



The War Finance Worker



His Part in the Payroll Savings Plan

PUBLISHED BY THE NATIONAL WAR FINANCE COMMITTEE

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War Finance Worker.

THIS BOOKLET—for the exclusive use of the *War Finance Worker*—provides him with the information necessary to the effective performance of his duties. Under the Payroll Savings Plan every man and woman in every Canadian activity of industry, trade and commerce, civil service and the armed forces will have the opportunity to invest weekly, monthly or at other regular periods in War Savings Certificates or Government Bonds. By mastering the contents of this booklet, the *War Finance Worker* will increase his value to his own Payroll Savings Committee and equip himself for an intelligent approach to his fellow employees.

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Preface

CANADA'S soldiers, sailors and airmen are in action against the enemy. To see them through, Canada's civilians must embark upon an unprecedented program of saving and lending. Leadership in this program has been entrusted by the Government of Canada to the National War Finance Committee, now established in every province.

THE secret of success in the accomplishment of this project vital to the survival of our country is nothing less than severe simple Spartan self-discipline, voluntarily undertaken for the duration of the war by every Canadian man, woman and child.

Until Victory is won, we must all of us suspend the exercise of what in times of peace we were accustomed to regard as our right—the right to demand an ever-increasing share of our country's goods and services, with that demand limited only by our individual ability to pay.

No longer—now or for the duration of the war—must we ask, or create a demand with our dollars, for the things which our soldiers, our sailors and our airmen need. We must fight this war with our total strength—and total strength means every Canadian dollar backing up every Canadian war industry and every Canadian fighting service. The elimination of needless expenditure is part of the price we must pay for Victory, for the guarantee of our continued existence as a free people.

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Save and Lend

1. This is your war and my war. It is being fought for us by men who can be kept in the field only if money is increasingly forthcoming to pay for their weapons and maintenance. Our own lives, the lives of our loved ones, the preservation of our homes, our religion, our way of life, all things dear to us are at stake in the issue of this struggle. These things we must yet again in the history of our race "buy with a price". If we, individually, desire to continue in possession of these good things of life, we must pay our share of the cost of their possession.

2. One of the most serious difficulties with which Canada is faced in her prosecution of the war lies in the rising demand by civilians for goods and services. Increased purchasing power has come into the hands of many people since the beginning of the war, but many of the goods and services which the people are demanding with this increased purchasing power cannot be granted to them if the war is to be fought with the full strength of this country's economic and human resources. Patriotic Canadians who want this war to be won, and to be won as quickly as possible, will see to it that this demand for goods and services is reduced. They will take their dollars out of this *bloc* of purchasing power that is exerting its force against the country's best interest. They will, instead, invest these dollars in Government securities, in War Savings Certificates or Bonds. They will put their dollars in Army khaki, in Navy or in Air Force blue.

3. Then there is that sinister thing called inflation. We don't know all about it. We do know that we don't want to experience it. We remember the disaster and misery it wrought in European countries at the end of the war of 1914-1918. Investment in War Savings Certificates and in Bonds is one of the surest steps to stem inflation. Money is thus taken from where it is not needed and put where it is needed and where it can serve best. Other steps can be taken to stop inflation; rationing, for example, not only of luxuries and of comforts but of necessities. Price control, wage control, controls of many kinds can be resorted to with increasing severity. These things will come, and come in increasing severity, unless more dollars are diverted to war production by investment in government securities.

4. Many are paying the cost of victory in "blood, sweat, toil and tears". In protected civilian life you, too, wish to have a part in winning the fight for freedom. You wish to do "something extra" above and beyond the faithful performance of your civilian job. If you are not privileged to be in the combatant services, nothing that you can do now for your country is more important than restricting your spending, saving your money and lending it to your Government for use in the conduct of the war.

5. When the war is won, there will undoubtedly be a period of economic readjustment. The money that you now save and lend at a good rate of interest to the Government of Canada for war will in that time be returned by the Government of Canada to you. Not only out of selfish considerations, but in fulfilment of your desire to be a good citizen and not to be a drag and charge upon your neighbours, it is your duty to save and lend now with a thought to that possible "rainy day".

How the Payroll Savings Plan

IS ORGANIZED TO HELP YOU

PAYROLL SAVINGS COMMITTEE EXECUTIVE

THIS COMMITTEE is designed for the purpose of organizing and supervising all details of the Payroll Savings Plan in your establishment, for keeping the plan working continuously, issuing all official literature from the National War Finance Committee and doing everything possible to help you do your job as a War Finance Worker.

GROUP CAPTAIN

HIS JOB is to see that you are supplied with all official literature, that you can answer all questions asked of you; to help you keep your reports coming in regularly and to assist you in every way he can to secure new pledges and increase present ones.

PAYROLL SAVINGS SECRETARY

HE KEEPS the official records of the Payroll Savings Committee; cooperates on your behalf with the payroll department or pay office on all matters of individual payroll savings in connection with the new or increased pledges which you secure.

RECORDER

(who may also be Group Captain)
HIS JOB is to receive the signed employees' pledges which you send along to him and to record them for the Payroll Savings Secretary and the paymaster or pay office. You will assist him greatly if your report is clearly written; and if you report at regular intervals as required.

WAR FINANCE WORKER

THAT'S YOU! Your job is to interview regularly and systematically every employee on your list to obtain new pledges and to increase present pledges and to urge the retention of all bonds and certificates purchased by the people on your list. Report each new pledge or increased pledge promptly to the Recorder and/or Group Captain. Be alert to any cancellation of pledges and discuss them with your group Captain.



THIS IS THE JOB!

How to Go About It

You are a War Finance Worker for Canada. You were selected for this service because it is believed by those who know you well that you are willing and qualified to do an important work for Canada among your fellow-employees.

As an officially recognized War Finance Worker you are pledged to promote, to the best of your ability, the Payroll Savings Plan of the National War Finance Committee. This plan calls for your active support of, and membership in, the Payroll Savings Committee already organized in your place of employment.

Now let us take a look at the part you can play in helping to solve Canada's tremendous problem of War Finance. Let's take a look at the job to which, as a War Finance Worker, you are pledged:

1st. *Know, and understand as fully as you can, why Canada must have more money to finance our war effort.*

PAGES 3 to 5, and pages 10 to 13 dealing with the Hon. Mr. Ilsley's Budget Speech, were made part of this booklet to enable you to meet this requirement of your job. It is your definite responsibility to acquaint yourself with the facts as contained in these pages and thus be prepared to answer questions which may be asked by your fellow employees. It is of utmost importance that the difference between *Returnable Tax* and *Voluntary Savings* be made clear to every individual and you will be able to do this by conscientious application in your study of this booklet. If questions crop

up which are not covered in these pages, consult your Group Captain or an Executive Member of your Payroll Savings Committee.

2nd. *Obtain new or increased pledges for Payroll Savings (War Savings Certificates or Bonds) from the persons on your list.*

YOU WILL be given a list of fellow-employees who are your "prospects". The first rule for a salesman is KNOW YOUR PROSPECT. It is obvious that the ability to buy War Savings Certificates or Bonds will vary according to individual circumstances. The more you know or can learn about your prospect, the better will you be able to help him make up his mind to come into the Payroll Savings Plan with a new or an increased pledge.

Don't take "NO!" for an answer. Always leave the way open to come back to your prospect. Some persons may have pressing obligations to meet before they can see their way clear to increase their savings through the Payroll Savings Plan. Make a note of the obstacles, allow enough time to go by for their removal, and go back to the prospect when he is in a position to buy. Remember, you are guiding these people into a good investment—the best investment in the world for a man or woman who values freedom. It may require frequent calls to convince some people that they owe it as much to themselves as to their country to put every spare dollar into War Savings Certificates or Bonds, but your job as a War Finance Worker is to get every individual on your list pledged to the greatest possible amount under the Payroll Savings Plan. Keep everlastingly at it.

As soon as a new pledge is signed, give it to your Group Captain, or your Recorder, so that the records of your Payroll Savings Committee may be kept up to date.

At all times work in the closest possible co-operation with your Group Captain. Stimulate the other War Finance Workers in your Group by making rapid and satisfactory

progress with your own list. Other Groups will be watching yours for results and the Payroll Savings Committee Executive will need the best efforts of all Groups in order to make a good report for the establishment as a whole.

Keep your eye on the quota set by the Payroll Savings Committee. If your Department or Group has been given a quota within the larger quota, then see to it that you do your part to bring the effort each day nearer to success.

3rd. *When pledges have been brought to the highest possible level, it is an important part of your job to see that they are maintained.*

YOU WILL meet those who think that because the Government has introduced the returnable tax there is no need for a continuance of the Voluntary Savings program. Nothing could be further from the truth. This tax will not in any way take the place of Voluntary Savings. The fact of the matter is that the need for Voluntary Savings is greater than ever. In the Hon. Mr. Ilesley's Budget Speech of June 23, the vital importance of reaching and maintaining the highest possible levels in Voluntary Savings was strongly emphasized. On this point read with especial care the excerpts on the following pages.

4th. *Urge Everybody you know to Hold all War Savings Certificates and Bonds to Maturity.*

IT WILL be your responsibility as a War Finance Worker to impress upon everyone you know, at every opportunity, the patriotic duty to hold all War Savings Certificates and Bonds at least for the duration of the war. Canada needs this money for war purposes—and only if the investor holds these securities until maturity will all possible interest be earned on the investment.

Nothing but actual distress should be considered a good reason for premature redemption of a War Savings Certificate or Bond.

EXCERPTS FROM THE

Hon. Mr. Ilsley's Budget Speech

(JUNE 23rd, 1942)

STUDY these excerpts—they will enable you to answer questions which you may be asked by your fellow employees.

AMOUNT TO BE RAISED BY VOLUNTARY SAVING

IF OUR estimates of the yields of new and increased taxes during the balance of the current fiscal year are reasonably correct, the Dominion's total revenues for 1942-43 should be approximately \$2,050 million. With expenditures of \$3,900 million, this leaves a budgetary deficit of \$1,850 million which will have to be covered by borrowing . . .

"The enactment of the Budget proposals will provide for the collection in 1942-43 of additional sums to be refunded after the war and which it is estimated will amount to \$95 million.

"This will leave for other methods of financing \$1,755 million . . ."

ALL MUST DO THEIR SHARE

"No great fraction of this can be provided by individuals with incomes of more than \$3,000 or \$4,000. Individually they must do their share, but the total of their subscriptions will be limited by the smallness of their numbers. It must be provided by people of lower incomes, especially those in families whose incomes have increased during the war.

"Now, the House will understand what I meant when I said that I was not proposing to substitute compulsory savings for voluntary savings. The refundable tax and other provisions which I am recommending are merely to equalize

the base from which voluntary savings start . . . Over and above the higher taxes, over and above the minimum savings requirement, these current savings must not only be increased; they must be increased greatly if we are to finance this war the sane and the equitable way, if those of us who are not in armed forces are to demonstrate that, as a democracy, we are capable of meeting the stern tests of war as we expect those who dare physical destruction to meet far sterner tests."

THRIFT

"Will this mean a reduction in our standard of living? Certainly. The war will not be won by disputing as to whether labour or agriculture or employer or employee should get a larger share of a swollen national income. It will be won, not alone by the valour of fighting forces and the skill of generals, but by the willingness of the people at home to make necessary sacrifices—willingness to make those sacrifices first and not after all other groups have made them.

"I am asking that there should be by every individual the most rigorous economy. Every dollar we spend means that someone is working for us. Let us not spend it if that someone might instead be working for victory. I am not asking that anyone's standard of living should be reduced below the level of personal efficiency and decency. I am asking that it should be no higher than that level. Let us compete with our neighbours, in saving, not spending; in making shift with what clothing and house furnishings we have, not in buying more; in hard work and plain and thrifty living."

VICTORY AND FUTURE SECURITY

"All this has an immediate and necessary purpose. All the equipment, materials and labour that we can possibly spare must be used in this bitter conflict for victory. It has a further purpose which gives hope for the future. The savings that we make now will be available after the war.

We can then replenish our wardrobes and build our houses and take more leisure, knowing that not only will we be increasing the comfort and vitality of our families but providing work and pay for thousands of people who will come out of the armed services and war industries and earn their livelihoods once more in civilian industry. By all means let us have a new world after the war. It will not come from speeches and laws. We must work and save for it and for victory now."

THE NATIONAL WAR FINANCE COMMITTEE

"The National War Finance Committee is engaged in the development of an organization in each province which will undertake a continuous campaign for the regular sale of Bonds, War Savings Certificates and Stamps to the public throughout the entire year, supplemented from time to time, by special campaigns. I bespeak for them every dollar of savings that can be made and the active help of everyone in their campaign . . .

THE FOUR HOME FRONTS

"These fiscal measures are necessary also to success in our four-front battle against inflation. The price ceiling, control and rationing of supplies, the direction of man-power, and fiscal policy are complementary, not alternative measures. The offensive must be maintained on all four fronts. No one front can be held unless the others are held. The price ceiling, a sound policy which is being administered with great courage and imagination, cannot itself defeat inflation. If I may venture another military metaphor, it can prevent the enemy from winning by infiltration. . . .

"There would be little net gain if the putting into effect of higher income tax rates resulted in a corresponding decline in saving. It is vitally necessary that, while tax revenues increase, the flow of savings into the treasury shall also increase greatly."

OBLIGATION OF EVERY CANADIAN

"Let me emphasize clearly that this minimum of savings to be required of all does not release any of us from the obligation to save as much as is humanly possible in addition to this, and to invest it in War Savings Certificates or Victory Loans. We are not substituting compulsory for voluntary savings. On the contrary, we must secure a very large increase in voluntary savings from individuals this year, in addition to the minimum savings now to be required by law . . ."

THE MONEY IS AVAILABLE

"There is no doubt that Canadians as a whole have the financial means to make such savings. Under the pressure of vast war expenditures their aggregate income is reaching levels which would have seemed impossible a few years ago or even in the palmy days of 1929 . . . the great majority of Canadians can save more than this basic minimum, and some can save very much more. I have in mind, for instance, family groups whose total income has increased very substantially because of the war. Under a fiscal system which is based on the individual rather than the family as a unit, the full mobilization of possible savings by such groups can only take place on the voluntary principle."

CALL FOR WAR FINANCE WORKERS

"It is therefore clear that the National War Finance Committee, which directs our savings campaigns, has an even bigger and more difficult job to do than it has had in the past. The magnitude and the character of its task is such that the Committee does not believe it can succeed unless it becomes to an even greater extent than it is now a people's organization. Success will depend upon the extent to which it can draw upon every group in the community for men and women who will help in planning its activities as well as in carrying them out, and organization is now proceeding with this end in view."

And Now . . . One Last Word!

FOR THE purpose of your immediate task and responsibility as a War Finance Worker, it is necessary above all else that you should realize the vital importance to Canada of performing conscientiously your share of the work with which your own Payroll Savings Committee is entrusted. Only by your intelligent, zealous and sustained support, will the National War Finance Committee be enabled to discharge successfully the duties laid upon it. This is *YOUR* committee, this is *YOUR* country, this is *YOUR* war, *THIS* is *YOUR JOB!*