



Training prepared for ICTEAM students
Master 1&2 - UCLouvain - Raphaël Jungers

Introduction to the Job Market.

*What to expect when you look
for a job?*

VERONIQUE JOUBERT

February 6, 2026

Program

- 01 Introduction
- 02 What to expect?
- 03 Who will you connect with?
- 04 A-Z Recruitment processes
- 05 Interview types
- 06 (a) Typical questions?
- 07 Job & contract offer
- 08 Conclusion

01 Introduction



With:

- Volatility of stock market in tech => GAFA and tech giants fired between 5 and 12% of their employees worldwide, and have restructuring plans,
- Impact on AI,
- Inflation and rising of wage costs
- Instability (Financial crisis, Covid, Energy crisis, war in Ukraine, Israel/ Palestine, threats from Iran, US elections..)
- ...

-> (only) 32% of companies in Belgium have recruitment plans to grow in 2026

01 Introduction

The job market used to be extremely **GOOD**, in Belgium the past 10 years.
It is now much more **CAUTIOUS**:

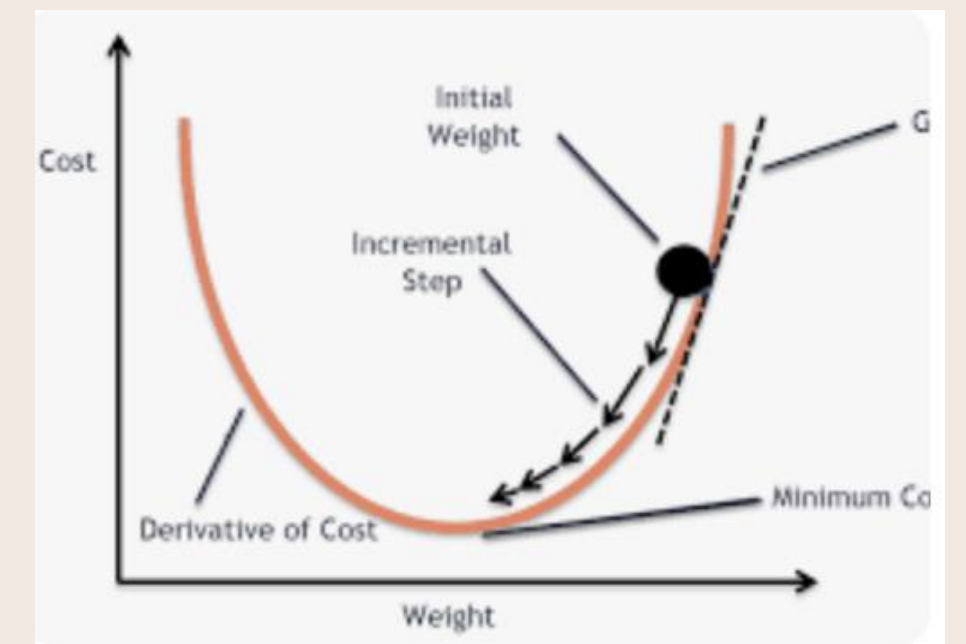
- Lots of open jobs, also for graduates (180.000 jobs open in Belgium)
- Demographics is in favor of applicants for the next 1 or 2 decades..
- High demand for cyber security, cloud, data analysts, data management, IA, ..
- Sectors that recruit massively:
 - Services (transport, communication, finance, retail, horeca)
 - Pharma, life sciences
- **Hiring intentions are lower in 2026. In 2025, in the 3 Regions:**
 - Flanders: +30%
 - Brussels: +28%
 - Wallonia: +25%

01 Introduction

Overall Particularities of the (international) job market: **looking for new behaviours: “flexibility, innovation, empathy”**

For companies, Mastering & analysing data + optimizations are key:

- Algorithms
- Optimizations
- Operational research
- Business intelligence analysis
- Pricing analysis
- Interconnected objects
- Internet of things
- Artificial intelligence & robotics
- Big data analytics & machine learning
- Cybersecurity
- Cloud
- Etc..

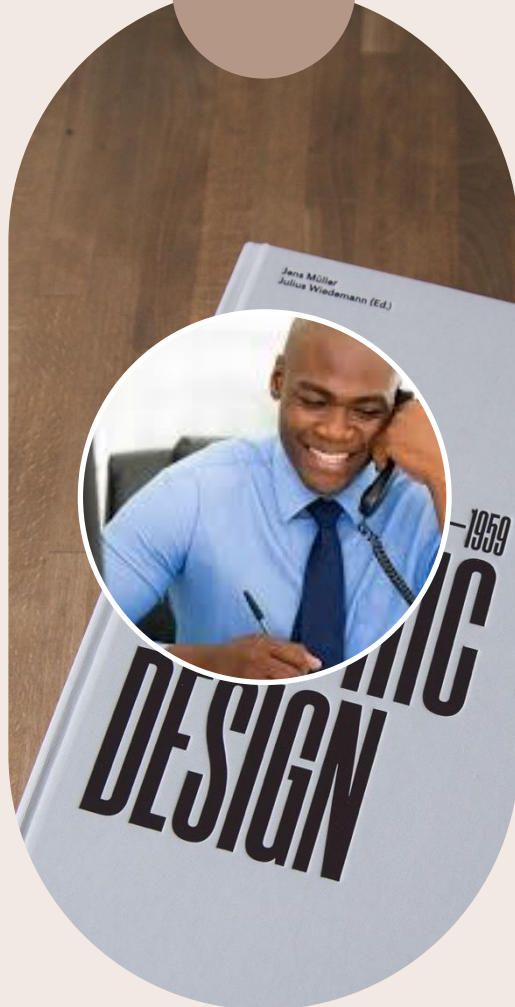


03

Who will you connect with?

Introduction to Job Market – 2026

1



Recruiter

2



Hiring
Manager

3



Head of HR

4



Team of colleagues

5



IA

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04 A-Z recruitment processes

Simplicity or complexity

But clear GOAL for the recruitment process:

TO **HIRE**.



04 A-Z Recruitment process



Step 1

Sourcing-> publish the job, search in databases

Step 2

CV Screening-> 3 piles YES, NO, MAYBE

Step 3

Interview(s)

Step 4

Tests, Personality, language, skills assessments, business cases (individual or collective)

Step 5

Final (Hiring) Interview

Last Step

Job & Contract Offer

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05 Interview types

Informal Talks:

Events
Job fairs
Friends
Opportunities

Telephone screening

To gain time
To complete info
about you
To pass from
MAYBE to YES
pile

Video conference

Or

Face to face interview

Artificial Intelligence

05 Recruitment/ Public sector

Federal

Travaillerpour.be

-> federal administration, linguistic communities and local public jobs

Regional

<https://www.wallonie.be/fr/jobs>

<https://www.vlaanderen.be/werken-voor-vlaanderen>

<https://www.talent.brussels/fr>

Other

Employment at defence: mil.be

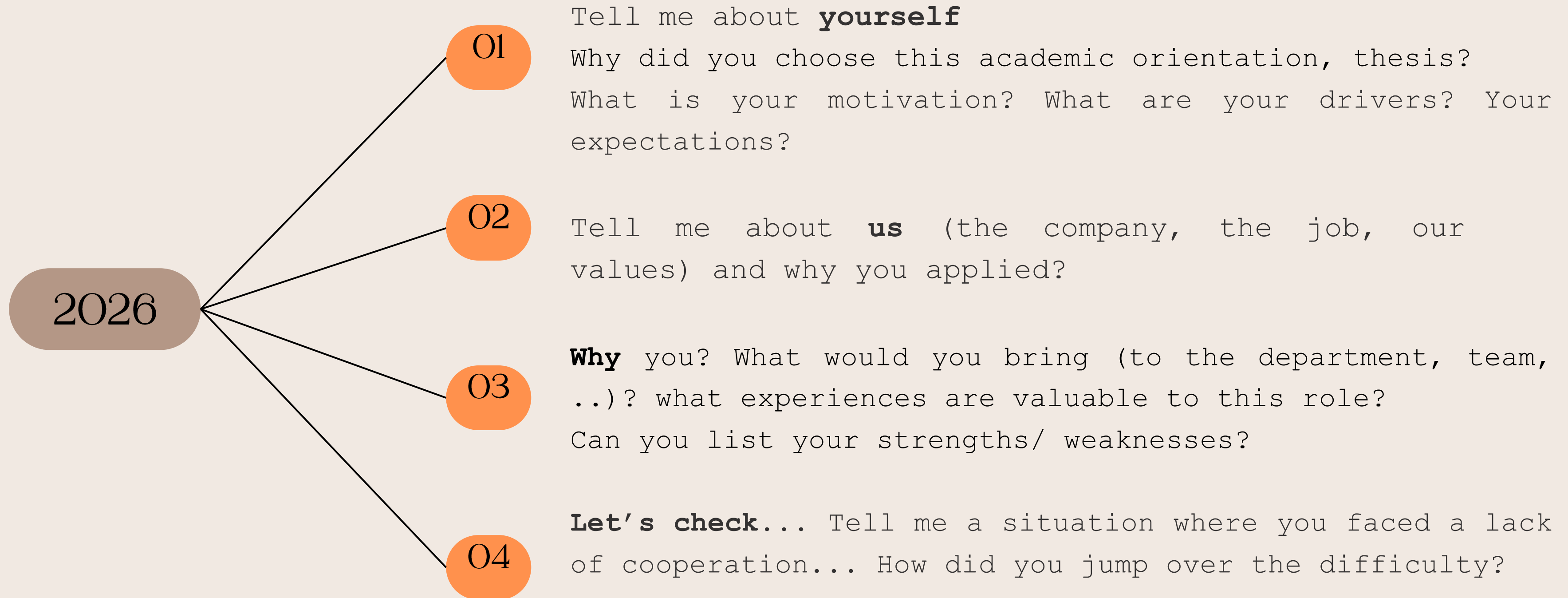
French community recrutement.cfwb.be

European public jobs: <https://eu-careers.europa.eu/fr>

Employment
services

[Leforem.be](https://leforem.be), [Actiris.be](https://actiris.be), [Ostbelgienlive.be](https://ostbelgienlive.be), vdab.be

06 (a) Typical questions



06 Do's & Don'ts

- Listen actively (be attentive)
- Have Periodical eye contact
- Show interest, ask questions
- Use silence
- Ask for clarifications, more information
- Have an open attitude, be aware of body language
- Reformulate
- Prepare 2 or 3 questions
- Ask for a first feedback, what the recruitment procedure is, deadline to expect for the next step,

06 Do's & Don'ts

- To arrive late (without informing)
- To be unprepared for the interview
- To criticize people
- To lie
- To Read your CV
- To Speak about wages too early
- To Send 5 follow-up emails after the interview
- To have zero reactions in the coming days

07 Job offer & Employment Contract...



Salary level:

- linked to **external** (salary survey) and **internal benchmarks** (colleagues of same level)



Compensation & benefits:

- Presents the **compensation** (gross salary) and the **benefits** from Joint Committee and from the company (lunch allowances, group insurances, company car, petrol card, telephone, subscriptions, company shares program, etc..)



Legal component

- Titel, role, level
- Linked to Job description
- In Which department?
- Which role do you report into (N+1)?
- Contractual clause
- validity



General conditions:

- Applies the **minimum Joint Committee benefits** (nb of hours worked/ week, nb of holidays per year, eco-cheques etc..)

08 Conclusion

- Couple of days **after** sending your CV: check it's received, ask about the **timeline** of the process?
- At the end of an interview: what is the **recruitment process** like + **when** will you get feedback?
- If you get **offer(s)** from other applications processes soon: inform recruiters other processes are coming to an end: what is the **timeline** to finalise its process?
- After the **last step** is achieved and you're waiting for the go-no-go decision.
- When the **process is closed** and you're not the chosen candidate: ask for **constructive feedback**.