

## Acknowledgements

---

The Commission would like to thank all employees and members of public who replied to the questionnaire prepared by the Commission or separately gave their suggestions by their memoranda. The Commission is grateful to the representatives of the Staff Side of the National Council, the representatives of various associations, the Officers of the Defence Pay Commission Cell and Railway Pay Commission Cell and various eminent persons including the Cabinet Secretary, Service Chiefs, Secretaries of various Ministries/Departments and heads of various organisations from whose views the Commission benefited. These provided invaluable inputs in formulating the recommendations contained in the Report. The Commission also acknowledges the very productive discussions with the Administrative Reforms Commission and the Second Pay Revision Committee for Executives of Central Public Sector Enterprises. The Commission acknowledges with thanks the valuable assistance rendered by each and every one of the 17 officers of the Secretariat of the Commission in the preparation of the Report. The present form of the Report has evolved as a result of contributions of all these interactions and valuable contributions.

Sd./-

(Justice B. N. Srikrishna)  
Chairman

Sd./-

(Professor Ravindra Dholakia)  
Member

Sd./-

(Sushama Nath)  
Member Secretary