

The bulk of the day-to-day business of the Treasury, short of final decision upon important questions, is of course carried out, not by the Board, but by the permanent officers of the Department acting under the general directions of the Chancellor of the Exchequer.

The work naturally divides itself into three main kinds, (1) the administrative and deliberative work comprising (a) the purely financial business which has to be initiated and carried through by the Treasury with the authority of Parliament, and (b) the consideration and decision of the question of *what is to be done* upon all particular proposals coming before the Treasury from Government Departments or other quarters, (2) the accounting work, (3) the clerical and routine work which is more or less mechanical, such as the registering of letters, keeping of papers (including the noting of decisions in order to facilitate easy future reference and the ready finding of precedents), shorthand writing, typing, dispatch of letters, etc.

The work of the first class mentioned above is performed by the higher establishment of the Treasury working under the Secretaries. The method of their recruitment, normally by open competition, is a guarantee that they are men of high intellectual qualifications to begin with. Add to this the effect of long training and experience in the handling of difficult problems, and it would not be easy to find a body of men better qualified by expert knowledge, critical judgment, and experience of affairs to discharge such high functions. Being permanent, not changing with Governments, working under different Chancellors of the Exchequer,