towards Juno Champion and Athena SWAN Silver.
- Either an annotated version of the Athena SWAN action plan indicating where the Juno Principles apply or a supplementary Juno action plan.

If you already have Juno Practitioner and wish to convert to Bronze

You can convert your Juno Practitioner award to Athena SWAN Bronze using your Practitioner paperwork and action plan. **You must also complete the form on the Athena SWAN website providing additional data and actions arising from the data to be eligible for a SWAN award.**

Converting between Champion and Silver

We cannot accept Faculty Silver awards.

If you already have an Athena SWAN Silver award that was achieved in the last 12 months 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. The plan can be either an annotated version of the Athena SWAN action plan indicating where the Juno Principles apply or a supplementary Juno action plan. If there are 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 related to Juno.
- A 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

You can convert your Juno Champion award to Athena SWAN Silver using your Champion paperwork and action plan. **You must also complete the form on the Athena SWAN**

website, providing additional data and actions arising from the data to be eligible for a SWAN award.

The forms and details for conversion to Athena SWAN Bronze and Athena SWAN Silver from Juno Practitioner and Juno Champion can be found on the [Athena SWAN pages of the Advance HE website](#).

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 Practitioner.
- A short summary (no more than 2000 words) providing information about the progress made since becoming a Practitioner, how you have promoted your Practitioner award and shared good practice, and whether progress has been made with other awards (e.g. Athena SWAN). The summary should include evidence, (i.e. data to support the renewal including staff surveys/focus groups), and reflections from the Juno Committee that the good practice under Principle 1 on which Practitioner status was awarded continues to be in place. All of the data listed on page 5, “**How do we achieve Juno Practitioner?**” should be included in the submission. You can also refer to Section 4 of the [Juno Practitioner Good Practice Guide](#) for information about the required baseline data, expected achievements, and examples of good practice for Juno Practitioners.
- Your previous Practitioner action plan used through the duration of your current award. This should highlight the progress that has been made since becoming Practitioner, success measures achieved and identify any areas where progress has been stalled.
- A revised Practitioner action plan with a range of actions that will cover the next three years of the award and indicating any carried over actions.

For support with developing your action plan, please refer to **Appendix 5: Guidance on Juno action plans**.

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.

Stage 1 Champion renewal visit

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. 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.

Stage 2 Paper submission for Panel assessment

To be awarded Champion renewal, you will be expected to demonstrate your achievements, progress and continuing good practice across all six Principles. Evidence for maintaining collection and analysis of both qualitative and quantitative data will be required. The Panel will be looking for increasing embeddedness of good practice and responses to previous feedback and recommendations from the renewal visit and the previous application.

The following paperwork needs to be submitted for the assessment Panel:

- A supporting letter from your Head of department reaffirming commitment to working towards Juno Champion.

A written report of around 5,000 words plus charts (data and figures not included in the word count) addressing progress against each Juno Principle. The report should highlight any particularly relevant data and addressing the feedback from the visit, "beacon activities" or areas of excellence and plans for extended Juno work or Athena SWAN aspirations. All of the data listed on page 7, "**How do we achieve Juno Champion?**" should be included in the submission, either in the main report or appendix where necessary.

- Your previous Champion action plan that was used throughout the duration of your current award. This should highlight the progress that has been made since the last submission, success measures achieved and also identify any areas where progress has been stalled.
- A revised Champion action plan with a range of actions that will cover the next four years of the award and indicating any carried over actions from the previous plan. The plan should have a clear strategic direction linked to any key areas for development or sharing of good practice highlighted in the narrative.

For support with developing your action plan, please refer to **Appendix 5: Guidance on Juno action plans**.

If you are in the process of preparing a submission for Athena SWAN Gold, we can receive that submission as your renewal documentation in addition to an action plan that is aligned with the Juno Principles so that it is clear where all six of the Juno Principles have been addressed; the EDI 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 IOP's website: 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 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 will formerly report to the new Inclusion and Diversity Committee (IDC) which is currently being set up under as part of our governance review of 2020. The current members of the Panel are listed on the Diversity & Inclusion pages of the IOP 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. Panel members that have been involved in a formal visit will also not be able to comment on the final application.

Members of the Panel are expected to adhere to the guidelines and good practice described in **Appendix 4** when commenting on Juno submissions and their subsequent discussions during the assessment Panel meetings.

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, visit feedback reports or previous application feedback. On the very rare occasion that there is not a consensus as to whether an award or renewal should be granted, the Chair may call for a vote on a decision. Each member of the Panel shall have one vote and if the Panel remain evenly split, the Chair will have the final say. The Panel's decision is final.

You will be informed of the outcome of your application usually in the month following the Juno Assessment Panel meeting. Feedback will be provided to all applicants. If your application for a new Practitioner or Champion is unsuccessful, your current award will remain in place 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. It is a fundamental principle that appeals may be sought against failure of due process only and that no appeal against the Panel's judgement will be entertained. All applying organisations are asked to note this prior to submitting an application.

When the Juno Assessment Panel decides not to make a Juno award and a department or organisation feels that due process was not followed, the following appeals mechanism is set out below.

There are two levels of appeal.

First Level of appeal

The Panel's decision will be communicated by letter, which will outline the reasons leading to the decision not to make the award and to provide feedback for a future resubmission.

The organisation should supply the Chair of the Juno Assessment Panel with written representation outlining the grounds for the appeal to bring information before the Juno Assessment Panel.

Should this written representation fail to satisfy the Juno Assessment Panel, the decision not to make a Juno award will be upheld. If the applying organisation still wishes to challenge the decision, another level of appeal is available.

Second level of appeal

This will involve a Panel meeting between representatives of the appealing organisation and an appeals Panel to comprise of at least the following people:

- One member of the Juno Assessment Panel (who has not visited the organisation at any time)
- The Chair of the Inclusion and Diversity Committee or the Chair's nominee
- The Chair of the Juno Assessment Panel

The second level of appeal should be used to clarify any issues of concern or doubt arising from the appeal. The decision of this Panel is final and no further appeal will be allowed.

Expressions of concern about a Juno award

On rare occasions, information comes to light that could cast validity on a Juno award and the Juno Assessment Panel reserves the right to investigate whether an award should be reviewed or even rescinded.

We would normally expect any expressions of concern about an award or information that could cast doubt on its validity to come from someone currently within the organisation concerned but there may be circumstances where an external party who has a close working relationship (such as an external examiner or external PhD supervisor) provides this.

Should such information come to our attention, the first step will be for the Head of Equality, Diversity & Inclusion (EDI) to speak to the person raising the concern to establish whether the concern has merit and whether there may be a case to answer.

If the Head of EDI believes it needs to be taken further, they will speak to the Chair of the Juno Assessment Panel to discuss the appropriate course of action. This will normally involve consulting with the Head of department or other senior manager and with the person who raised the concern again (if necessary).

The Chair of the Panel and Head of EDI will then discuss whether the situation is sufficiently serious to discuss possible outcomes with the Juno Assessment Panel.

We will not investigate any claims that we consider to be vexatious, that have not been through due process within the organisation concerned or claims that are currently under criminal investigation. We will not be the arbiters of any organisational process or procedure and will investigate only where we believe that information about an application, a department or a university could bring Project Juno or the Institute of Physics into disrepute.

We will, at all times, do all we reasonably can to respect the confidentiality of any person coming forward with information in such circumstances.

The first point of contact for expressions of concern should be the Head of Equality, Diversity & Inclusion at the Institute of Physics.

EDI Team contact details

Jane Smith
EDI Officer and Project Juno Lead
Institute of Physics
37 Caledonian Road
Kings Cross
London
N1 9BU

Telephone: 0754 020 4087

Email: juno@iop.org

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:

Jane Smith
EDI Officer and Project Juno Lead
Institute of Physics
37 Caledonian Road
London
N1 9BU

Suggested text:

On behalf of the (Department/School/organisation name) of the (university/organisation name) I wish to apply to become a Supporter of the IOP'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'

Appendix 4: Considerations for Panel members commenting on Juno submissions and discussion during assessment Panel day.

Overall guidance

- Be aware of any conflicts of interest or biases of your own which could influence your perception of the discussions and decisions.
- Please keep in strict confidence any information or knowledge you may acquire as a Panel member, including the decisions of the Panel, the details of any applications or any paperwork shared.
- Securely dispose of any printed or digital application copies and notes after the Panel meeting. The IOP team can arrange shredding if copies are handed in after the meeting.
- Applications must only be assessed on information contained in the application paperwork and the requirements for that level of Juno award. Panel members should not base or influence decisions using prior knowledge or information acquired elsewhere.
- When commenting and discussing, ensure that the application is considered against the relevant requirements for Practitioner, or Champion rather than comparing it to previous applications from other departments and organisations or on factors not relevant to the criteria at that award level.
- Decisions should not take into account wider political points such as subsequent funding that a department may lose or be able to secure or the external perception of the awards when making an award.
- Disclosure of conflict of interest will be required if you have a link to the submitted application organisation. This includes personal and family relationships, posts current and held (in the previous three years), external examiner posts (current and in the previous three years) and other activities that could potentially result in a conflict of interest.

Comments prior to assessment Panel

- We appreciate that since the implementation of GDPR that applicants may request to see anonymised feedback related to their applications, for this reason, please ensure comments are constructive and objective when identifying areas for development or highlighting weaknesses in an application.

During the assessment Panel discussion

- The Chair's role is to guide the discussions and encourage the Panel to come to a consensus decision. On the very rare occasion that there is not a consensus, the Chair may call for a vote on a decision. Each member of the Panel shall have one vote and if the Panel remain evenly split, the Chair will have the final say. Please respect everyone's opinions, even if their views on an application are different to yours. Feel free to speak out in support of your own view, while remaining respectful of those whose views are different.

Materials and videos

We encourage all Panel members to regularly revisit the following unconscious bias materials.

- The video released in June 2018 by the Royal society called **Making better decisions in groups**. [view it here](#)¹. There is also a briefing sheet that [can be found here](#)². The animation and briefing on making better decisions in groups is based on the research work of Dr Dan Bang and Professor Chris Frith FRS, ([Making better decisions in groups](#)³, Dan Bang and Chris Frith, Royal Society Open Science, 2017). It introduces the key concepts around improving decision making in groups.
- A useful video about Unconscious Bias was launched by The Royal Society in November 2015 , [view it here](#)⁴, there is also [a briefing](#)⁵ that was developed for the Panels and committees at the Royal Society. Also see [Blog post from Professor Uta Frith](#)⁶.

¹ <https://royalsociety.org/topics-policy/publications/2018/making-better-decisions-in-groups/>

² <https://royalsociety.org/-/media/policy/Publications/2018/making-better-decisions-in-groups.pdf>

³ <https://royalsocietypublishing.org/doi/10.1098/rsos.170193>

⁴ <https://royalsociety.org/topics-policy/publications/2015/unconscious-bias/>

⁵ <https://royalsociety.org/-/media/policy/Publications/2015/unconscious-bias-briefing-2015.pdf>

⁶ <https://royalsociety.org/blog/2015/11/implicit-and-unconscious-the-bias-in-us-all/>

Appendix 5: Guidance on Juno action plans

Creating your action plan:

- Ensure that your actions are clearly linked to key development areas identified from your qualitative and quantitative data.
- When developing actions, use the RACI matrix (Responsible, Accountable, Consulted and Informed) and ensure that your actions are SMART (Specific, Measurable, Achievable, Relevant and Time).
- Include short, medium, and long-term actions that span the entire length of your award, 3 years for Practitioner and 4 years for Champion.

Reviewing and revising your action plan:

Using Red, Amber, Green (RAG) ratings can help you to identify where progress has been made, where actions should be reviewed or revised, and help you to prioritise your activities.

When revising your action plan, think about the following questions:

- How have you demonstrated progress since the previous Practitioner/Champion action plan?
- Does your action plan cover the full length of your award?
- Are there a mix of short-, medium- and long-term actions?
- Is your action plan ambitious whilst balanced against what is achievable within the timeframe of your award?
- Is it clear who is responsible for each action?
- Are responsibilities shared across members of the team?
- Have success measures been identified?
- Is it clear why particular actions are chosen?
- Are there clear links between the identified gaps in data and gender discrepancies and the action plan?
- Do the actions appear to be resourced appropriately?
- Have you prioritised the action plan appropriately?

Preparing for your Juno submission:

- Ensure that there is a clear link between your action plan and the narrative in your Juno application, i.e. by referencing specific actions in your discussion and including a column detailing the rationale for developing actions in the action plan.
- RAG rating/colour coding your action plan will help the Juno Panel in reviewing your progress and understanding how the Juno Principles have been embedded.
- When renewing your Practitioner or Champion award, indicating which actions have been carried forward and which actions are new using colour coding will help the panel to understand what progress has been made since your previous award.
- For actions that have been abandoned or changed, include an explanation as to why this decision has been taken. You can include a separate column in the action plan which details this information.

Juno Network Resources:

- “**Developing your Juno Action Plan**” session held at the Juno Network meeting in March 2022.
 - Video links: [Presentations & questions](#) and [Session discussion](#)
 - [Session materials](#)
- “**Juno Action Plan Workshop**” held in July 2022.
 - [Video link](#)
 - [Workshop materials](#)