

ADMINISTRATION RESPONSE TO PROCUREMENT SYSTEM (ARIBA) - USER EXPERIENCE AUDIT

Recommendation

That the June 24, 2025, Financial and Corporate Services report FCS03076, be received for information.

Requested Action		Information only	
ConnectEdmonton's Guiding Principle		ConnectEdmonton Strategic Goals	
CONNECTED This unifies our work to achieve our strategic goals.		N/A	
City Plan Values	N/A		
City Plan Big City Move(s)	N/A	Relationship to Council's Strategic Priorities	N/A
Corporate Business Plan	Managing the corporation		
Council Policy, Program or Project Relationships	<ul style="list-style-type: none">City Administration Bylaw 16620		
Related Council Discussions	<ul style="list-style-type: none">November 28, 2017, Financial and Corporate Services report CR 5255, SAP License Single Source RequestOctober 29, 2018, Financial and Corporate Services report CR 6453, Single Source Procurement Approval - Amendment to 2017 Single Source ApprovalFebruary 10, 2020, Financial and Corporate Services report CR 7843, SAP Ariba Contracting UpdateOctober 12, 2022, Financial and Corporate Services report FCS01326, SAP Ariba Subscription RenewalJune 24, 2025, Office of the City Auditor report OCA03101, Procurement System (Ariba) - User Experience Audit		

Executive Summary

- The Office of the City Auditor conducted an audit in Q1 2025 to determine whether the Corporate Procurement and Supply Services (CPSS) branch provides support to contribute to a positive user experience of SAP Ariba (Ariba). Findings are presented in the June 24, 2025 Office of the City Auditor report OCA03101, Procurement System (Ariba) - User Experience Audit.
- The scope of the audit included internal City department users and external suppliers. This audit reviewed the relevant information from 2020-2024.
- The audit findings demonstrate that CPSS contributes to a positive user experience and provided two recommendations to further improve the overall effectiveness.
- The two recommendations included: (1) instances of gaps relating to clarity and completion of training, and (2) review Ariba tickets in aggregate to identify and address common issues.

REPORT

The City of Edmonton uses Ariba software for procurement-to-payment phases, including sourcing, contract management, buying and invoicing processes at the City and with external suppliers. It is a centralized system for managing procurement and contract activities, ensuring streamlined processes and consistent, secure record-keeping across all transactions. This system has increased efficiency; eliminated paper-based documentation, handling and retrieval; enhanced reporting capabilities and improved the City's ability to identify procurement opportunities through spend classification.

CPSS is the primary custodian of the City's corporate procurement and contract management processes, managing the spend of \$2.2 billion in 2024. As the centralized supply chain management and tendering authority for the City, CPSS also offers Ariba training and support to City employees and suppliers.

The Ariba Subscription Renewal agreement was previously approved by Executive Committee in 2022 due to the prior significant investment in implementing the application and building supplier capabilities within the City.

Over 2,500 City employees and more than 3,200 suppliers are actively using Ariba to support procurement and contract-related activities.

Audit Recommendations and Responses

The Office of the City Auditor evaluated the user experience of the City of Edmonton's SAP Ariba procurement system. The findings, outlined in the June 24, 2025, Office of the City Auditor report OCA03101, Procurement System (Ariba) - User Experience Audit, include generally positive feedback on support and highlight areas to improve on, such as training requirements and recurring user issues.

Administration accepts both of the Auditor's recommendations.

Audit Recommendation 1

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“We recommend that CPSS clarify the training requirements and improve the process to verify that the training requirements are completed.”

CPSS agrees with this recommendation and is actively working to strengthen training governance and access protocols, to ensure that all Ariba system users are appropriately trained and accountable.

CPSS maintains an Access Request form for Ariba. It requires users to obtain supervisor approvals to gain access to the system. Previously, this form did not include all the required training for the roles, as the courses were not fully developed. By late 2021, all the required training in the Learning Management System (LMS) was rolled out. The SAP Ariba Access Request form was then updated to indicate the specific courses required to be completed for the requested roles. This allows CPSS to validate that the required training is completed before granting the requested access.

To address the audit recommendation, CPSS will:

- Continue to update and revamp the CPSS training site to improve navigation and ensure that content is user-friendly and easy to access.
- Update and refresh training materials to reflect current processes, system enhancements and compliance expectations across all user groups, including internal and external.
- Redesign the Ariba access request form to make training requirements clearer and ensure that users complete training before requesting system access.
- Establish a verification and tracking mechanism to monitor user training status, support auditability, and reduce reliance on manual processes.
- All Ariba users will be required to recertify through the refreshed Ariba certification programs developed by CPSS to ensure compliance.

These actions will support the City's broader goal of ensuring the Procure-to-Pay system is used consistently, responsibly and in alignment with policy, while minimizing errors and inefficiencies.

Implementation Date: March 31, 2026

Audit Recommendation 2

“We recommend that CPSS monitor and address frequent Ariba user issues to improve the user experience where possible.”

CPSS agrees with this recommendation and acknowledges the importance of improving the Ariba user experience across the organization. CPSS has a ticket management system for tracking and managing user requests and system issues. The existing process is focused on addressing functionality gaps and limitations, implementing system fixes and enhancing system workflows and processes with quick turnaround times. Through this process, CPSS has applied over 30 enhancements and data quality control measures that improve the overall user experience. CPSS understands there is an opportunity to review the ticket volume and user concerns to develop a strategic approach in providing support.

To address the audit recommendation, the Ariba support team will employ a three-phase approach:

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- In Phase 1, the team will enhance the current ticket monitoring and reporting process to analyze user concerns by various subcategories and review existing Service Level Agreements. The team will develop an action plan to implement self-serve user support for common concerns and questions.
- Phase 2 will use insights from ticket trend analysis to update training materials, implement targeted communication strategies and continue exploring system adjustments in areas that present persistent challenges to improve workflow efficiency and user support.
- Phase 3 will include monitoring and analyzing system limitations and integration issues, then performing impact analysis for implementation. This phase falls outside the implementation target date as it is dependent on upgrading technology capabilities.

Ongoing work will continue with the goal of providing longer-term system enhancements and technical improvements.

Implementation Date: June 30, 2026

Community Insight

During the development of the Edmonton Economic Action Plan¹, Edmonton's business community provided a number of ideas to support economic development (April 19, 2021, Urban Form and Corporate Strategic Development report UFCSD00208rev, Edmonton Economic Action Plan - Clarify Measurement, Targets, Reporting Cycle and Implementation Leads). This feedback suggested that the City expand opportunities for businesses to connect to supply chain activities, develop awareness and knowledge about how to respond to procurement opportunities, and enable appropriate technology to improve procurement communication. Using Ariba has enabled the City to address this feedback and improve these aspects of the procurement process. Ariba includes tools to track sustainability criteria, supplier diversity, and community benefit outcomes, enabling more accountable, transparent, and socially responsible procurement and contract practices that deliver greater value to Edmonton's communities.

While some suppliers initially expressed challenges with transitioning to Ariba, overall sentiment has improved significantly with continued operation. After five years of use, approximately 13 per cent of suppliers have reported dissatisfaction, which is relatively low compared to the total number actively transacting. Currently, over 3,100 suppliers, representing approximately 99 per cent of our active supplier community, are enabled and actively using the system.

GBA+

SAP Ariba has improved equity and reduced access barriers for internal users and the broader supplier community. As a cloud-based platform, it eliminates the need for specialized software, and suppliers can register and participate at no cost. Its user-friendly interface and widespread adoption across provincial, federal and municipal governments also reduces the burden on suppliers to learn multiple systems. The City's training and support for small and diverse businesses ensures that suppliers of all sizes can navigate the system and compete more effectively for City opportunities.

¹edmonton.ca/sites/default/files/public-files/assets/Edmonton_EconomicActionPlan.pdf

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Ariba allows all suppliers, including local, Indigenous and diverse suppliers, to search for and bid on the City's procurement opportunities, regardless of their physical abilities and/or work location needs.

Environment and Climate Review

This report was reviewed for environment and climate risks. Based on the review completed no significant interactions with the City's environmental and climate goals were identified within the scope of this report.