



MINDEF
Communications
Organisation

WHO WE ARE

MINDEF Communications Organisation (MCO) oversees MINDEF-wide public communications and public relations efforts. Through these efforts, MCO seeks to strengthen public trust in MINDEF and the Singapore Armed Forces (SAF). MCO also reaches out to foreign military partners to enhance the international standing of MINDEF and the SAF.

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Melanie Heng

Assistant Manager (Media Relations)

Bachelor of Arts (Hons) in Linguistics & Multilingual Studies, NTU

She's always on her feet, looking for the next story to further MINDEF's public communications message. To do her job, you'll need to build good rapport with the media and be adaptable to change.



Every day looks very different. It's not a desk-bound job and I'm out most of the time, talking to different people and handling different events. You will always need to be quick on your feet because the situation may change at any time.

It gets stressful at times but I have the support of colleagues around me. Nothing beats the satisfaction of seeing news articles or broadcast coverage on the events I've worked on - it makes everything worth it."

If that sounds like something you would like to do, contact the MINDEF Human Resource Department



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Justin Lam

Assistant Manager (Sense & Response)
Bachelor of Arts (Hons) in Criminology and Security,
University of Liverpool - SIT

Read, digest, respond – news websites, online forums and social media platforms are his go-to workspaces. To do his job, you need to have the eyes of an eagle and the analytical wisdom of an owl.



I come to work every day with a fresh pair of lens. A piece of news may seem mundane to you, but it may not be that straightforward. We look beyond the surface and, at the same time, across different media sources to make sense of it all and respond if necessary.

We prioritise the team above all else, and will always lend a hand whenever we can – even on our off days.

If you have a keen eye for information, like to analyse issues, and enjoy viewing things from different perspectives, join us in SRG!”

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Velyn Lee

Senior Manager (Comms Strategy)

Bachelor of Communication Studies (Hons), NTU

She's the astute strategist who makes sure that accurate messages get online. To do her job, you need a curious mind and to keep up with the latest current affairs!



Every day is an adrenaline rush - if something alarming happens in the information space, we're expected to respond and nip it in the bud before it blows out of proportion.

What gives me satisfaction is when our communications are successful in the online space. Seeing people's positive reactions is rewarding because it shows that our strategies have been effective and our hard work paid off!"

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Dionne De Souza

Assistant Director (Comms Development)

Bachelor of Arts in Communications and New Media, NUS

She deep dives into social media trends and platforms to find out what people like and what tugs at their heartstrings. To do her job, you need an open and inquisitive mind.



I'm always on the pulse of happenings, be it social media trends or the latest news. Recently, I got to attend VIDCON in Anaheim, US, where I learnt about social media influencers, live streamers and YouTubers. They've got huge fan bases and varied content and it was interesting to study how they do that and how it can be applied to our messaging efforts.

Coming to comms development with a background in video production was a little challenging at first but this was a territory that I was somewhat familiar with. Some days, it feels like I'm being thrown into the fire; but learning new things on the job every day keeps me going. There is an unending promise of development and learning."

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Caleb Loei

Assistant Director (Info Policy & Plans)
Master in International Relations, University of Chicago

He looks way ahead – strategising policies and crafting plans for MINDEF and the SAF to operate in an evolving information environment. To do his job, you’ve got to stay ahead of the trends and make good judgement calls.



We worked with various stakeholders to formulate campaign plans, including identifying key values and messages we want to profile about the Digital and Intelligence Service, as part of the overall effort to garner public support and understanding for its establishment.

A challenge for us is how fast the information domain evolves; new trends emerge every other year. My job entails staying ahead of that so that we can remain relevant and timely.”

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Prithipal Kaur

Assistant Manager (Audience Analytics)
Bachelor of Social Sciences &
Bachelor of Business Administration, SMU

She's a psychologist in the field of communications, designing research projects to uncover insights on audience groups. To do her job, you'll have to be both an analyst and storyteller when it comes to working with data.



The scope of our audience is very diverse which makes our work meaningful and challenging, and there's no 'one-size-fits-all' solution.

When I came in, I had the chance to manage a large-scale project that conducts novel research. It was really interesting and I had to challenge the way I think to translate the findings into something that would meet the objectives of our users.

There is no sense of monotony; every season brings new opportunities. Some days I may be analysing a large dataset while on other days I may be reading research pieces or designing studies.”

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John Tiong

Assistant Manager (Plans)

Bachelor of Social Sciences (Hons) in Psychology, NUS

He's a multi-tasker, tackling concurrent problems to keep the organisation running smoothly. To do his job, you must be versatile, adaptable, and able to effectively prioritise your time and attention.



My team and I handle a diverse portfolio of projects from contingency planning and ensuring business continuity to building operational linkages among departments.

The best thing about working in my department is how bonded we are as a team and I can always rely on my colleagues to get the job done right.”

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Thrina Tham

Senior Content Producer
Bachelor of Communication Studies (Hons), NTU

She's the storyteller and people-person. Want to do what she does? You'll need to be curious and have the acumen to ask the right questions!



I love meeting people who inspire others with their stories – whether it's a 60-year-old grandma who was still fighting fit as a warrant officer, or SAF volunteers who take time out to serve outside of work.

My secondment to So Drama! Entertainment (SDE), a media and entertainment company, has also given me the opportunity to learn from great people in the media industry. Recently, I collaborated with other SDE staff to produce 360° videos for Army Open House. It's crucial that we are always open to trying out new ways of digital storytelling.”

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Daphne Xu

Deputy Director (Info Policy & Plans)
Master of Science in Communication Management, SMU

She's smart - always thinking of ways to present the hard truths. To do her job, you'll need to have a love of learning!



The best part of my job is when the public understands what we do, especially when we put out messages regarding MINDEF policies on certain issues. It feels good to know that we are all on the same page.

I was able to pursue further studies while working, and this has helped in my professional and personal development because this role is all about opening up your mind to new practices and seeing what other people are doing. Continuous learning is important because what we do at MCO is never static - it's dynamic and ever-evolving!"

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Ng Teck Siong

Senior Manager (International Engagements)
Bachelor of Social Sciences (Hons) in Political Science, NUS

He's a people-person. He is constantly looking to build international partnerships to advance MCO's strategic communications. To do his job, you'd be on the go (even globally!) and on board with working with different partners.



International engagements don't happen by chance or accident. We strategise and plan our collaboration with international partners, and build sustainable relationships with them in the process.

Our international partners see us as valued representatives of Singapore. We take great pride in flying our flag and advancing our interests in the international arena!"

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Soh Wei Na

Manager (Info Policy & Plans)
Bachelor of Social Science, SMU

After her stint in Media Relations, she now wears a different hat as a strategist, looking at plans to strengthen public support for MINDEF and the SAF. To do her job, thinking ahead of long-term outcomes is key.



My background in running media operations gave me a different view of how media campaigns are run. As an Information Policy and Plans officer, I now have the opportunity to formulate the strategies behind these events. It has given me a broader perspective of the many facets of communications.

I also had the privilege of going overseas for work trips and to take on language courses in MCO. These are precious opportunities that I may not be able to experience elsewhere.”

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